

**International
Institute of
Social Studies**

Erasmus

**THE PROVISION OF SOCIAL SECURITY IN THE CARICOM
REGION VIA P.A.M's.**

THE FREEDOM CARR

A Research Paper presented by:

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(Trinidad & Tobago)

in partial fulfilment of the requirements for obtaining the degree of

MASTER OF ARTS IN DEVELOPMENT STUDIES

Major:

Social Policy for Development

(SPD)

Specialization:

Local Development Strategies (LDS)

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December 2020

Disclaimer:

This document represents part of the author's study programme while at the International Institute of Social Studies. The views stated therein are those of the author and not necessarily those of the Institute.

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List of Acronyms

| | |
|----------|--|
| S.S. | Social Security |
| CARICOM | The Caribbean Community |
| SPD | Social Policy for Development |
| LDS | Local Development Strategies |
| P.I.M's. | Poverty Inducing Mentalities & Mechanisms |
| P.A.M's. | Poverty Alleviating Mentalities & Mechanisms |
| CED | Co-operative Endogamous Development |
| UUW | Universal Unconditional Welfare |
| UCW | Universal Conditional Welfare |
| SSE | Social and Solidarity Economy |
| CAIG | Collective Autonomous Innovative Geographies |
| RLE | Right Local Epistemology |

Abstract

How best should Social Security (S.S.) be provided in the CARICOM Region during and after the Covid 19 Crisis? The resilient Citizenry of the CARICOM Region, are prone and accustomed to constant socio-economic crises, however, the **Covid 19 Pandemic** has prioritized the urgent need for Universal Provision of Social Security (S.S.). A '**Poverty of Resources' Developmental Approach**¹ is now mandatory, as the Pandemic has exacerbated the Poverty of an historically, structurally-impoverished CARICOM People. The Capitalist, neo-liberal, '**Resources of Poverty' Approach** (and Residual S.S. Logic)² to S.S. Provision via Cash Transfers, Microfinance, Social Funds, etc. do NOT serve to break the *CARICOM Persistent Poverty-Cycle*. **Residual³ (Negative) S.S. Provision**, and the **Wrong Citizenship (A Vertical Model of CARICOM Citizenship)⁴** thereof, is structurally (& ethically) incapable of eradicating the Poverty of CARICOM People. **Negative S.S. Provision** simply helps some of the targeted-Poor⁵ to survive. Capitalist, neo-liberal, Social Security Provisioning in CARICOM does not provide nor represent the **Head-Start/ Transformative Assets**⁶ needed for the individual targeted recipients of the Citizenry to transcend and escape the **Historical Capitalist** (Slavery; Colonialism; Neo-Colonialism; Liberal & Neo-Liberal Globalization) **Structure of Poverty**. Hence with regards to the Research Question, "**How best should Social Security (S.S.) be provided in the CARICOM Region during and after the Covid 19 Crisis?**", this Research Paper offers the practical recommendation of **Poverty-Alleviating Mentalities & Mechanisms** (P.A.M's.). P.A.M's. are **Humane Co-operative Groups** that utilize **Control, Accountability, Rotation, and Regularity** to alleviate Poverty. P.A.M's. provide **Universal (Positive) S.S.** and facilitate **Right Citizenship**. P.A.M's. can represent a **Way of Harmony** between **Top-down & Grassroots S.S. Provisioning**, that can provide **Collective Head-Start/Transformative Assets** to CARICOM People. P.A.M's. counteract **Poverty-Inducing Mentalities & Mechanisms** (P.I.M's.) by positive **connection, administration, and manipulation of the seven (7) Human Factors of S.S.** At early, small-membership stages, P.A.M's. are concerned with **Survival**; at later, greater-membership stages, P.A.M's., as a matter of natural course, provide **Survival +**

¹ Mercedes Gonzalez de la Rocha (2007) 'The Construction of the Myth of Survival', *Development and Change*, 38: 1, (pp. 45-66)

² Ibid.

³ Amrita Chhachhi (2009) 'Democratic Citizenship or Market based Entitlements? A Gender Perspective on Social Protection in South Asia', *ISS Working Paper*, #486

⁴ Naila Kabeer (2014) 'The Politics and Practicalities of Universalism: Towards a Citizen-Centred Perspective on Social Protection', *European Journal of Development Research* 26, 338-354, (pp. 338-354)

⁵ Thandika Mkandawire (2005) 'Targeting and Universalism in Poverty Reduction', *Social Policy & Development Programme Paper*, #23, United Nations Research Institute for Social Development (UNRISD)

⁶ Thomas M. Shapiro (2004) *The Hidden Cost of being African American. How Wealth Perpetuates Inequality*, NY: Oxford University Press.

Growth.⁷ The **Social Policy for Sustainable Development** of CARICOM Governments can facilitate the creation of **Survival + Growth P.A.M's** (grant Spaces, Facilities, Cash & Knowledge Transfers, etc.) as a **Local Development Strategy** for National Poverty Reduction, National Positive S.S. Provision; and for the destruction of the *Persistent Poverty Cycle*. **Creative Syncretism** between Central & Local Government and the **Social and Solidarity Economy (SSE)**, can spur Sustainable Development of the CARICOM Region via **Co-operative Endogamous Development (CED)**. CED involves the creation of **Collective Autonomous Innovative Geographies (CAIG)**⁸ that can provide **Universal Unconditional Welfare (UUW)**; and **Universal Conditional Welfare (UCW)**. CED involves **Inward Investment & Cultivation** of **Right Local Epistemology (RLE)**. CED is concerned with **Nation-building** on the Foundation of **Right Local Epistemology (RLE)**. The aim of CED is the attainment of **Right Citizenship (A Horizontal Model of CARICOM Citizenship)**⁹ via P.A.M's. which employ **Right Mentality**, and **Right Mechanism** in the provision of **Positive Social Security**. **Positive S.S.** directly involves unconditional & conditional access to **Social Capital**¹⁰; and **Right Social Justice (Right Recognition & Right Redistribution)**¹¹. In light of the aforementioned, this Research Paper is a **CARICOM Local Development Strategy**; a **Social Policy Brief** that advocates for the **Sustainable Development of CARICOM**, via the creation of **P.A.M's**. The Research Paper uses the examples of an **Employment-Sector P.A.M**; a **Geographical-Region P.A.M**; and the RLE' **Gayap Concept** to demonstrate the efficacy of CED in the CARICOM context. The Research Paper aims to highlight a Way to practically facilitate and promote **Right Citizenship** and the provision of **Positive Social Security**, via the institutional-implementation of a **Parish (Electoral College/Constituency) P.A.M. System** for Sustainable CARICOM Development.

⁷ Erhard Berner, Georgina Gomez, Peter Knorringa (2012) 'Helping a Large Number of People Become a Little Less Poor: The Logic of Survival Entrepreneurs', *European Journal of Development Research* 24, (pp. 382-396)

⁸ Jenny Pickerill, Paul Chatterton (2006) 'Notes towards Autonomous Geographies: Creation, Resistance and Self-management as Survival Tactics', *Progress in Human Geography* 30 : 6, (pp. 730-746)

⁹ Naila Kabeer (2014) 'The Politics and Practicalities of Universalism: Towards a Citizen-Centred Perspective on Social Protection', *European Journal of Development Research* 26, 338-354, (pp. 338-354)

¹⁰ See 1. Luca Andriani, Asimina Christoforou (2016) 'Social Capital : A Roadmap of Theoretical and Empirical Contributions and Limitations', *Journal of Economic Issues*, 50:1, 4-22; 2. Christina Prell (2009) 'Linking Social Capital to Small-worlds: A Look at Local and Network-level Processes and Structure', *Methodological Innovations Online* 4, (pp. 8-17)

¹¹ Nancy Fraser (1996) 'Social Justice in the Age of Identity Politics: Redistribution, Recognition, and Participation', *The Tanner Lectures on Human Values*, Delivered at Stanford University April 30 - May 2

Keywords

Social Policy for Development, Social Security, CARICOM Sustainable Development, Local Development Strategy, Poverty Inducing Mentalities & Mechanisms (P.I.M's.), Poverty Alleviating Mentalities & Mechanisms (P.A.M's.), Right Citizenship, Positive Social Security, Co-operative Endogamous Development, Co-operative Autonomous Innovative Geographies, Survival + Growth Entrepreneurship, Right Social Justice, Head-Start/Transformative Assets, Right Local Epistemology, Social Capital, Universal Unconditional Welfare, Universal Conditional Welfare, Social & Solidarity Economy, Corporate Social Responsibility, Local Governance, Governmentality.

INTRODUCTION

Relevance to Development Studies

The alleviation of the cyclical, persistent Poverty of the majority of the People is (or should be) the Main Focus of Development Studies as it relates to CARICOM, and to all other neo-colonial Developing Countries. The severely negative exploits of the **Covid 19 Pandemic** has exacerbated the existing structural-Poverty; and has put extra strain on the provision of Social Security (S.S.) in Developing Countries. As a result, Development Studies in general, and CARICOM Governments in particular, are now morally (& politically) compelled to review, revamp, and evolve Social Policies for Development as they relate to the provision of **Positive Social Security**. This Research Paper, in line with this **post-Covid 19 Social Policy for Development Agenda**, aims to assist this mandatory Development Studies process by highlighting **Poverty-Alleviating Mentalities and Mechanisms (P.A.M's.)** as a practical path towards the attainment of **Right Citizenship**; and the provision of **Positive Social Security** in the CARICOM Region.

The 'Resources of Poverty' Approach¹² to S.S. provision promoted and taken by neo-liberal Capitalist Development Practitioners is inhumane, and disrespectful to the historical and current experience of CARICOM Citizens. After centuries of Slavery, and the inhumanely impoverishing conditions of Colonialism, the Citizens of CARICOM have expectations for **Right Citizenship** and for the constant provision of **Positive Social Security**. CARICOM People are notoriously resilient, and have been able to survive despite a severe dearth of Resources allocated to (accessible to) the majority of them. This ability to survive with **minimal socio-economic Resources** has been taxed by constant economic and environmental crises, with the latest crisis (The Covid 19 Pandemic) threatening to literally be *the Straw that breaks the Camel's Back*.

The Independence Movements (**1960's**) in the CARICOM Region finally afforded the CARICOM People the opportunity to shake off the centuries-long shackle of **Wrong Citizenship**. **Wrong Citizenship** is the socio-economic Reality and Experience of those People in CARICOM Society who are deliberately designated as **Cheap Labour** for Capitalist Enterprises. **Wrong Citizenship** is a natural, unavoidable part and parcel of Slave-Plantation/Colonial/Neo-Colonial/Capitalist Societies which employ **Vertical Models of Citizenship** to facilitate the profit-

¹² Mercedes Gonzalez de la Rocha (2007) 'The Construction of the Myth of Survival', *Development and Change*, 38: 1, (pp. 45-66)

maximization of Capitalist Enterprises. Just as **Poverty**, and **Crime** are natural, unavoidable elements/offshoots of Capitalist Societies, so too is the Phenomenon of **Wrong Citizenship**. Vulnerable, marginalized, impoverished cheap-Labour, faced with yet another crisis (The Covid 19 Pandemic) have a '**Poverty of Resources**'¹³. Development Studies in general, and CARICOM Governments in particular, this Research Paper suggests, must, with **Humanity & Truth**, acknowledge that more **Socio-Economic Resources**; and access to **Social Capital**¹⁴, have to be conscientiously provided to the Poor; with the objective of affording **Right Citizenship** and **Universal Unconditional Welfare (UUW)** to all members of the CARICOM Citizenry.

Wrong Citizenship entails **Negative Social Security Provisioning**; it involves a Residual Approach¹⁵ to the acknowledgement and alleviation of Structural-Poverty in a Country. **Negative Social Security** provides **Survival**¹⁶ to small targeted segments of Society, and does NOT lift People out of the cycle of persistent, structural, neo-colonial Poverty. Furthermore, constant environmental and socio-economic crises brutally burden the *Systems* (and the S.S. Providers thereof) which currently provide Social Security (Governments, Religious Organizations, NGOs, International Development Agencies) in the CARICOM Region, further entrenching the *Structural-Culture of Wrong Citizenship*, and **Negative S.S.** Constant CARICOM Crises make **Survival** even harder (Poverty of Resources) for the majority of People in the CARICOM Society who suffer from a scarcity of **Head-Start/Transformative Assets**. Transformative or Head-Start Assets "involve the capacity of unearned, inherited wealth to lift a Family economically and socially beyond where their own achievements, jobs and earnings would place them. These Head-Start Assets set up different starting lines, establish different rules for success, fix different rewards for

¹³ Mercedes Gonzalez de la Rocha (2007) 'The Construction of the Myth of Survival', *Development and Change*, 38: 1, (pp. 45-66)

¹⁴ See 1. Luca Andriani, Asimina Christoforou (2016) 'Social Capital : A Roadmap of Theoretical and Empirical Contributions and Limitations', *Journal of Economic Issues*, 50:1, 4-22; 2. Christina Prell (2009) 'Linking Social Capital to Small-worlds: A Look at Local and Network-level Processes and Structure', *Methodological Innovations Online* 4, (pp. 8-17)

¹⁵ Amrita Chhachhi (2009) 'Democratic Citizenship or Market based Entitlements? A Gender Perspective on Social Protection in South Asia', *ISS Working Paper*, #486

¹⁶ See 1. Mercedes Gonzalez de la Rocha (2007) 'The Construction of the Myth of Survival', *Development and Change*, 38: 1, (pp. 45-66); 2. Erhard Berner, Georgina Gomez, Peter Knorringa (2012) 'Helping a Large Number of People Become a Little Less Poor: The Logic of Survival Entrepreneurs', *European Journal of Development Research* 24, (pp. 382-396)

accomplishments, and ultimately perpetuate inequality (Shapiro, 2004 : 2, 3).¹⁷ Shapiro (2004 :3) insists that the way Families use **Head-Start Assets** to transform their own lives has racial and class consequences for the homes they buy, the communities they live in, and the quality of schools their Children attend.¹⁸

What can CARICOM Governments do to provide the **Head-Start/Transformative Assets** that is necessary for **Right Citizenship** and **Positive Social Security**? In response to this Research Question, this Research Paper advocates for the Governmental stimulation of the **Right Welfare** of 'the Social'.¹⁹ This *Top-down* stimulation is a quest to promote, and develop the *Bottom-Up* (Grassroots) Co-operative Movements, in the practical Hope of providing **Universal Unconditional Welfare** (UUW) to CARICOM Citizens. UUW requires **Co-operative Endogamous Development** (CED) which utilizes the co-operative provision of **Positive Social Security**. Positive Social Security involves two (2) **fundamental structural Elements**: 1. **Right Mechanism** (*Control & Accountability*), and 2. **Right Mentality** (*Rotation & Regularity*). The **Provision of Social Facilities**, and the **Organization/Control of the Country's Socio-economic (Financial) Activities** are two (2) Main Functions of CARICOM Governments. The Social Policy for Development as it relates to both Governmental Functions, after the Covid 19 Epidemic, should be concerned with and connected to the creation and utilization of **Poverty-Alleviating Mentalities and Mechanisms (P.A.M's.)**

CARICOM Governments can use P.A.M's. to create a **Harmony** (Right Mechanism & Right Mentality) that stands still, unaffected and efficacious (Provision of **Positive S.S.** and facilitator of **Right Citizenship**) during and despite constant changes/transformations/capitalist (IMF) structural adjustments/environmental & health crises. Building upon the **Moral Character** and **Survival Resilience (Right Local Epistemology)** of the CARICOM Citizens -- as manifested in the **Gayap Concept** (which atomically & quintessentially embodies the **CARR** Mentality & Mechanism) -- CARICOM Governments can use **Survival + Growth** Cooperative Financial (&

¹⁷ Thomas M. Shapiro (2004) *The Hidden Cost of being African American. How Wealth Perpetuates Inequality*, NY: Oxford University Press.

¹⁸ Ibid.

¹⁹ Koko Seki (2015) 'Capitalizing on Desire ; Reconfiguring 'the Social' and the Government of Poverty in the Philippines', *Development and Change* 46 : 6, (pp. 1253 - 1276), Netherlands: International Institute of Social Studies

Non-Financial) Institutions to provide **National Positive Social Security & National Right Citizenship**.

Chapter Outline

The Research Paper proceeds with a *Theoretical & Conceptual Framework* that, at first, highlights the CARICOM Poverty caused by historical Negative Structural Socio-Economic Adjustments. The Concept of **Social Security** (S.S.) is then defined, and linked theoretically to the Concept of **Poverty-Inducing Mentalities and Mechanisms** (P.I.M's.). P.I.M's. exercise negative structural-control over the **seven (7) Human Factors of Social Security** (S.S.). The Theoretical & Conceptual Framework then proceeds to define and highlight **Poverty-Alleviating Mentalities & Mechanisms** (P.A.M's.) as an efficacious means by which **Right Citizenship** and Positive S.S. provisioning may be achieved via the positive structural-control of the **seven (7) Human Factors of Social Security** (S.S.).

The first section of the *Historical Background* that follows the *Theoretical & Conceptual Framework* of the Research Paper highlights **Survival P.A.M's.** historically used in the Developing World (Africa, Asia, Europe, Latin America, and the CARICOM Region) in the provision of **Positive Social Security**. The second section of the *Historical Background* highlights the historical need for **Positive Social Security Provisioning (& Right Citizenship)** via P.A.M's., due to the colonially-caused, structural-Poverty of the CARICOM Region.

The *Literature Review*, which follows the *Historical Background* of the Research Paper, responds to the Research Question, "**How was Positive Social Security in the CARICOM Region historically provided by P.A.M's.?**". Reviewing the material written by Bonnett (1981), Levin (1973), Degazon (1983), Khan (1992), Williams (1961), Fletcher (1990), Edwards (2015), and Fergus (2007), the *Literature Review* highlights different types of **P.A.M's.** that have provided **Positive Social Security (& Right Citizenship)** to CARICOM Citizens in **Trinidad & Tobago, Dominica, Jamaica, St. Lucia, Barbados, Guyana, Bahamas, Montserrat, Antigua, and the Dominican Republic**.

The Research Paper then proceeds with a **Research Findings & Analysis** section which seeks to respond to the Research Question, "**Can P.A.M's. provide Positive Social Security (& the Right Citizenship thereof) via the Positive Control of the seven (7) Human Factors of**

Social Security?" The section uses the examples of 1. an ***Employment-Sector P.A.M.***; and 2. a ***Geographical-Region P.A.M.***, and analyses their efficacy in relation to their *Positive Control* of the seven (7) Human Factors of Social Security.

The *Conclusion* of the Research Paper responds to the main Research Question, "***How best should Social Security (S.S.) be provided in the CARICOM Region during and after the Covid 19 Crisis?***"

THEORETICAL & CONCEPTUAL FRAMEWORK

This section of the Research Paper highlights the CARICOM Poverty caused by historical Negative Structural Socio-Economic Adjustments. The Concept of ***Social Security*** (S.S.) is then defined, and linked theoretically to the Concept of ***Poverty-Inducing Mentalities and Mechanisms*** (P.I.M's.). The section then proceeds to define and highlight ***Poverty-alleviating Mentalities & Mechanisms*** (P.A.M's.) as an efficacious means by which Right Citizenship and Positive S.S. provisioning may be achieved via the positive structural-control of the **seven (7) Human Factors of Social Security** (S.S.).

Negative Structural Adjustments

After the **emancipation of the Formal Institution of *Slavery*** in the British West Indian Colonies, the ex-enslaved had to endure a **four-year Apprenticeship Program**. This Program was basically the introduction of a transitioned form of Slavery; a negative socio-economic *Structural Adjustment* (***Negative S.S. & Wrong Citizenship*** thereof). As the Citizenry were no longer chattel slaves, **the British Colonial Government had to devise and implement a new system of socio-economic dominance, control and overall power over the ex-enslaved**. **This transitioned system** (Negative Structural Adjustment) that the British Colonial Government introduced between the years **1834-1838**, to this date (2020), is still the **Main Cyclical Cause of the Conditions of Poverty of the masses of the People**. The System proved effective against the real socio-economic aspirations of the newly-freed population post **1838**, and to this date (2020) it is efficacious against the hopes of their descendants. *Colonialism* in the CARICOM Region efficaciously transformed into *Neo-Colonial Capitalism*; and the Institution of Slavery efficaciously transformed into a system of systemic and systematic Poverty induced by structurally-instituted Negative Forms of Control over the seven (7) Human Factors of Social Security.

Social Security

Social Security "is a poverty reduction strategy and public strategy to mitigate vulnerabilities, deprivation, and risk that lead to increased poverty. Social Protection is important because it strengthens the **Social Contract** between the State and Citizens. Strengthening this relationship means focusing on new forms of **participation, responsiveness, and accountability** and **requires the active involvement of beneficiaries.**"²⁰ Social Security "encompasses a subset of **Public Actions** carried out privately or by the State, that address Risk, Vulnerability, and Chronic Poverty (Slater, 2011, p. 251)."²¹ Slater (2011,p. 251) highlights three (3) Key Components of Social Security:

1. **Social Insurance**;
2. **Social Assistance**, and
3. **Standards/Regulation**.

Social Insurance "involves Individuals pooling Resources by paying Contributions to the State or a Private Provider. **Social Assistance** involves non-contributory Transfers to Persons deemed eligible by Society on the basis of their Vulnerability or Poverty. Examples include Social Transfers (non-contributory Pensions, Child Welfare Grants, Food Vouchers), and other initiatives such as School Feeding or Fee Waivers for Education or Health. **Standards/Regulation** involves the setting and enforcing of minimum standards to protect Citizens."²²

Social Security entails the 'public' or collective provisioning of:

- **Social Insurance**
- **Social Assistance**
- **Social Welfare**
- **Economic Security of the Individual and his or her Family/Household.**

Social Welfare and **Social Insurance** have large and myriad Intangible & Tangible Dimensions and Considerations. Poverty, structurally, negatively-affects the Provisioning of Tangible and Intangible Forms of Social Welfare and Social Insurance (**Social Security**) in the CARICOM

²⁰ Okwany, A., Ngutuku, E. (2018) 'Social Protection and Citizenship Rights of Vulnerable Children: A Perspective on Interventions by Non-state Actors in Western Kenya', in Awortwi, N.; Walter-Drop, G. (2018) Non-State Social Protection Actors and Services in Africa Governance Below the State. London and New York: Routledge

²¹ Rachel Slater (2011), 'Cash Transfers, Social Protection & Poverty Reduction', *International Journal of Social Welfare* 2011: 20: 250-259, p. 251

²² Ibid.

Region. Poverty negatively affects the Provisioning Systems and Provisions of Social Security. The **P.I.M's.** which were instituted during the Apprenticeship System (**1834-1838**) negatively affect the Provisioning Systems, and Provisions of Social Security. The Controlled seven (7) Human Factors constitute, in combination, the Tangible and Intangible Elements of Socio-Economic Reality--**Psychological & Physical Social Security**--of the general populace (Citizenry) of the CARICOM Region. An efficacious and humane **Social Security System** would necessarily, and naturally entail the Positive Control, and administering to, of the seven (7) Human Factors (**1. Labour; 2. Food; 3. Land; 4. Mind; 5. Money; 6. Law; 7. Physical Body**). **Poverty-Inducing Mentalities & Mechanisms** (P.I.M's.) **exercise Negative Poverty-inducing Control and Administration over the seven Human Factors**. BEST Social Welfare, Inclusion, Insurance and Assistance would necessitate the exercise of Positive Poverty-Alleviating Control and Administration over the seven (7) Human Factors of Social Security. This Research Paper, in light of this, seeks to highlight the provisioning of Social Security in the CARICOM Region via **Poverty-Alleviating Mentalities & Mechanisms** (P.A.M's.).

Poverty Inducing Mentalities & Mechanisms (P.I.M's.)

Poverty is the Common Condition, and Main Wicked Problem to be structurally solved in the CARICOM Region. Colonial & neo-Colonially-caused Poverty is the **Root Structural Cause of CARICOM socio-economic problems**. The common problems such as **single-parent households, the 'absence of fathers', illiteracy, bullying in schools, domestic and sexual violence against children in the households, sporting under-achievement, etc.**, are Conditions caused by the **Root Structural Cause** of Poverty. This **Root Structural Cause** has definitive characteristics in the context of the Poverty of the CARICOM Region. It manifests as **Poverty Inducing Mentalities and Mechanisms (P.I.M's.) which serve as Negative Tangible and Intangible Socio-economic Forms of Control**. These various Forms of Negative Control combine dialectically to form the foundation of the **Root Structural Cause** of the Poverty in the CARICOM Region. **P.I.M's.** are Intangible and Tangible **Root Structural Forms of Socio-economic Control** over the CARICOM Citizenry. Currently **P.I.M's.** are Negative Intangible and Tangible Structural Forms of Socio-economic Control of the Capitalist **Cheap-Labour-Force** in general. The **Main Mentality** of **P.I.M's.** is characterized by a *Top-down*

Capitalist constant desire to secure Cheap Labour for Capitalist Enterprises. **A desire for, and a perception of the Citizenry as mere cheap, Labour-units for Capitalist Enterprises, is the Foundational Ethos of the Main Mentality of P.I.M.'s.** P.I.M's. represent a Colonial *Top-down Guarantee* of a constant supply of Cheap Labour. P.I.M's structurally & systemically ensure **Wrong Citizenship** in the CARICOM Region. P.I.M's ensure and maintain the socio-economic **cumulative disadvantages**, and the general privation faced by the CARICOM Citizenry. P.I.M's. structurally, systemically, and systematically provide **Negative S.S.** in the CARICOM Region.

Poverty Alleviating Mentalities & Mechanisms (P.A.M's.)

DEFINITIONS OF P.A.M's.

- Co-operative Groups that utilize Rotation, Regularity, Control, and Accountability to alleviate Poverty.
- A Co-operative Entity that provides Social Security by directly counteracting P.I.M's.
- A Co-operative Entity capable of making provisions to all seven Human Factors (Tangible & Intangible) of Social Security (S.S.).
- A P.A.M. can be a **Financial** [egs. R.C.A. (*Sust*) or Credit Union] or a **Non-Financial** (eg. *Gayap*) Co-operative Entity.
- The concepts of **Rotation & Regularity** are Foundation Pillars of the **Central Mentality** of both Financial and Non-Financial P.A.M's.
- The concepts of **Control & Accountability** are Foundation Pillars of the **Central Mechanism** of both Financial and Non-Financial P.A.M's.

- P.A.M's. can involve **Tangible Human Affairs** such as Welfare Provisioning & Provisions, Charity, Sports, Tourism, Physical Facilities & Buildings, Social Events etc.
- P.A.M's can also involve **Intangible Human Affairs** and Concerns beyond and apart from the Rotation of Credit (money) such as Social Inclusion, Psychological Welfare (Motivation/Inspiration/Mentorship/Direction), etc.
- P.A.M's. can provide Physical (Tangible) and Psychological (Intangible) Spaces, Programs, Events & Social (Developmental) Policies for **Positive Social Inclusion**.
- P.A.M's. can provide **Social Security to specifically targeted segments of Society**. For example P.A.M's. can provide Programs & Provisions for Children, Youth, and other socio-economically vulnerable or dependent segments of Society.
- P.A.M's. can make provisions for **Human Rights & Causes** such as Woman Empowerment (Care Economy Right Recognition & Right Redistribution).
- P.A.M's. can empower the Women who form the **Vulnerable Care Economy** (The *Precariat*) that buttresses Capitalist Society.
- P.A.M's. via Spaces, Programs, Events and Policies can provide Social Security to *left-behind* Children in the form of Social Inclusion and Social Protection.
- P.A.M's can occupy the time of Children and positively teach and reinforce strong Moral and Ethical values (**Right Citizenship--Positive S.S.**).
- P.A.M's. can promote strong Developmental Institutions such as the *Family*.
- P.A.M's have the ability to administer simultaneously to the Social Security needs of different generations of Society within the borders of its own operations.
- P.A.M's. can provide short-term and long-term Employment.

- P.A.M's. can provide collective 'Head Start' and 'Transformative Assets' thus counteracting the cyclical, impoverishing nature of P.I.M's. (Persistent Poverty).
- P.A.M's. can counteract tangibly and intangibly the various types of tangible and intangible (Psychological/Historical/Cultural) P.I.M's. that negatively control the seven Human Factors of Social Security (S.S.).
- P.A.M's. are NOT solely concerned with the Rotation of Credit, or the provision of Micro-Credit, although there are types of P.A.M's. that are specifically designed to do so.
- P.A.M's. take the Form (Mentality & Mechanism) requisite according to the particular socio-economic Causes and Conditions extant in the milieu.
- Poverty has intangible factors, especially as it relates to Children (Child Poverty). These intangible impoverishing factors can be counteracted by P.A.M's., which have the ability to provide Social Security intangibly.

Poverty Alleviating Mechanisms/Mentalities (P.A.M's.) are Humane Co-operatives that make *RIGHT* use of *Control, Accountability, Rotation, and Regularity*, to alleviate Poverty. A P.A.M. is a set category of Co-operatives. Co-operatives can be formed for various purposes-financial and non-financial. **Co-operatives can serve to induce Poverty Inducing Mechanisms/Mentalities(P.I.M's.).** For example Banks, Multi-national Companies, and the majority of Capitalist Organizations where Humans co-operate for and towards common objectives (financial and non-financial), can serve to induce P.I.M's. For this reason, and in line with the FACT that Co-operatives DO NOT necessarily have, or are required to have, a connection with Poverty (whether with regards to Poverty-Inducement or Poverty-Alleviation), a Co-operative cannot be theoretically defined/pin-pointed as a P.I.M. or P.A.M. unless it is specifically designed to induce or alleviate Poverty. Conversely, a Poverty Alleviating Mechanism/Mentality (P.A.M.) can be defined as a **Co-operative that is specifically designed to utilize the Freedom Elements of Control, Accountability, Rotation & Regularity to alleviate the Poverty of its members.** The Main Objective of this type of Co-operative is **Poverty-Alleviation**, and as such,

it can be specifically defined as a P.A.M.--**distinct and different in Main Objectives, Mentalities and Mechanisms from other Co-operative Organizations** that are NOT specifically designed nor concerned with Poverty or Poverty-Alleviation. P.A.M's. are ***Humane Co-operatives***, theoretically defined (designed and organized) in Direct-Connection with Poverty-Alleviation.

P.A.M's. can take myriad forms depending on the Creativity and Collective Will of its members. A P.A.M. can be as small as a short-termed ***susu***, or as large as a comprehensive ***National or Regional Co-operative Welfare Provisioning System*** providing targeted segments of society or the general population with **Positive Social Security, Health, Education, Pension Plans, Sport, Agriculture, Etc.** A P.A.M. can take the form of a **Credit Union**, or a **Government-integrated/sponsored Parish P.A.M.** (Welfare Provisioning Co-operative). P.A.M's. engender ***Co-operative Endogamous Development*** (CED) via a collective Positive Control of the seven (7) Human Factors of Social Security. Whatever the form taken, according to the ***Right Causes*** and ***Existing Conditions***, P.A.M's. 1. provide **Positive Social Security**; 2. employ ***Right Local Epistemology*** (RLE); and, 3. afford ***Right Citizenship*** to the valuable (NOT CHEAP), resilient People of CARICOM.

| <u>CARICOM SOCIAL-SECURITY PROVISIONING</u> | | | |
|--|---------------------------------------|---|--|
| THE SEVEN HUMAN FACTORS OF SOCIAL SECURITY PROBLEMS VS. SOLUTIONS | | | |
| | P.I.M's. Forms of Control: | P.A.M's. Potential Humane Co-operative Counteraction/Provisioning Types: | Research Paper Question for CARICOM GOVERNMENT SPD & LDS |
| 1. | LABOUR | <i>Gayap</i> | <p>A. Can CARICOM Government (& Social) Development Policy make provisions via P.A.M's.?</p> <p>B. Can CARICOM Government (& Social) Development Policy make</p> |

| | | | |
|----|--------------|---------------------------|--|
| | | | more & better use of P.A.M's? |
| 2. | FOOD | <i>Gayap</i> | <p>A. Can CARICOM Government (& Social) Development Policy make provisions via P.A.M's.?</p> <p>B. Can CARICOM Government (& Social) Development Policy make more & better use of P.A.M's?</p> |
| 3. | LAND | Credit Union <i>TPSCU</i> | <p>A. Can CARICOM Government (& Social) Development Policy make provisions via P.A.M's.?</p> <p>B. Can CARICOM Government (& Social) Development Policy make more & better use of P.A.M's?</p> |
| 4. | MIND | <i>All P.A.M's.</i> | <p>A. Can CARICOM Government (& Social) Development Policy make provisions via P.A.M's.?</p> <p>B. Can CARICOM Government (& Social) Development Policy make more & better use of P.A.M's?</p> |
| 5. | MONEY | R.C.A., Credit Union | <p>A. Can CARICOM Government (& Social) Development Policy make</p> |

| | | | |
|----|----------------------|-------------------------------------|--|
| | | | <p>provisions via P.A.M's.?</p> <p>B. Can CARICOM Government (& Social) Development Policy make more & better use of P.A.M's?</p> |
| 6. | LAW | Parish/Regional P.A.M. | <p>A. Can CARICOM Government (& Social) Development Policy make provisions via P.A.M's.?</p> <p>B. Can CARICOM Government (& Social) Development Policy make more & better use of P.A.M's?</p> |
| 7. | PHYSICAL BODY | Credit Union <i>La Joya Complex</i> | <p>A. Can CARICOM Government (& Social) Development Policy make provisions via P.A.M's.?</p> <p>B. Can CARICOM Government (& Social) Development Policy make more & better use of P.A.M's?</p> |

HISTORICAL BACKGROUND

SURVIVAL

This section of the Research Paper highlights ***Survival P.A.M's.*** in the Developing World (Africa, Asia, Europe, Latin America, and the CARICOM Region) which have historically utilized the **Co-operative Endogamous Development (CED) Elements** of ***Control, Accountability, Rotation & Regularity (Right Local Epistemology)*** in the provision of **Positive Social Security** (& the ***Right Citizenship*** thereof).

i. P.A.M's. & THE PROVISION OF POSITIVE SOCIAL SECURITY

Wolff (1898) believes that 'the problem to be solved is not simply the provision of money, but the creation of a *Security* upon which money may be obtained.'²³ He states that 'money can be got, once there is *Security*, and *Security* is a thing that even poor People can create for themselves; if they will only seriously exert themselves for the purpose, by grouping themselves together and making their individual feeble borrowing powers tied by a cord which of itself creates a new element of strength.'²⁴

In the form of Rotating Credit Associations (R.C.A's.), there is a wide geographical range of Poverty Alleviating Mechanisms (P.A.M's.) in the world.²⁵

"BORROWING"

Shirley Ardener (1964), in *The Comparative Study of Rotating Credit Associations* argues that R.C.A's "are not developed independently in each community in which they are found."²⁶

²³ Henry William Wolff (1898) 'Co-operative Credit Banks: A Help Alike Economic and Educational for the Labouring and Cultivating Classes', pp. 10, 11

²⁴ Ibid. , p. 11

²⁵ Shirley Ardener (1964) 'The Comparative Study of Rotating Credit Associations', *The Journal of the Royal Anthropological Institute of Great Britain and Ireland* 94:2, (pp 201-229), p. 202

"Associations could have grown up independently in many different ways; for instance, from the obligations of kinsfolk to assist each other in times of distress, or with the payment of bride-wealth. In some communities, development may have come from the custom that relatives and friends should make contributions to a host at feast-giving in order to compensate him for items consumed.²⁷ The Rotating Associations among the Nsaw of Cameroon developed from palm-wine drinking clubs. Among the Bantu speakers of S. Africa they may have developed from the now outmoded 'tea party'. Some associations, on the other hand, instead of being adaptations of existing institutions, may have been innovations designed to meet entirely new needs to which the traditional forms could not be adopted to respond."²⁸

Furthermore, Ardener (1964) makes the point that with regards to P.A.M's. **"a Modern Currency is not necessarily one of the conditions required for the growth of these Associations."**²⁹

West Africa

"*Esusu* was **an ancient institution** among the Yoruba, contributions having been made in **cowries** before British currency came into use."³⁰

Japan

"A document mentioning R.C.A.'s dated **1275** is extant."³¹

The African Slave Trade

Herskovits (1947), in an ethnographic study of the village *Toco*, believed that "the use of the term **esusu** in Trinidad for similar associations showed that the *System* had been taken there by the Yoruba" abductees.³² Bascom used the Trinidad evidence to establish "that it was part of Yoruba culture" during the period of the Kidnapped-Africans Trade.³³

²⁶ Ibid., p. 208

²⁷ Ibid.

²⁸ Ibid.

²⁹ Ibid., pp. 209, 210

³⁰ Ibid., p. 204

³¹ Ibid.

³² Melville J. Herskovits and Frances S. Herskovits (1947) *Trinidad Village*, New York : A.A. Knopf, pp. 76-7, 292

³³ Ibid., p. 204

China

"By the end of the **19th century**, R.C.A's. were well developed in China."³⁴

India

"Madras, Travancore, Kochin and Delhi have R.C.A's. (they have much in common with some of the more complex Chinese types) that are commercially organized, sometimes with State registration, with the keeping of accounts and registers of contributors, and with the issuing of receipts and the like. The organizers often advertise, stating the amount of reserves, and sometimes giving such details as recommendations from patrons and guarantors."³⁵

Vietnam

"In the urban areas of Vietnam, associations like that of India are organized by Commercial Managers."³⁶

South Africa

"The organizations are said to have been more complex in **1944** than at their inception (the precise date of which is not known) but informants who have grown up in the location can remember these societies in operation when they were Children."³⁷

Zimbabwe

"In **1959** three quarters of the sixty thousand (**60,000**) Africans in employment belonged to Rotating Credit Associations."³⁸

³⁴ Shirley Ardener (1964) 'The Comparative Study of Rotating Credit Associations', p. 202

³⁵ Ibid., p. 203

³⁶ Ibid., p. 204

³⁷ Ibid., p. 207

³⁸ Ibid.

| 39 AFRICA | ASIA | EUROPE | LATIN- AMERICA & THE CARIBBEAN |
|---------------------|--|---------------|---|
| Esusu | Kameti | Ménages | Syndicate |
| Oha | Chit Funds (Thattu/ Auction/Sahaya/Lottery or Prize) | Slates | Cundina |
| Osusu | Kootu | Meitheal | Tanda |
| Adashi | Mapalus | | Partner |
| Dashi | Kerekere. | | Box |
| Djanggi | Lin-hui ekub | | Sou sou |
| Susu | Tontine | | |
| Asusu | Adish | | |
| Ndjonu | Chitty | | |
| Kitimo | Len chaer | | |
| Ikilemba | Bia huey | | |
| Chilemba | Dhikuri | | |
| Chita | Paluwagan | | |
| Chitu | Mujin | | |
| Mahodisana | Hootoku | | |
| Stokfel | Ko | | |
| Sanduk | Kei, Kae or Kye | | |
| Khatta | Arisan uang | | |
| Gameya | Cha | | |
| Kwegatta | Nidhis | | |
| Ekub | Cheetu | | |
| Upatu | | | |
| Neklondi | | | |
| Sou sou | | | |

³⁹ See Shirley Ardener (1964) 'The Comparative Study of Rotating Credit Associations'

ii. P.A.M's. & THE PROVISION OF POSITIVE SOCIAL SECURITY IN CARICOM

The Research Paper now proceeds to highlight the historical need for **Positive Social Security Provisioning** (& *Right Citizenship*) via **P.A.M's.**, due to the colonially-caused, structural-Poverty of the CARICOM Region.

'WEST INDIAN' SUGAR & COLONIAL POVERTY

"Any social or economic study of the West Indies is necessarily a study of Poverty."⁴⁰

Beckford (1974) makes the point that "the general picture in the Caribbean is one of poverty; one of extremely unequal patterns of distribution of wealth and income."⁴¹ "The British West Indian colonies, and the general system under which sugar was produced was responsible for a flourishing African-Kidnapping trade, and later for the importation of a large number of East Indians (already impoverished by British colonial rule and the Poverty of the caste system) Reid (1941 : 526).⁴² With sugar as the chief commodity, most West Indian islands became one-crop islands. However with its decreasing significance in world markets, many islands found themselves in a serious economic plight because they found no substitute for the commodity.⁴³ Reid (1941) makes the point that "the net result of the decline of sugar as a commodity has been the rise of Poverty."⁴⁴ This Poverty has "encouraged exploitation; has made for tariff problems, population problems, political problems, and a sick West Indian economy and society in general."⁴⁵ It is Macmillan's (1938) belief that "**the landless proletariat of casual workers left stranded by the long and gradual decline of the sugar industry, which brought them there, is the distinctive West Indian problem.**"⁴⁶

Commenting on the Poverty of the West Indies in the year 1900, Macmillan (1938) makes the point

⁴⁰ W. M. Macmillan (1938) *Warning from the West Indies*, Middlesex: Penguin Books Limited, p. 37

⁴¹ George L. Beckford, 'Toward Independent Economic Development for the Betterment of Caribbean Peoples', *The Massachusetts Review*, p. 93

⁴² Ira De A. Reid (1941) 'The Negro in the British West Indies', *Racial Minorities and the Present International Crisis*, The Journal of Negro Education, 10:3, July 1941, (pp. 524-535), p. 526

⁴³ Ibid.

⁴⁴ Ibid.

⁴⁵ Ibid.

⁴⁶ W. M. Macmillan (1938) *Warning from the West Indies*, p. 37

that "considering the Poverty of the people, the taxes were very high. The amount collected in Trinidad, for instance, was £575,000 which was as much as was collected by the State of Connecticut (U.S.A.) which had a population thrice as numerous and incomparably richer."⁴⁷ Reid (1941), commenting on West Indian Poverty in the year 1938 makes the point that severe "inadequacy of wages, underemployment, and unemployment was general throughout the West Indies."⁴⁸ Macmillan (1938) supports Reid's (1941) observations when he summarizes that "the peoples of the Caribbean had not made the economic progress that might have been hoped from a century of freedom (from Atlantic African Kidnappings and Enslavement)."⁴⁹

The following is Major Orde Browne's description⁵⁰ of the **Caribbean's Socio-economic situation of 1939:**⁵¹

"Inadequate housing, inadequate diet, inadequate opportunities for education, inadequate provision for sanitation, public health, and medical care. The situation with respect to food is particularly serious. A large proportion of the food is imported, with the result that large sums on money are annually spent abroad which would otherwise go to home producers; moreover, as the food imports for consumption by the working class consist largely of polished rice and other vitamin-deficient starchy foods and salt meats and fish, the diet is generally, even in prosperous times, bad and ill-balanced."⁵²

According to Platt (1940) "the West Indian problem of 1940-- '**what to do with the impoverished emancipated slave and his descendants'**-- has never been satisfactorily solved."⁵³

COMMERCIAL BANKS & POVERTY

Bonnett (1981) informs us that "the banking system in the former Commonwealth Caribbean colonies was set up to finance sectors which would assist foreign capitalist penetration and control; and the commercial banks operating in the Caribbean have historically continued to

⁴⁷ Ibid., p. 185

⁴⁸ Ira De A. Reid (1941) 'The Negro in the British West Indies', p. 530

⁴⁹ W. M. Macmillan (1938) *Warning from the West Indies*, p. 140

⁵⁰ G. St. J. Orde Browne (1939) "Labour Conditions in the West Indies" (Socio-economic Report, London)

⁵¹ Raye R. Platt (1940) 'Economic and Social Problems in the British West Indies: A Review', *Geographical Review* 30: 4, American Geographical Society, Oct. 1940, (pp. 672-675), pp. 672, 673

⁵² Ibid.

⁵³ Ibid., p. 673

play that role by both mobilizing and allocating funds.⁵⁴ Continuing, Bonnett (1981) makes the point that "the Commercial Banks' lending has contributed immensely to economic under-development in the area."⁵⁵

Trinidad

"Commercial Banking in Trinidad began with the establishment of *The Colonial Bank* in **1836** and until **1970** was almost totally controlled and dominated by expatriate interests."⁵⁶ Bonnett (1981) states that "in **1970** the government attempted to create meaningful economic change for the 'poor man' when it acquired the local branch of the *Bank of London and Montreal* to form the **National Commercial Bank**."⁵⁷ According to Kassim (1997), "following the **1971** elections, there was a change from Governmental non-involvement to them taking a more active role in promoting Economic Growth, in order to hasten the Development process, rationalize the provision of Public Services and assist in the Development of non-traditional sectors."⁵⁸ In this vein, "the Government introduced the *Workers Bank*, a one-hundred per cent (**100%**) locally-owned corporate body with limited liability to carry on the normal business of a Commercial Bank."⁵⁹ "The objective of which was to provide easy Credit, without the necessity of Collateral. The only criterion for securing a Loan from the *Worker's Bank* was to have one's pay-cheque processed by the Bank so that the agreed amount beforehand between the *Workers Bank* and the individual could be removed."⁶⁰ Bonnett (1981) states that "many scholars were imploring that Caribbean Governments accommodate **genuine localization of Banking** demands by integrating the *susu* system into National Banking."⁶¹

⁶¹ Lloyd Best's statement is an example of the opinion of one such scholar:

"Mere nationalization of the banks would not do. It would be too costly for commercial banks to accommodate small savers. Genuine localisation of banking, demands that we recognize the part which the susu has been playing. **We must give this small man's agency a chance to develop**

⁵⁴ Aubrey W. Bonnett (1981) *Institutional Adaptation of West Indian Immigrants to America: An Analysis of Rotating Credit Associations*, p. 88

⁵⁵ Ibid.

⁵⁶ Ibid., p. 103

⁵⁷ Ibid., p. 112

⁵⁸ Halima-Sa'adia Kassim (1997) *RHAND Credit Union Co-operative Society Ltd. 1947-1999: Their Story Through the Years*, Port of Spain, Trinidad : Halima-Sa'adia Kassim, p. 28

⁵⁹ Ibid., p. 103

⁶⁰ Ibid.

⁶¹ Aubrey W. Bonnett (1981) *Institutional Adaptation of West Indian Immigrants to America: An Analysis of Rotating Credit Associations*, p. 104

with and for the nation. The susu is viable because it can hold the people's confidence and because it allows the communities to reduce financial costs through self -service."⁶²

The *Workers Bank*, hence, "was meant to satisfy one of the economic functions of *susu*, in that it provided poor people with easy credit for small to moderate sums of money."⁶³

THE "SELF-SUPPORTING" PROBLEM

Hull (1935) states that "the general understanding has been that the British colonies, when once thoroughly established, should support themselves without such assistance as French and German colonies receive. Such had long been the expectation of the government concerning the West India colonies."⁶⁴ According to Hull (1935) "the hope in 1900 was that they would be self-supporting in the future."⁶⁵ The problem, however, in Hull's (1935) opinion was that "the ex-enslaved and coloured persons generally exhibited considerable improvidence; they did not long retain such small amounts of money as they had occasion to handle." In Hull's (1935) opinion, the best word to describe the West Indian Black population in 1900 was '**indolent**'."⁶⁶

INFORMAL SECTOR MICRO-FINANCE

According to Melvin R. Edwards (2015) in his CCCU-Caribbean Developmental Education Lecture entitled *Historical Evolution of the Caribbean Credit Union System*, "West Africa is the cradle of **Informal Sector Microfinance**. For over eight thousand (8,000) years **co-operativism** was the main mode of Cocoa production practised and it permeated village life throughout West Africa."⁶⁷ Though, in Hull's opinion the ex-enslaved black population (of West African descent) was 'indolent', Edwards (2015) makes the counter-point that they were indeed '**industrious**' in the informal sector of Microfinance. He posits that "in each sugar plantation territory, exclusion from the Money-Economy, and from access to official trading encouraged **retention of African forms of co-**

⁶² Ibid.

⁶³ Ibid.

⁶⁴ Charles H. Hull (1935) 'Finances in the British West Indies', p. 170

⁶⁵ Ibid., p. 170

⁶⁶ Ibid., p. 173

⁶⁷ Melvin R. Edwards (Jan. 26th, 2015), 'Historical Evolution of the Caribbean Credit Union System', CCCU: Caribbean Developmental Education Lecture.

operation through 'Mutual Help' and 'Survival Savings'. These forms of expression (African forms of co-operation) mushroomed during the post-emancipation era (1838-1938). Mutual Savings institutions flourished among the ex-enslaved in the Villages and Towns."⁶⁸

⁶⁸ Melvin R. Edwards (Jan. 26th, 2015), 'Historical Evolution of the Caribbean Credit Union System', CCCU: Caribbean Developmental Education Lecture.

LITERATURE REVIEW

SURVIVAL

This section of the Research Paper responds to the Research Question, "***How was Positive Social Security in the CARICOM Region historically provided by P.A.M's.?***". The section reviews the Literature of Bonnett (1981), Levin (1973), Degazon (1983), Khan (1992), Williams (1961), Fletcher (1990), Edwards (2015), and Fergus (2007), in order to highlight different types of P.A.M's. that have provided **Positive Social Security** (& ***Right Citizenship***) to **CARICOM Citizens** in **Trinidad & Tobago, Dominica, Jamaica, St. Lucia, Barbados, Guyana, Bahamas, Montserrat, Antigua, and the Dominican Republic.**

A. THE ROTATING CREDIT ASSOCIATION

Aubrey W. Bonnett's (1981) *Institutional Adaptation of West Indian Immigrants to America: An Analysis of Rotating Credit Associations* provides excellent information with reference to the function of the Rotating Credit Association (R.C.A.) as a Poverty Alleviating Mechanism (P.A.M.) in the Caribbean region. According to Bonnett (1981), '**susus, boxes** or **partners**' were used to help people adapt to a poverty syndrome; money from these associations were used to purchase consumer goods, to pay for important festivities such as weddings, to provide money for burial in the case of death, and, in some instances, to set up small businesses.⁶⁹ Furthermore, Bonnett (1981) informs us that 'numerous persons have been known to engage in these associations in order to send their children to private schools in an endeavour to help them achieve greater social mobility.'⁶⁹ Bonnett's (1981) book has successfully presented information on these embryonic P.A.M's. for eight (8) Caribbean countries (Jamaica, Bahamas, Dominican Republic, Guyana, Barbados, Montserrat, Antigua and Trinidad).

⁶⁹ Aubrey W. Bonnett (1981) *Institutional Adaptation of West Indian Immigrants to America: An Analysis of Rotating Credit Associations*, p. 35

Jamaica: Partner

In Jamaica, Rotating Credit Associations (R.C.A's.) are referred to as **partners**.⁷⁰ Bonnett (1981) states that 'the organizations are headed by "bankers" and the members are called "throwers".'⁷¹ Bonnett (1981) continues,

"The number of throwers can be of any size but invariably range from ten to twenty members. Both "bankers" and throwers may be either men or women.⁷² A partner is initiated by the "banker", who must be financially able to see the mutual savings group to a successful conclusion. He must be a trustworthy person with real property, such as a home, and he must have a permanent address where he can always be found. A banker will try to include throwers who work at different occupations as a means of avoiding the possibility of a significant number of throwers simultaneously suffering a sudden reduction of income, and consequent inability to continue in the partner to its conclusion.

⁷³The partners last the same number of weeks as there are throwers with the amount of the throw varying in different partners but identical for all the members of a given group.⁷⁴

Furthermore, Bonnett (1981) states that 'it is also common for a thrower to request a *hand* at a time when he or she must meet some unusually large financial obligation, such as Tuition Fees for a child in School, or a payment on Land or a House.'⁷⁵

'Many petty traders use their hands to restock their stalls with imported goods for which they must pay cash. At times, the banker may get a portion of the hand as a gratuity because the system does not provide any compensation to the banker for the responsibility which he assumes and for his time. However, the banker does receive **psychic income** because to be a banker is a mark of prestige and a validation of economic status.'⁷⁶

Bahamas : Esu

In the Bahamas, R.C.A's. are called **esu**. Bonnett (1981) informs us that 'membership is often limited to employees of one's Business, members of one's Lodge or Church, or to close friends or relatives so as to ensure both a minimum of defaulting members and strong social pressure on the holder of the money not to abscond. In the event that the holder of the money does abscond, he or she may be prosecuted by the Government as a thief.'⁷⁷ Bonnett (1981) continues,

⁷⁰ Ibid., p. 36

⁷¹ Ibid.

⁷² Ibid.

⁷³ Ibid.

⁷⁴ Ibid., pp. 36, 37

⁷⁵ Ibid., p. 37

⁷⁶ Ibid.

⁷⁷ Ibid.

'Wealthier Bahamians tend to put their savings in banks or in postal savings. However poorer people on New Providence Island who fear involvement with the law prefer the esu, where they can be in arrears a few weeks without difficulty and where they can get ready money for any emergency.⁷⁸ In the Out Islands of the Bahamas, where there are no savings facilities except esu, the institution is highly important as a means of buying a share of a fishing boat, building a house, or getting married.⁷⁹ The originator of the esu takes a small cut out of the funds each week. When a member falls in arrears, the originator is expected to make up the difference from his own resources until the arrears are paid up. If the member falls in arrears before he has received his esu, the amount he owes will be subtracted from his esu. If he defaults, after having received his esu, it is up to the originator to put pressure on him to pay up or return all the money he has received beyond what he has paid in.⁸⁰ At times a member who realizes he cannot continue to make weekly payments or who moves away may sell his membership for what it will bring, on the condition that the originator of the esu approves his replacement.'⁸¹

Dominican Republic : San

'In the Dominican Republic the more affluent groups utilize Commercial Banks and Personal Savings, while low-income groups turn to money-lenders and ***san*** the traditional R.C.A.'⁸² Bonnett (1981) makes the point that '***san*** exists as an important savings-institution and capital mobilizing apparatus because it satisfies economic, social, and psychological needs among the lower classes who have neither the economic nor the social power to gain access to Commercial Banks.'⁸³

Guyana / Barbados / Montserrat / Antigua : Boxes

In these four (4) Caribbean countries R.C.A's. are referred to as ***boxes***. In Guyana "throwing a box" is an extremely widespread system for Individual Savings, and the Capital thus accumulated is usually spent on Consumer Goods, including Household Furnishings and Clothes.'⁸⁴

⁷⁸ Ibid.

⁷⁹ Ibid.

⁸⁰ Ibid., pp. 37, 38

⁸¹ Ibid., p. 38

⁸² Ibid.

⁸³ Ibid

⁸⁴ Ibid.

Trinidad: Susu, Hui, Chitty

In Trinidad the R.C.A. is mainly called ***susu*** and it is an African retention which can be traced back to a Yoruba origin. However, amongst other ethnic groups, the R.C.A. is entitled ***hui*** (Chinese immigrant community) and ***chitty*** (East Indian immigrant community). 'The *chitty* became outdated around the 1940s.'⁸⁵ Bonnett (1981) states that,

'the *susu* takes the form of a cooperative pooling of earnings by those in the group so that each member may benefit by obtaining in turn and at one time, all the money paid in by the entire group on a given date. The total of the weekly contribution is called a *hand* and care is taken to ensure that the contributors are all permanent employees of some organizations, invariably the government. Most rural Trinidadians appeared to have used the fund for consumption purposes.'⁸⁶

'The *hui* differs from the *susu* in that the order for receiving the fund is decided by **competitive bidding** (the proceeds of which are redistributed to members as interest payments).'⁸⁷

⁸⁵ Ibid., p. 36

⁸⁶ Ibid.

⁸⁷ Ibid.

B. THE CO-OPERATIVE BANK

Trinidad

Levin (1973) informs us that '*The Trinidad Co-operative Bank*, popularly known as the *Penny Bank*, was founded on the premise that everyone, and not only a select few, should enjoy the benefits of savings and credit.'⁸⁸ Continuing, Levin (1973) states that 'the idea for the Co-operative Bank was started in 1904 in the offices of the *Mirror*, a large newspaper.'⁸⁹ 'At the Bank it was possible to open a Savings Account with as little an amount as one penny, and hence the name *Penny Bank*'⁹⁰

St. Lucia

'In 1938, St. Lucia was regarded as one of the most poverty-stricken of the smaller Caribbean islands. The wages of the labouring class were mostly below the subsistence level.'⁹¹ D. W. A. Degazon (1983), in *History of the St. Lucia Co-operative Bank Ltd.*, documents the history of a P.A.M. in St' Lucia which was operated by civil servants without banking expertise. In the form of a Co-operative Bank, the P.A.M. 'was designed to meet the needs of poor but industrious people, whose requirements were not adequately catered by the regular Commercial Banks.'⁹² The P.A.M. was founded as 'a local attempt at self-help; as a valuable medium and means of saving small sums of money which may appear rather negligible sums to set aside.'⁹³ 'By encouraging thrift, by mobilising small savings and accepting the smallest of deposits, and channelling such savings into the productive sector, the P.A.M. became the pioneer of the island's development and earned for itself the proud name of *The Penny Bank* and then eventually *The People's Bank*'⁹⁴ Degazon (1983) believes that 'due tribute must be paid, in retrospect, to the spirit of independence and self-help which motivated the founders.'⁹⁵ 'In bad times the P.A.M. successfully supported vital sections of

⁸⁸ Daniel Levin (1973) "Susu and Investment in Trinidad: A Pilot Survey of the Rotating Credit Association", p. 28

⁸⁹ Ibid.

⁹⁰ Ibid., p. 29

⁹¹ D. W. A. Degazon (1983) *History of the St. Lucia Co-operative Bank Ltd.*, St. Lucia: Lithographic Press, 1983, p. 11

⁹² Ibid., p. 2

⁹³ Ibid., p. 15

⁹⁴ Ibid., p. 2

⁹⁵ Ibid., p. 14

the St. Lucian community and imported sectors of the economy.⁹⁶ For instance, Degazon (1983) points out the fact that 'in the late **1950's** the Bank issued substantial loans to Civil Servants at a low rate of interest to enable them to build and own their homes.'⁹⁷ 'In **1975** the P.A.M. became a fully Commercial Bank;⁹⁸ which 'in **1980**, in spite of our limited resources, issued over **nine (9) million dollars in loans** for that year of which six (6) million dollars were for housing loans.'⁹⁹ 'By **1981**', Degazon (1983) insists the P.A.M. 'had virtually been operating as the National Bank of St. Lucia; with any and all profits of the P.A.M. remaining in St. Lucia to help St. Lucians.'¹⁰⁰ The growth and development of the St. Lucia Co-operative Bank is a success story of a seed, sown in barren soil under unfavourable climatic conditions, which sprouted and fructified in abundance, because of diligent and assiduous cultivation. Degazon (1983) makes the point that 'the chief component in the process of growth and development of this P.A.M. in St. Lucia has been the **spirit of co-operation and mutual trust.**'¹⁰¹

⁹⁶ Ibid., p. 6

⁹⁷ Ibid.

⁹⁸ Ibid., p. 7

⁹⁹ Ibid., p. 6

¹⁰⁰ Ibid.

¹⁰¹ Ibid., p. 24

C. THE AGRICULTURAL CREDIT BANK

Trinidad

'In 1911 it was observed by the colonial authorities that there was perpetual indebtedness of small farmers to shopkeepers and money lenders in the country. As a result it was recommended to government that legislation should be passed to provide for the establishment of **Agricultural Credit Societies** among farmers through which their operations may be financed.'¹⁰² Khan (1992) informs us that 'in 1916 the *Agricultural Credit Societies Ordinance*(23:4) was enacted and this made the Director of Agriculture responsible for the formation, registration, control and supervision of such societies.'¹⁰³ This, in Khan's (1992) opinion, can therefore be seen as the *legitimization of co-operative activity* in the country.'¹⁰⁴ In the **early 1940s**, the formal financial sector had been largely controlled by foreign-owned institutions, and, as a result, a large section of the region's population ("the poor man") was virtually excluded from credit in the formal sector because of their inability to provide the necessary collateral.'¹⁰⁵ According to Dr. Eric Williams (1961), however, 'the Agricultural Credit Bank favoured the big planter who had sufficient security to approach an ordinary Commercial Bank; whilst the small farmers and Agricultural Societies were pushed into the background by the Bank.'¹⁰⁶ 'Thousands of dollars,' Williams (1961), informs us, 'were left unutilized each year which could have been allocated to small farmers. Small farmers waited months and years for attention, whilst the big farmer was attended to in a matter of days.'¹⁰⁷

'One such large farmer, who received a loan of forty thousand dollars (\$40,000) in August 1957, made his application in July of the same year; whilst there were other several other applications pending. A large loan of twenty-six thousand dollars (\$26,000) was approved in two (2) months in 1956; a small loan of six hundred (\$600) took (11) eleven months.

¹⁰² Glenn Anthony Khan (1992) "The Credit Union Movement of Trinidad & Tobago: Its Origin, Present Status and Potential", pp. 15, 16

¹⁰³ Ibid.

¹⁰⁴ Ibid.

¹⁰⁵ Ibid.

¹⁰⁶ Dr. Eric Williams (1961) "Massa Day Done: A Masterpiece of Political and Sociological Analysis", (speech presented at Woodford Square, Port of Spain, Trinidad, March 22, 1961), pp. 13, 14. In *Forged from the love of liberty: Selected Speeches of Dr. Eric Williams*, ed. Paul K. Sutton. Port of Spain, Trinidad: Longman Caribbean, 1981

¹⁰⁷ Ibid., p. 14

Khan (1992) makes the point, hence, that 'in these circumstances, it was left to the masses to generate among themselves the resources which could change their depressed living conditions.'¹⁰⁸

¹⁰⁸ Glenn Anthony Khan (1992) 'The Credit Union Movement of Trinidad & Tobago: Its Origin, Present Status and Potential', pp. 15, 16

D. THE FRIENDLY SOCIETY

Trinidad & Tobago

"A Friendly Society is a type of P.A.M.; it is a Mutual-Aid Organization that provides financial assistance to its members in times of need occasioned by sickness or death in the family."

¹⁰⁹ L. P. Fletcher (1990), in *Politics, Public Policy and Friendly Societies in Trinidad & Tobago*, informs us that "a law was enacted in 1888 to regulate and provide for the registration of Friendly Societies. The governor, Sir W. Robinson described the Legislation as:

a measure of no little importance to the well-being of the community. Organizations having as their object the promotion of thrift among the labouring classes are, I regret to say, rare in Trinidad. None are more necessary . For the native population is by no means naturally provident; but they desire to be encouraged and stimulated in their efforts to make provision against sickness and old age. Not the clergy only but others occupying influential positions in the Colony might do much to further and foster a spirit of self-help among their poorer brethren." ¹¹⁰

According to Fletcher (1990), "the **Crown Colony Government had a keen interest to nurture the institution as an instrument of social policy.**"¹¹¹ "By 1910 there were one hundred and thirty-five (135) societies registered with a total membership of about twelve thousand persons (11, 918) or three and a half per cent (3.5%) of the population." ¹¹² "By 1930 there were more than three hundred (300) Friendly Societies , with a total membership of about thirty-four thousand (34,000) or slightly over eight (8) per cent of the population."¹¹³ And, "by the **end of 1940** Societies' membership had grown to over sixty-one thousand persons (61,000) comprising nearly thirteen per cent (13%) of the total population."¹¹⁴ Fletcher (1990) makes the point that in the "decade of the 1940's there was massive expenditures made on American projects (construction of military bases in certain parts of Trinidad on a ninety-nine (99)-year lease agreement). This engendered a wave of financial prosperity throughout the country, with a decidedly positive effect on the Friendly Society Movement."¹¹⁵ Continuing, Fletcher (1990) states that "higher employment rates combined with increased earnings enabled a much larger segment of the population to participate in the benefits offered by

¹⁰⁹ L. P. Fletcher (1990) 'Politics, Public Policy and Friendly Societies in Trinidad & Tobago', *Social and Economic Studies* 39:3, Sir Arthur Lewis Institute of Social and Economic Studies, University of the West Indies, 1990, (pp. 95-126), pp. 95, 96

¹¹⁰ Ibid., p. 97

¹¹¹ Ibid., p. 95

¹¹² Ibid., p. 98

¹¹³ Ibid., pp. 98, 99

¹¹⁴ Ibid., p. 102

¹¹⁵ Ibid.

Friendly Societies."¹¹⁶ "Total membership surpassed the one hundred thousand (**100,000**) level in **1943**, at slightly less than twenty per cent (**20%**) of the population; and in **1944** membership surpassed twenty per cent (**20%**) of the country's population."¹¹⁷ "In the **early fifties** society membership reached twenty-three per cent (**23%**) of the population."¹¹⁸ Fletcher (1990) informs us that "in **1946** the government accepted a proposal to: **1.** pay the full amount of audit fees incurred by Friendly Societies; and to **2.** permit the inclusion of dental and optical benefits to Friendly Society members."¹¹⁹ "In **1950** politicians Albert Gomes and Roy Joseph were issued the responsibility of guiding a new Friendly Societies Bill through the Legislative Council. Roy Joseph described the Friendly Society as "**an Institution which has done, continues to do, and if given the necessary assistance, will continue to render, most valuable service to the poor People of this Colony.**"¹²⁰ Albert Gomes stated that "the Friendly Society Movement represents **a tremendous reservoir of initiative, organization and administration and will have a profound influence on the social and economic future** of this Colony."¹²¹ The main objectives of *The Friendly Societies Ordinance of 1950* were:¹²²

- "**To broaden the operational scope of societies.**
- "**To increase the scale of benefits available to members.**

Among the new benefits provided for were the twenty -year (**20 yr.**) and thirty-year (**30-yr.**) privileges. Persons with continuous membership of twenty years (**20 yrs.**) were entitled to full benefits, while paying half the normal contributions, except levies, while those with thirty years (**30 yrs.**) of continuous membership on attaining the age of fifty (**50**), were entitled to full benefits (except bonus) without paying any contributions, including levies.¹²³

- "**To stabilize societies' the finances of societies by placing a modest restriction on the payment of bonus.**(This gave the registrar increased powers in supervising the operations of societies.)

¹¹⁶ Ibid.

¹¹⁷ Ibid.

¹¹⁸ Ibid., p. 95

¹¹⁹ Ibid., p. 105

¹²⁰ Ibid.

¹²¹ Ibid., pp. 105, 106

¹²² Ibid., p. 106

¹²³ Ibid.

- To provide an advisory council under the chairmanship of the registrar, with the purpose of encouraging the growth, improvement and expansion of Friendly Societies throughout the country." ¹²⁴

Fletcher (1990) makes the point that the Friendly Society Movement was also perceived as a "potential instrument for helping the government achieve its goal of improved housing for the population, hence the *Friendly Societies Housing Corporation Ordinance* legislation was also passed by the government in 1950." ¹²⁵ The Government's intention, according to Fletcher (1990), was to establish "a central fund for making loans to Friendly Societies for the acquisition of their own buildings and to their members for housing improvement." ¹²⁶ "It was observed that while the law would benefit societies' members, "it would be a tremendous benefit to the Government as well."¹²⁷

"The objective of that law was the setting up of a corporation to be financed and managed jointly by government and the societies. Each party was to contribute five hundred thousand dollars (\$500,000) to a capital fund from which loans were to have been made on very liberal terms to societies and their members. The registrar sent out a formal invitation to all societies to make their contribution by subscribing to one hundred thousand (100,000) shares of the Housing Corporation at \$5.00 each. The total cost was payable in four instalments of One hundred and twenty-five thousand dollars (\$125,000) each. Shares were allotted to individual societies on the basis of their memberships in 1949." ¹²⁸

"The proposal," Fletcher (1990) states, "was viewed as an important potential contribution to the solution of the housing problem in Trinidad & Tobago, and at the same time it would provide a fresh inspiration that was likely to accelerate the tempo of its growth by providing yet another reason for membership in the movement." ¹²⁹ Over the three(3)-year period 1951 to 1953, total membership grew from about one hundred and thirty-five thousand (135,000) to a peak of about one hundred and fifty-four thousand (154,000), an increase of fourteen (14) per cent. Membership was then over twenty-two (22) per cent of the population. ¹³⁰ "At its peak," Fletcher (1990) concludes, "one in every four and a half (4.5) persons in Trinidad & Tobago was a member of a Friendly Society." ¹³¹

¹²⁴ Ibid.

¹²⁵ Ibid.

¹²⁶ Ibid.

¹²⁷ Ibid.

¹²⁸ Ibid., pp. 107, 108

¹²⁹ Ibid., p. 107

¹³⁰ Ibid.

¹³¹ Ibid.

THE INTRINSIC PROBLEM OF FRIENDLY SOCIETIES RE SOCIAL SECURITY

Fletcher (1990) notifies us that "in the **1950s** the Friendly Society movement was subjected to two (2) brutal shocks:

- The sudden drain on societies' finances resulting from members who began receiving benefits without making contributions.
- The abortion of the proposed housing trust."¹³²

"The Friendly Societies in general did not co-operate in implementing the scheme; less than one-third of the over three hundred (**300**) Societies subscribed to the project, and as a consequence it was not implemented." ¹³³ Fletcher (1990) informs us that "the total contribution of about forty-eight thousand dollars (**\$48,000**) was returned to subscribers in **1954**, and, since the **1950's**, the Government has not given any consideration to the possibility of utilizing Friendly Societies for achieving its goals of providing common Social Security."¹³⁴ Hence, "they began to neglect the Friendly Societies and started to vigorously **promote the Credit Union.**"¹³⁵

¹³² Ibid. p. 108

¹³³ Ibid.

¹³⁴ Ibid., pp. 108, 111

¹³⁵ Ibid.

E. THE CREDIT UNION

THE CARIBBEAN CREDIT UNION MOVEMENT¹³⁶

Jamaica

According to Khan (1992) "the Credit Union brand of financial services was introduced to the Caribbean by an Irish Jesuit priest John Peter Sullivan, having migrated to Jamaica in **1941** from Boston, U.S.A. The first Jamaican Credit Union was registered on September **12, 1941**."¹³⁷ "Originally known as '**thrift savings**', the idea spread rapidly throughout the region, enabled by post-World War II legislation : The **1948 Moyne Commission**."¹³⁸

WICCS

Melvin Edwards informs us that "by **1957** *The West Indies Conference of Credit Societies* (WICCS) was formed by national Caribbean leaders for the following reasons:

- **For increased leverage with Governments.**
- **To unite the regional Credit Union Movement as part of moves towards a West Indies Federation.**
- **Based on the felt need to strengthen regional organisations as pillars for the international Credit Union Movement.**¹³⁹

"On the **17th August, 1972**, at the sixth (6th) Annual General Meeting of WICCS, a resolution was passed to establish the *Caribbean Confederations of Credit Unions* (CCCU). Its Vision: *Fostering Caribbean Integration through Co-operative Development*."¹⁴⁰

¹³⁶ See Glenn Anthony Khan (1992) "The Credit Union Movement of Trinidad & Tobago: Its Origin, Present Status and Potential", p. 15

¹³⁷ Ibid., pp. 15, 16

¹³⁸ Ibid.

¹³⁹ Melvin R. Edwards (2015) 'Historical Evolution of the Caribbean Credit Union System', CCCU: Caribbean Developmental Education Lecture, Jan. 26th.

¹⁴⁰ Ibid.

Montserrat

Howard A. Fergus's (2007) book *St. Patrick's Co-operative Credit Union. Fifty Years of Golden Service, 1957-2007* is intended "to blazon the genesis and journey of the Credit Union Movement in Montserrat as a story of success."¹⁴¹ According to Fergus (2007), the Co-operative in Montserrat is not just "**an agent of development**, but **a demonstration of development** in the country; one of the triumphs of the twentieth century."¹⁴² Due to the small size of the island one Co-operative Society (*St. Patrick's Co-op.*) became **a national Poverty Alleviating Mechanism**. Fergus (2007) makes the point that it "became one of the most successful community organisations in the island. It started as a narrow denominational institution and became a national development icon."¹⁴³ The first President, Beresford B. Osborne, of the St Patrick's Credit Union stated that in the **1950's** "there was only one Bank on the island at the time and even though its doors were wide open to everyone, many in the low income group thought it was not a place for them."¹⁴⁴ Fergus (2007) informs us that "the *Government Saving Bank* was by definition a Savings Institution; it did not make Loans, Savings did not have to be regular, however, in the **1950's** the average poor Citizen had little to save. *The Royal Bank of Canada* (which opened its operations in the island in **1917**) had become an important national infrastructure but it served the commercial sector mainly as a loans and savings organisation."¹⁴⁵ Fergus (2007) uses the words of Professor J.A.G. Irish to describe the banking situation of the poor Montserratian: '**the poor man could only deposit pennies to help serve the needs of the privileged classes.**'¹⁴⁶ Fergus makes the point that 'despite the introduction of other finance houses (*Barclays* in **1965**, *The Montserrat Building Society* in **1966**, and *American Chase Manhattan Bank* **1972**) the Credit Union still had its unique role to play and its successful co-existence with commercial banks assured as its service was complimentary to what the commercial banks offered and different in quality.'¹⁴⁷ According to Osborne, "when the Credit Union Movement was introduced to Montserrat in **1956**, many people immediately recognized that it could be an institution that would help bridge the gap between the *haves* and *have-nots*."¹⁴⁸ "The **1950's** was a

¹⁴¹ Howard A. Fergus (2007) *St. Patrick's Co-operative Credit Union. Fifty Years of Golden Service, 1957-2007*, Brades, Montserrat: University of the West Indies, School of Continuing Studies, Montserrat, p. 7

¹⁴² Ibid.

¹⁴³ Ibid.

¹⁴⁴ Ibid., pp. 12, 13

¹⁴⁵ Ibid., p. 22

¹⁴⁶ Ibid.

¹⁴⁷ Ibid., p. 23

¹⁴⁸ Ibid., pp. 12, 13

difficult period in the social and economic development of the island."¹⁴⁹ Fergus (2007) informs us that, "in the year 1951, when Montserratians were struggling to get three (3) cents per pound to pick cotton, a warship came from Antigua with a reinforcement of policemen."¹⁵⁰ Fergus (2007) makes reference to Professor Beasley's words describing Montserrat in 1953:

"The fact is that Montserrat, with its decaying economy exhibits what have been called the pathological symptoms of peasant farming--tiny and fragmented farm holdings, malnutrition, illiteracy and backwardness among the peasantry; misuse of land; primitive and insanitary dwellings; land hunger; and the elevation of mendicancy almost to the status of a social philosophy."¹⁵¹

Based on the debilitating socio-economic conditions in the decade of the 1950's and more specifically around 1957, Fergus (2007) is of the opinion that, "the time was appropriate for planting the Co-operative in Montserrat's soil."¹⁵² Fergus (2007) informs us that "the St. Patrick's Co-operative Credit Union (SPCCU) was formed a mere four (4) years after Beasley wrote this; and without deliberately setting out to do so the Credit Union addressed most of the ills detailed in the analysis." Continuing Fergus (2007) states that "they could have well adopted this social diagnosis as part of their blue print for action."¹⁵³ The Minister of Agriculture, Trade, Lands, Housing and Environment stated in a message in Fergus's (2007) book that "the Credit Union Movement in Montserrat was inspired by the need to provide economic assistance to the working class mainly to improve the economic and working conditions of workers."¹⁵⁴

"In those days workers were encouraged to save at least five dollars (\$5.00) per week and savings were collected throughout the week and on Sundays after morning Mass.¹⁵⁵ Members' savings provided loans to persons for financing a variety of services ranging from household to commercial and home ownership programmes. **The movement expanded to include members of the entire society and the asset base grew exponentially.**"¹⁵⁶

The first President, Beresford B. Osborne informs us that,

"Study Clubs were formed which in turn met with potential members stressing the main principles of the movement--ownership by its members, provision of a safe place for members' savings and a window through which loans could be had for provident and productive purposes at any time and at

¹⁴⁹ Ibid., p. 17

¹⁵⁰ Ibid., p. 20

¹⁵¹ Ibid. p. 17

¹⁵² Ibid.

¹⁵³ Ibid.

¹⁵⁴ Ibid.

¹⁵⁵ Ibid., p. 10

¹⁵⁶ Ibid.

reasonable rates of interest.¹⁵⁷ The Management, over the years, had to adopt new initiatives from time to time to take advantage of changing circumstances.¹⁵⁸ None involved at the beginning, ever imagined that 'our Co-op' would be of this size and would be as influential as it is today."¹⁵⁹

Fergus (2007) highlights the P.A.M. in Montserrat so that "People may find in the example **'inspiration and a sense of enterprise.'**"¹⁶⁰ The Chief Minister of the country, Dr. Lowell Lewis, made the point that the P.A.M. "did much towards **serving, promoting and uplifting the lives of the people of Montserrat.**"¹⁶¹ "**It reduced the limitations of financial exclusion and provided a very important bridge between the rich and the poor thus making the society more equitable.**"¹⁶² Lewis states that,

"the Credit Union has an excellent record of providing financial products to those who would never have had the opportunity to access the main stream banking system. The services have helped many climb the ladder of opportunity, to achieve their goals, and to enjoy success in life.¹⁶³ **The Credit Union has played a vital part in assisting small business with their credit needs. In addition, through the service of the Credit Union, Montserratians have gained affordable loans to build or purchase their homes.**¹⁶⁴ The Credit Union has a role in encouraging people to save, and in the provision of financial education and information."¹⁶⁵

¹⁵⁷ Ibid.

¹⁵⁸ Ibid.

¹⁵⁹ Ibid.

¹⁶⁰ Ibid.

¹⁶¹ Ibid., p. 8

¹⁶² Ibid.

¹⁶³ Ibid.

¹⁶⁴ Ibid.

¹⁶⁵ Ibid.

Dominica

Paul Moses' (1998) book *The Credit Union Product—A Need For Adaptation* highlights the **social contribution** of Credit Unions as a P.A.M. in Dominica. Moses makes the point that "**Credit Unions have contributed significantly to social equality in Dominica**; and by subscribing to the principle of ***Open and Voluntary Membership***, they have created opportunities where people of different creed, class, culture, political persuasions, etc. can interact as equal members of their Credit Union."¹⁶⁶ Moses(1998) believes that "this is particularly important for the poor and disadvantaged who would not have the benefit of such social intercourse as account holders in a commercial bank."¹⁶⁷ Furthermore, Moses(1998) insists, that it provides "an avenue where poor persons can save part of their small earnings (against which they can borrow) to meet future needs."¹⁶⁸ It is his firm belief that "Credit Unions in Dominica have done a great deal to improve the lot of the poor; and for that reason, they have affectionately been referred to as '***The Poor Man's Bank***'"¹⁶⁹

Moses (1998) informs us that "**co-operation is very much alive in Dominica.**"¹⁷⁰ "Of all Co-operatives operating there," Moses (1998) believes that "Credit Unions are the most dominant and have endured the longest. **They have contributed immensely to *National Development* and have helped to transform the lives of ordinary folk and raised communities from a life of subsistence to one of economic independence and self-sufficiency.**"¹⁷¹

¹⁶⁶ Paul Moses (1998) *The Credit Union Product—A Need For Adaptation*, p. 26

¹⁶⁷ Ibid.

¹⁶⁸ Ibid.

¹⁶⁹ Ibid.

¹⁷⁰ Ibid., p. 27

¹⁷¹ Ibid.

RESEARCH FINDINGS & ANALYSIS

SURVIVAL + GROWTH

This section of the Research Paper seeks to respond to the Research Question, "***Can P.A.M's. provide Positive Social Security (& the Right Citizenship thereof) via the Positive Control of the seven (7) Human Factors of Social Security?***" The section uses the examples of 1. an ***Employment-Sector P.A.M.*** (T.T.P.S.C.U.)¹⁷²; and 2. a ***Geographical-Region P.A.M.*** (E.C.U.)¹⁷³. The section selects/highlights particular features (Member Services, Programmes, Events Etc.) of their *Mentalities & Mechanisms* so as to analyse their efficacy in relation to their Positive Control of the seven (7) Human Factors of Social Security.

1. Employment-Sector P.A.M.

(T.T.P.S.C.U.)

1. Labour

CO-OPERATIVE SUSTAINABILITY

The Trinidad and Tobago Police Service Credit Union (**T.T.P.S.C.U.**) was inaugurated on the **14th October, 1956**, at Police Head-Quarters, Port of Spain, with a view that all members of the 'Force' as it was then called, were eligible for membership.

¹⁷² Trinidad & Tobago Police Service Credit Union Co-operative Society

¹⁷³ Eastern Credit Union

JOB CREATION

In **1970** Eutlyn Lewis, the Credit Union's longest served Staff member, was employed for eighty dollars (**\$80**) a month. The Credit Union's Recreation Centre employed two female cooks: One prepared the food in the morning whilst the other worked the night shift.

- extant staff in **1976** their terms of hire were in accordance with government regulations. employed—four (**4**) in number.

PROFESSIONAL STAFF

1988

The T.T.P.S.C.U. hired its **first Professional Manager**; a former Central & Commercial Bank Manager.

COMPUTER TECHNOLOGY

1989

- The Credit Union's **computerized platform** was initiated.

1991

- Backup **Offsite Computer Hardware Facility** was purchased.

1993

- The **Main Office** was **fully automated** (Computer Technology).

1998

- The **Flex Credit Union Software Package** was installed.

1991

STAFF UNIONIZATION

On 1 April, 1991 an **Agreement** was entered into **between the Credit Union and the Bank and General Workers Trade Union** intended to promote, protect and improve the **welfare and interest of the Workers**; to establish the Workers Contribution and Production Programme; to maintain orderly collective bargaining relations between both parties; to establish and protect Salaries and all other Benefits and Conditions of Employment; to establish and ensure, at all times, proper Labour-Management Relations; **taking into consideration the lives, safety and well-being of the Workers**; and to create a “**Bargaining Unit**” that will implement a procedure for the prompt, fair and binding settlement of grievances of all monthly-paid Workers.

STAFF DEVELOPMENT

1990's

The decade of the nineties (**1990's**) saw the evolution of the T.T.P.S.C.U. The following is a list of its extant **Occupational Titles** so as to highlight the intricate advancement of its “Staff” component:

| |
|--|
| • GENERAL MANAGER |
| • ASSISTANT GENERAL MANAGER |
| • OPERATIONAL MANAGER (BRANCHES) |
| • OPERATIONAL MANAGER CONSUMER DEPARTMENT |
| • MANAGER INFORMATION SYSTEMS |

| |
|---|
| • MANAGER INTERNAL AUDIT |
| • HUMAN RESOURCE MANAGER |
| • MANAGER ACCOUNTS AND FINANCE |
| • ASSISTANT MANAGER ACCOUNTS AND FINANCE |
| • EXECUTIVE SECRETARY, |
| • OFFICER IN CHARGE OF BRANCH |
| • (BRANCH SUPERVISOR) |
| • ACCOUNTANT |
| • CLERK TYPIST |
| • ACCOUNTS CLERK (PAYROLL) |
| • LOANS OFFICER II |
| • LOANS OFFICER |
| • SENIOR ACCOUNTS CLERK |
| • SENIOR CLERK |
| • JUNIOR CLERK (AUDIT) |

2. Food

SURVIVAL ENTREPRENEURSHIP

"BUYING CLUBS"

1957

Restaurants were just emerging as business entities in Trinidad, and Denny, Bennett and Richards approached the Commissioner of Co-operatives, inquiring about the possibility of opening a ***Buying Club*** respectively (replacing Phillip's Snackette) at Police Headquarters and at the San Fernando Branch. The Commissioner of Co-operatives instructed them to take eighteen thousand dollars (**\$18,000**) and twelve (12) Persons signed a promissory note to get the Loan to start the Clubs. The Buying Clubs **supplied meals—including breakfast, lunch, dinner etc.**, under a chit system—"buy-now-pay-later." The Buying Clubs were founded with **the intent of supplying Canteen-indebted Policemen with breakfast, lunch and dinner at cheaper rates than the Police Canteen, and with more opportunity to acquire items on credit.**

RECREATION CENTRE

1971—MARCH 1980

In 1971 a **Recreation Centre** was opened at the Credit Union's property at #61 Tenth St. Barataria. Charles Boney believes that this Recreation Centre may have been the first Credit Union Recreation Center in the world. The Barataria premises began to be used as a place to hold weddings and special events.

ITS *HUMAN* UTILITY

In 1977 Domingo "Short Pants" Moreno was hired to become the official Manager/Barman of the Trinidad & Tobago Police Service Recreation Centre. The Recreation Centre only served policemen when Moreno started duties. Moreno states, "I used to have the best Fried Chicken in the East-West corridor. People used to leave Port-of-Spain to come by me. That was my thing. That was a big thing!"

The Credit Union's Recreation Centre employed two female cooks: One prepared the food in the morning whilst the other worked the night shift. The Recreation Center opened its doors to customers at **11am** and sometimes closed at **2 am**. Oftentimes the operational hours were flexible and convenient to customers because Moreno lived in close proximity. Policemen frequented the Recreation Centre as there were three pool tables, one table tennis board and other 'All-Fours' facilities. Whilst recreating, officers had the option of purchasing Moreno's famous Fried Chicken, and alcoholic beverages.

3. Land

HOUSING

The Credit Union, within two (2) years of its birth, helped many to acquire homes; a number of Policemen were assisted with their down-payments for government houses. **1958** saw the allotment of government-built dwellings to a number of Policemen. The down payment, however, for these houses was three hundred dollars (**\$300**) and the Credit Union's Board of Directors made a decision that any member who was allocated a house would have the opportunity to be assisted with the down payment. Sergeant Thompson, for instance, only had sixty dollars (**\$60**) in the Credit Union at that time; however, with its help, he happily became a home-owner.

According to former Board member Esmond King, a majority of members over the years were helped to build their houses in stages: "We helped People to build their houses in stages; but we never reached the stage where we could put down a plan to buy houses for People because it would have tied up too much of the money and it would have meant that People requiring short term/small loans would have been hard-pressed like before (without the option of Credit Union assistance). Hence, we tried not to issue too many long term loans because we knew that only a few People would benefit. If everybody wanted a two hundred thousand dollar (**\$200,000**) loan to build a house, when/how will they have repaid their loans with their meagre Policeman salaries? Hence, if one had land it was easier for the Credit Union. How much for your foundation? Foundation finished? Alright we (the Credit Union) will make another input. How much to block and cover up? One could finish one's house bit by bit; get friends to help; go back to the same thing that make the Credit Union—which is **sou sou**, around which African People used to unite and help each other to build homes."¹⁷⁴

¹⁷⁴ Esmond King Interview

SPACE & GROWTH

June 1st 1965: The Credit Union purchased an eight (8) acre parcel of land at Santa Cruz.

- **August 30th 1967:** A two (2)-storey building was acquired at #61, Tenth Street, Barataria. The building is now the Credit Union's office.
- On November 7, 1967 the Credit Union purchased Real Estate at #61 Tenth St. Barartaria
- In 1969, the Credit Union relocated its operations to “Under the Steps” in the Police Headquarters.
- In 1976 the Credit Union's real financial service/operations to members was still based **under the steps** in the Police Headquarters.
- In 1976 the number of staff employed (terms of hire in accordance with government regulations)—four (4).
- 1976 The Credit Union's operating space under the step was viewed as being simply too small for efficacy, and a move became imperative. The office was then moved to 1) the **end of the CID building** in the yard; after which it was relocated upstairs to 2) an **office space at the back of the Police Canteen**.
- **MT MARIE GUEST HOUSE (TOBAGO)**

Mt. Marie Holiday Resort Operations

July–December 1994

| | |
|---------------------------|---------------------|
| <u>Total Revenue</u> | \$404,262.34 |
| <u>Total Expenditures</u> | \$555,903.61 |
| <u>Deficit</u> | \$151,641.27 |
| <u>Room Sales Revenue</u> | \$163,501.19 |
| <u>Food Sales</u> | \$126,095.23 |
| <u>Food Costs</u> | \$110,763.53 |
| <u>Beverage Sales</u> | \$43,407.15 |

| MONTH | COUNTRY OF ORIGIN | # OF GUESTS |
|------------------|-------------------|-------------|
| JULY | Trinidad | 38 |
| | New York | 2 |
| | Guadeloupe | 3 |
| AUGUST | Trinidad | 67 |
| | Italy | 4 |
| | Germany | 2 |
| SEPTEMBER | Trinidad | 32 |
| | Italy | 4 |
| OCTOBER | Trinidad | 66 |
| | Northern Ireland | 2 |
| | Surinam | 4 |
| | Canada | 2 |
| NOVEMBER | Trinidad | 120 |
| | U.S.A. | 2 |
| | Germany | 2 |
| | Barbados | 2 |
| DECEMBER | Trinidad | 148 |
| | Bermuda | 2 |

| | |
|--------------------|---|
| Grenada | 2 |
| Denmark | 6 |
| U.K. | 1 |
| 511 (TOTAL) | |

| MONTH | TOTAL TRINIDAD ARRIVALS | BOARD MEMBERS | ORDINARY MEMBERS | NON- MEMBERS |
|--------------|-------------------------------|------------------|---------------------|-----------------|
| JULY | 38 | 8 | 10 | 20 |
| AUGUST | 67 | 1 | 2 | 64 |
| SEPTEMBER | 32 | 17 | 1 | 14 |
| OCTOBER | 66 | 9 | 1 | 56 |
| NOVEMBER | 120 | 1 | 1 | 118 |
| DECEMBER | 148 | 1 | 0 | 147 |
| TOTAL | 471 | 37 | 15 | 419 |

4. Mind

GROWTH ENTREPRENEURSHIP

CONSUMER DEPARTMENT

1982

In the **1980's** the Board of Directors and all other Committees **held meetings more regularly** **prompting the innovation of new ideas**. Board member Esmond King had two problems with the Police Canteen: 1) their prices were excessively high—a bottle of *Bailey's* from United Grocers on Frederick St., Port-of-Spain, for example, cost \$6 while the same bottle cost \$13 in the Police Canteen. 2) He found that they should sell televisions, fridges and video recorders in the Police Canteen. The Canteen Management eventually agreed to sell televisions, washing machines, music equipment etc., but the prices were exorbitant. King and Benjamin Watson then proceeded, with the help of a Business Associate, to bring in two containers of goods, which they stored at the Barataria office. This proactive move caused a bit of a stir at the Police Headquarters because the Canteen now faced cheaper competition. The prices of the Credit Union's merchandise cheapened in later years when purchased from *Consol*. Furthermore, members of the Credit Union were able to purchase the goods on favourable terms of credit.

After almost two decades of its existence the Consumer Department continued to do well as a necessary service to members and as a profitable business entity of the Credit union. The following table illustrates the aforementioned:

CONSUMER DEPARTMENT

| YEAR | NET SURPLUS | SALES | PROFITABILITY |
|-------------|--------------------|--------------|----------------------|
| | \$ | \$ | % |
| 2000 | 669,368 | 6,243,139 | 10.7 |
| 2001 | 1,327,514 | 6,371,291 | 20.8 |
| 2002 | 316,914 | 4,892,703 | 6.0 |
| 2003 | (250,125) | 4,602,822 | -5.4 |
| 2004 | 167,976 | 5,556,154 | 3.0 |
| 2005 | 814,258 | | |
| 2006 | 1,619,797 | 8,154,150 | |

STAFF & MEMBER EDUCATION

A. STAFF EDUCATION

1994

- **In-house Educational Programmes for Staff Members and General Members** organized by the Education Committee; and external educational opportunities since **1994**.
- **As early as 1994 'On-the-Job-Training-Programme' for Management and Employees** instituted—**Training Modules** covered:
 1. 'Effective Communication'
 2. 'The essence of Service'
 3. 'Effective Supervision'
 4. 'Stress management'
 5. 'Developing and maintaining effective accounting for non-accounting Officers'
- The 1st Professional Manager attended the Dale Carnegie Course entitled "**Leadership Training for Managers**".

1995

- **24 July**—President Elton Brown, General Manager Egbert Lewis, and Supervisor Accounts Department Bernadette Prescott went on a **two-week visit to Twin City Federal Credit Union in Minneapolis, Minnesota, U.S.A.**
1st WEEK—they visited two Branches of the Credit Union in Eagan and the Head Office in Minneapolis. Some of the Departments visited were:

- **Data Processing**
- **Loans Department**

- **Accounts Department**
- **Member Services Representative with telephone pool**
- **Internal Audit**
- **Recoveries Department**

2ND WEEK—the aforementioned three persons attended the ***National Institute of Co-operative Educators Conference*** (31 July to 3 August) held at Minneapolis Hilton Hotel. The Main Theme of the Conference was “**Stretching the Co-operative Vision.**”

Topics discussed at the Conference:

- **Strategic planning as a vision, not just a tactic**
- **Aspects of international trade to be known and not known**
- **Comparing co-operative structures**
- **Innovative financing techniques**
- **Roles for co-operatives in environment and food safety**
- **Co-operatives roles in agriculture as the rules change**
- **Co-operatives and our vision of empowered People**
- **Member’s value of owning a co-operative vision**
- **Partnering co-operative and university visions**

MANAGEMENT & STAFF TRAINING

1995

In-House Courses:

1. 'Team Development with Intact Customer Satisfaction'
2. 'How to give Effective Customer Service'
3. 'Credit Union Operations'
4. 'Medical Plan'
5. 'Customer Service Effectiveness—Self Audit'

External Courses (Attended by 7 members of Staff):

1. 'The Effective Supervisor'
2. 'Transforming the Workplace into a Learning Environment'
3. 'Making the Transition from Secretary to Administrative Assistant'
4. 'The Office Manager'
5. 'Carving a Niche in a Liberated Financial Environment'

1999

- **15 May**—Staff Member left for a **one week's visit to visit** the *Stihl* Brush Cutter and Chainsaw Factories in Switzerland and Germany.
- **19 August**—The Board of Directors approved **The Scholarship Plan for Members, Staff and Management.**

2000

- **26 April**—**Members, Staff and Management** were invited to apply for **Scholarship Awards.**
- **24-25 June**—The Education Committee attended a **Strategic Planning Session** at the Chaguaramas Convention Centre.

EMPLOYEES ENGAGED IN STUDYING—CREDIT UNION SPONSORSHIP OR OTHERWISE

| NAME OF EMPLOYEE | COURSE | SPONSORSHIP |
|-----------------------|---|-----------------------------|
| Wilberforce Quashie | 1) Registered student with the Association of Certified accountants— Model C 2) I.D.P.M./A.C.P. | SELF CREDIT UNION |
| Bernadette Prescott | 1) A.C.C.A 2) I.D.P.M./A.C.P | SELF CREDIT UNION |
| Wesleyann Peters | 1) I.D.P.M./A.C.P 2) Associate Business Executive (A.B.E.) | CREDIT UNION SELF |
| Jacqueline De Freitas | 1) A.C.C.A. | SELF |
| Derek Walcott | 1) BSc/MSc. Computer Science 2) I.D.P.M./A.C.P—Level 5 | SELF SELF |
| | | |

| | | |
|-------------------------------|--|---------------------|
| Monica Smith | 1) I.D.P.M./A.C.P | CREDIT UNION |
| Denyse De Freitas | 1) I.D.P.M./A.C.P | CREDIT UNION |
| Karen Charles | 1) I.D.P.M./A.C.P | CREDIT UNION |
| | 2) C.X.C. Mathematics | SELF |
| Coleen Boyce | 1) Co-operative Law & Principle | SELF |
| Michelle Cole | 1) Associate Business Executive (A.B.E.) | SELF |
| Beverley Thomas | 1) I.D.P.M./A.C.P | CREDIT UNION |
| Terry O'Brien | 1) A.C.P.—Level 3 | SELF |
| Dion Moreno | 1) C.X.C. Mathematics & Accounts | SELF |
| Denise Farray | 1) Post-Graduate Diploma in International Relations | SELF |
| | 2) Certificate in Public Relations | CREDIT UNION |
| Aninga Lucas | 1) School of Accounting & Management—Business Administration | SELF |
| | 2) School of Accounting & Management—Mathematics | SELF |
| | 3) School of Accounting & Management—English | SELF |
| Carolyn Sylvan (South Office) | 1) C.X.C. Mathematics | SELF |
| Dale Brebnor (Tobago Office) | C.X.C. English & Mathematics | SELF |

B. GENERAL MEMBER EDUCATION

1989

- **26 August, 2nd & 9th September**—The Credit Union held an **Educational Programme** for Members: ***Credit Union Dynamics***. The programme possessed a three-fold agenda: 1) History and Philosophy of Credit Union 2) Structure and Management of Credit Union 3) Workshop Session.
- **7 September**—1st Annual Common Entrance Scholarship Bursary Award: Issuing scholarship grants to ten (10) Students successful at current year's Common Entrance Examination.

1991

- September—November—“Food and Nutrition” and “Fabric Transformation” programmes for Members conducted over ten sessions.

1993

- One hundred and fifteen (115) persons benefitted from the following **Skills Programmes** offered by the Education Committee : A) **Floral Arrangement** B) **Food & Nutrition** C) **Soft furnishings** D) **Small appliance Repair** E) **Car Care & Maintenance**.

1993

- Education Committee Programme --**Food & Nutrition Course**.

1994

- **6 September**—The Education Committee hosted a ***Wellness Seminar*** at the Credit Union's Main Office.
- **12 November to 17 December**—six-week **Food and Nutrition Course**.

- 1994 Library refurbished.

1995

EDUCATION COMMITTEE-ORGANIZED COURSES AND SEMINARS

| COURSE/SEMINAR | VENUE |
|---|--|
| Financial Management | Cipriani Labour College |
| Auto Care & Maintenance | Barataria & San Fernando Offices |
| Floral Arrangement | Barataria & San Fernando Offices |
| Small Appliance Repair | Barataria & San Fernando Offices |
| “Preparation for Retirement” Seminar | Solomon Mc Cloud Lecture Theatre/Police Headquarters. Port of Spain. |
| Backyard Gardening | |
| Youth “Our Heritage” Seminar | |

1996

- 28 March—Educational Lecture by University Professor.
- 25 April—Lecture on ‘Money Management’.
- 22 June—Essay Competition held for Members’ Children
- 27 June—Lecture on ‘Protocol’.
- July—‘Know your Country’ Tours held.
- September—Course held on ‘Effective Speaking’.
- August—Lecture, “Orientation to School Life”.

2000

- 29 July—2 December—Education Committee Programmes: 1) Plumbing 2) Soft Furnishings 3) Electrical Installation 4) Dress Making and Designs 5) Computer Literacy.

2003

EDUCATION COMMITTEE SKILL ENHANCEMENT COURSES

- Tile Laying
- Small Appliance Repairs
- Plumbing
- Food Preparation
- Food Service and Bartending

•29 August--Secondary Entrance Assessment (S.E.A.) Awards.

A subsequent **Motivational Seminar with Guidance Counsellor** was held for the Recipients.

•25 October—Graduation Ceremony for participants of the Skill Enhancement Courses.

2004

- 16 October—Youth Seminar (18-25 age group) entitled “*On Track: Preparing Young Adults for the World of Work*” was conducted in a quest to better prepare the Youths for the Workplace.

5. Money

GROWTH

- The **Membership** which had decreased to fewer than one hundred (100) members in 1962, had **increased steadily yearly** and stood at nine hundred and forty (940) in 1969.
- In 1970 The **Assets** of the Credit Union including *cash in hand, land and building* stood at three hundred and forty-one dollars, seven hundred and eighty-eight dollars (**\$341,788.00**). There was eight thousand, three hundred and two dollars (**\$8,302.00**) in **Undivided Earnings** for the year 1969, and an overall **Net Surplus** of forty-one thousand, seven hundred and eighty-six dollars and seventy-six cents (**\$41,786.76**) after appropriation for *Reserve* and *Education Funds*. Dividends amounting to five thousand, one hundred and eleven dollars (**\$5,111.00**) were paid on members' 1965 and 1966 shares for the first time.

According to Johnson, 'by nature Credit Unions must have a small beginning and gradually grow into Associations of larger resources as their management becomes more effective and as more members throw their support to them.'¹⁷⁵

The following Chart demonstrates the development of the Credit Union from the end of the seventies to the mid-eighties:

| YEAR | SHARE CAPITAL | LOANS | MEMBERSHIP |
|------|---------------|---------------|------------|
| 1979 | 1,902,000 | 1,854,000 | 1,179 |
| 1980 | 2,638,023 | 2,501,427 | 1,594 |
| 1981 | 4,210,123.82 | 4,064,261.41 | 1,876 |
| 1982 | 7,273,689.95 | 6,897,768.83 | 2,465 |
| 1983 | 12,391,311.28 | 9,338,158.29 | 2,984 |
| 1984 | 13,000,000 | 12,951,686.78 | 3,618 |
| 1985 | | | 4,367 |

¹⁷⁵ Johnson, E. C. (1936), 'Rural Co-operative Credit Unions', *Journal of Farm Economics* 18:4 (pp. 662-672), p. 672

LOANS

Loans to members, in times of need, and at lower interest rates than the banks or money lenders was and still is today the primary essence and function of the Trinidad & Tobago Police Service Credit Union. The following Chart is an example of the types and variety of Loans that the T.T.P.S.C.U. provides to its Members:

2006

| LOAN CATEGORY | No. of LOANS | VALUE \$ | % |
|----------------------------------|---------------|-------------------|------------|
| HOUSE & LAND PURCHASE | 61 | 1,573,174.71 | 0.37 |
| HOUSE REPAIRS | 2162 | 27,972,563.97 | 13.24 |
| INTERIM CAR LOAN | 45 | 2,116,181.65 | 0.28 |
| MOTOR VEHICLE PURCHASE | 537 | 16,503,096.72 | 3.29 |
| MOTOR VEHICLE REPAIRS | 1184 | 6,066,408.99 | 7.25 |
| TRAVELLING | 565 | 3,967,542.15 | 3.46 |
| MEDICAL | 450 | 1,821,960.82 | 2.75 |
| LEGAL | 63 | 391,842.86 | 0.39 |
| FUNERAL | 80 | 468,700.69 | 0.49 |
| EDUCATION | 785 | 4,239,226.64 | 5 |
| WEDDING | 114 | 1,241,802.43 | 0.7 |
| BUSINESS INVESTMENT | 162 | 1,680,510.01 | 0.99 |
| CONSOLIDATION OF DEBTS | 837 | 5,383,688.80 | 5.12 |
| CONSUMER DURABLES | 317 | 2,005,628.04 | 1.94 |
| MISCELLANEOUS | 3665 | 10,896,016.03 | 22.44 |
| SOFT LOANS | 1549 | 1,435,357.65 | 9.48 |
| BUDGET ORGANIZER | 30 | 127,927.19 | 0.18 |
| MT. MARIE LOAN | 5 | 8,057.88 | 0.03 |
| SCHOOL BOOKS | 291 | 863,600.00 | 1.78 |
| CHRISTMAS LOAN | 1260 | 2,813,805.00 | 7.71 |
| CONSUMER LOAN | 2014 | 7,471,948.84 | 12.33 |
| CHITS & JERSEYS | 158 | 553,710.00 | 0.97 |
| SIL | 1 | 10,000.00 | 0.01 |
| TOTAL | 16,335 | 99,612,751 | 100 |

T.T.P.S.C.U.

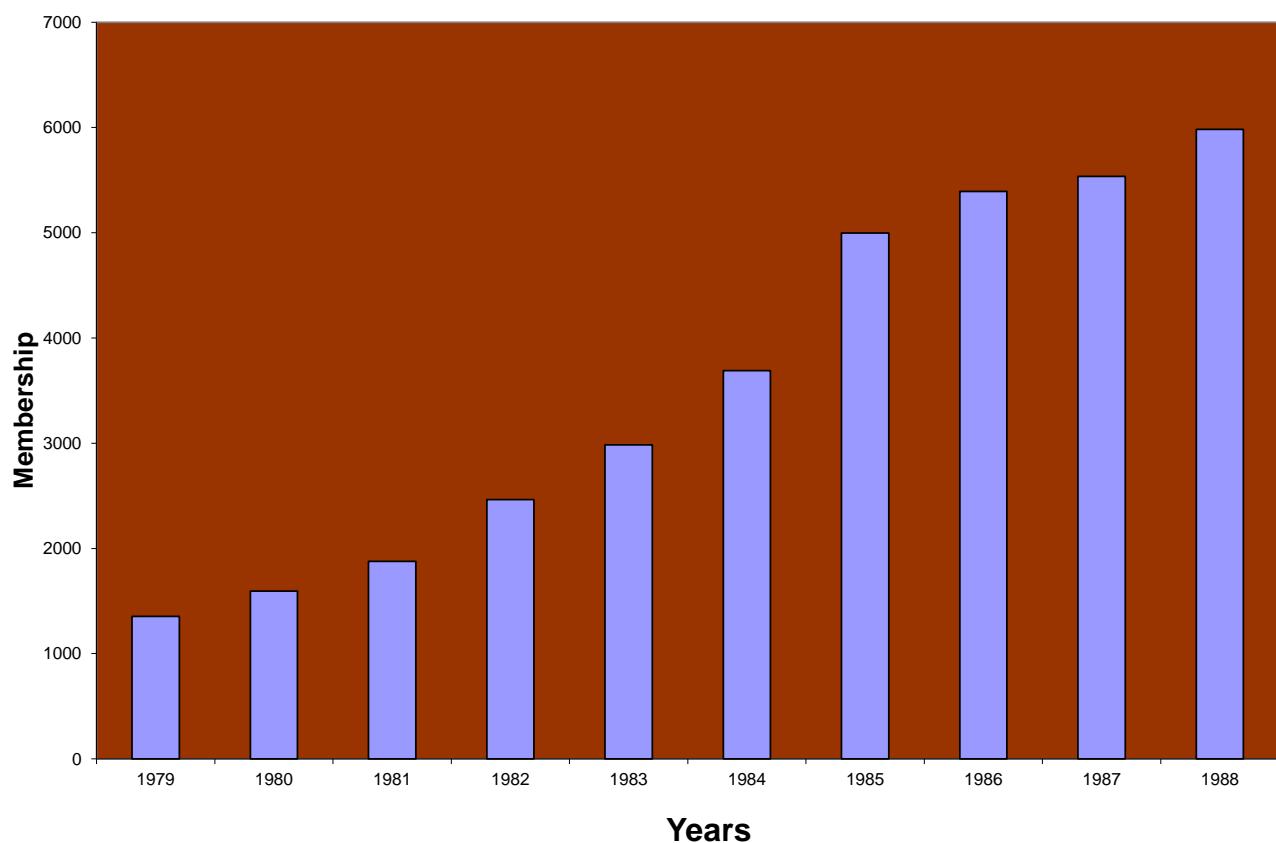
FINANCIAL PERFORMANCE & DEVELOPMENT

(1979 - 2007)

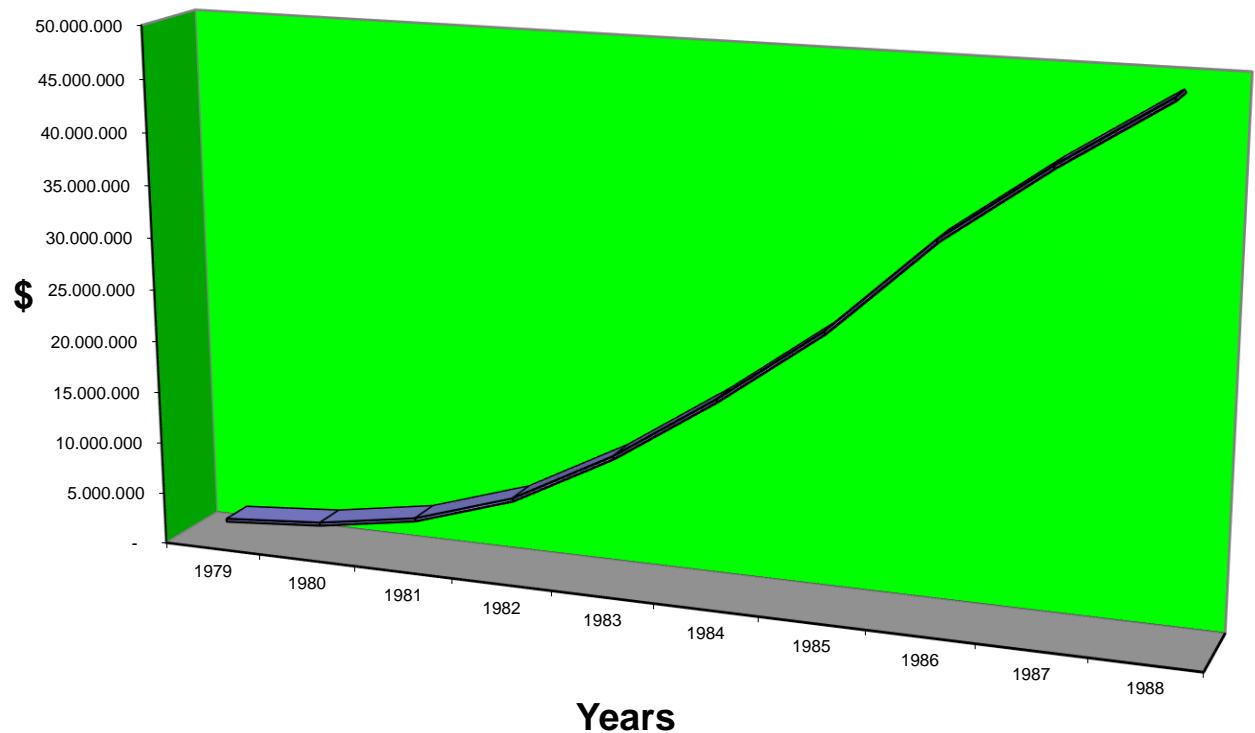
1979 – 1988

The Credit Union's **Membership** more than tripled during the **1980's** moving from about one thousand, three hundred and fifty-three (**1,353**) members to about five thousand, nine hundred and eighty-three (**5983**) members. During this time as well members contributed hefty to shares, growing the **Share Capital** base from about one point nine million dollars (**\$1.9m**) in **1979** to forty-eight point five million (**\$48.5m**) in **1998**. Notwithstanding this growth in Share Capital, there seemed to be an almost one-to-one relationship between Share Capital and **Loans**, since Loans also moved from about one point eight million dollars (**\$1.8m**) in **1979** to forty-eight million dollars (**\$48m**) in **1988**. **Net Interest Income** grew from three hundred and forty-six thousand dollars (**\$346k**) in **1981** to four point eight million dollars (**\$4.8m**) in **1988**. During this ten (**10**) year period **Income** also rose sharply, increasing from four hundred and seventy-one thousand, four hundred and seventy-one dollars (**\$471,471**) in **1981** to five point two million dollars (**\$5.2m**) in **1998**. By extension, the **Total Asset** base also increased significantly arriving at forty-eight point seven million dollars (**\$48.7m**) in **1988**. **Institutional Capital** also increased phenomenally in excess of one thousand one hundred and fifty per cent (**1150%**) reaching to five point five million dollars (**\$5.5m**) in **1988**.

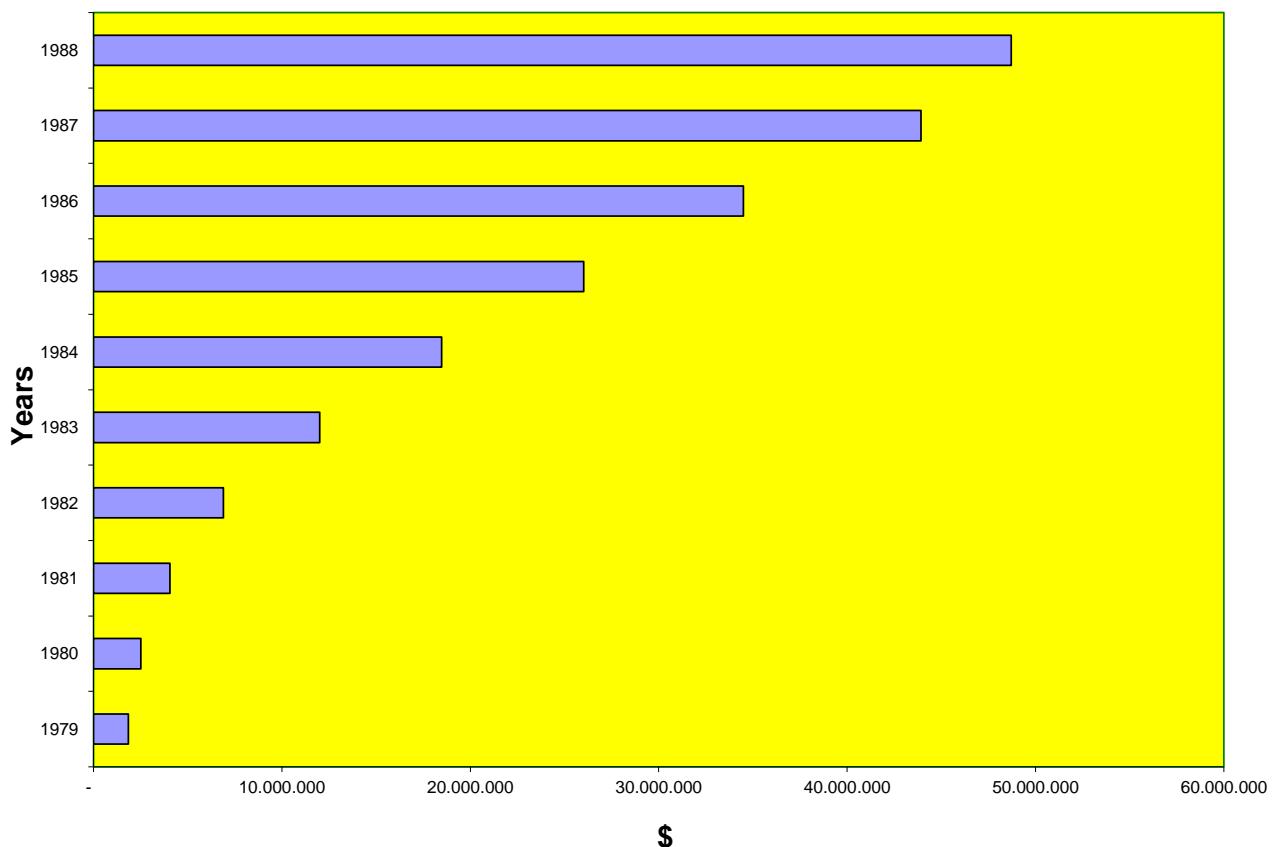
Growth in Members for the Period 1979-1988



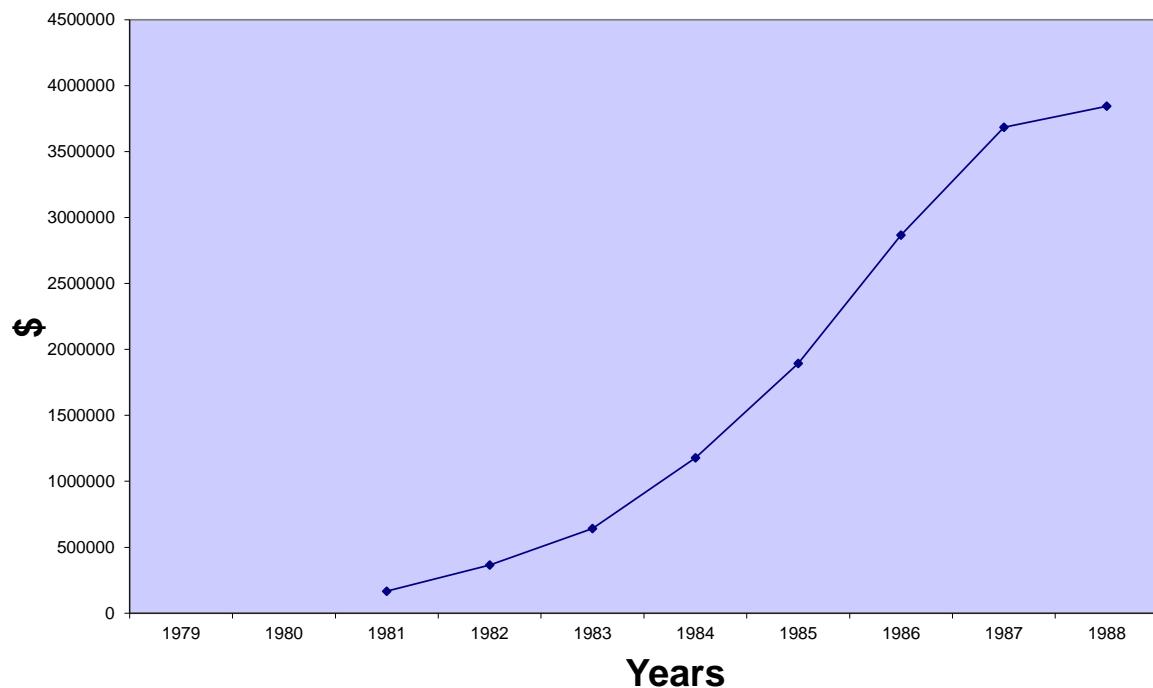
Growth in Share Capital for the Years 1979 - 1988



Growth in Loans for the Years 1979 - 1988



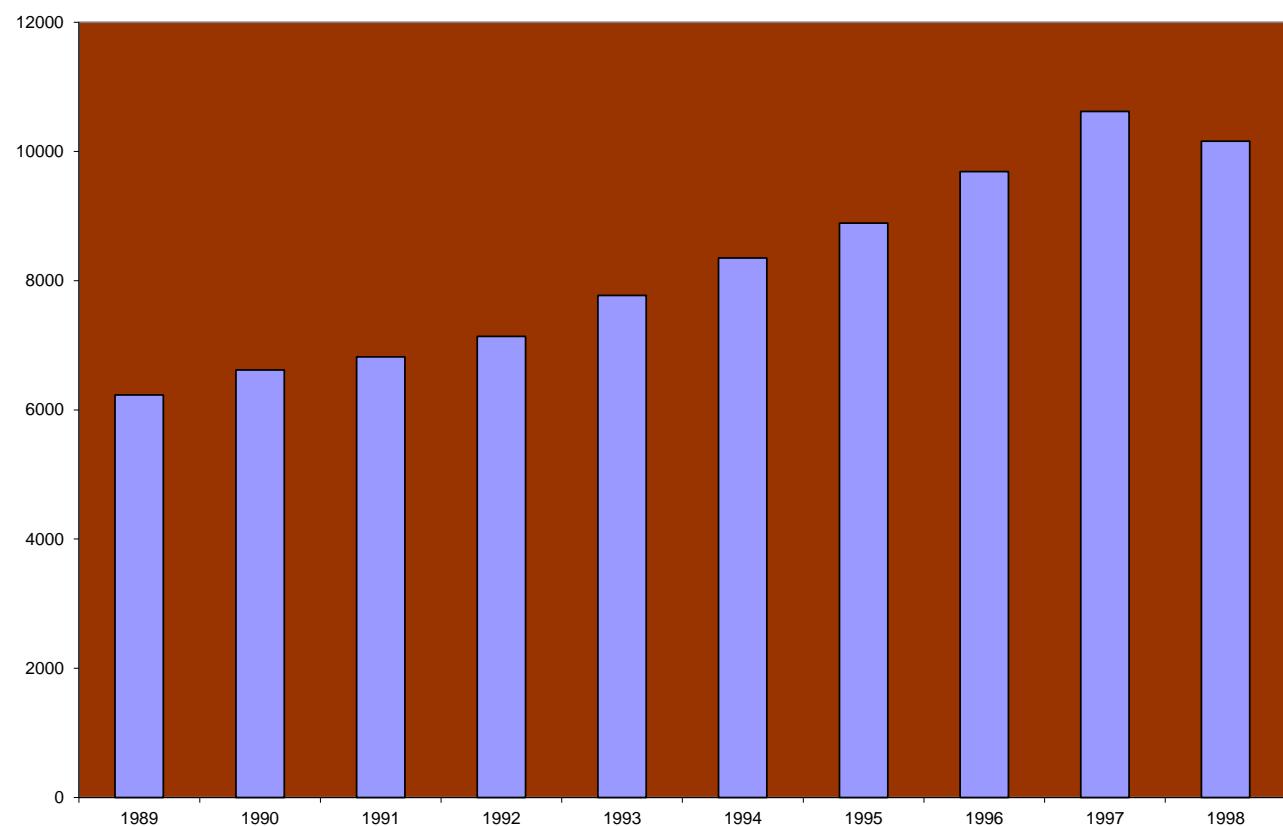
Growth in Income for the Years 1979 - 1988



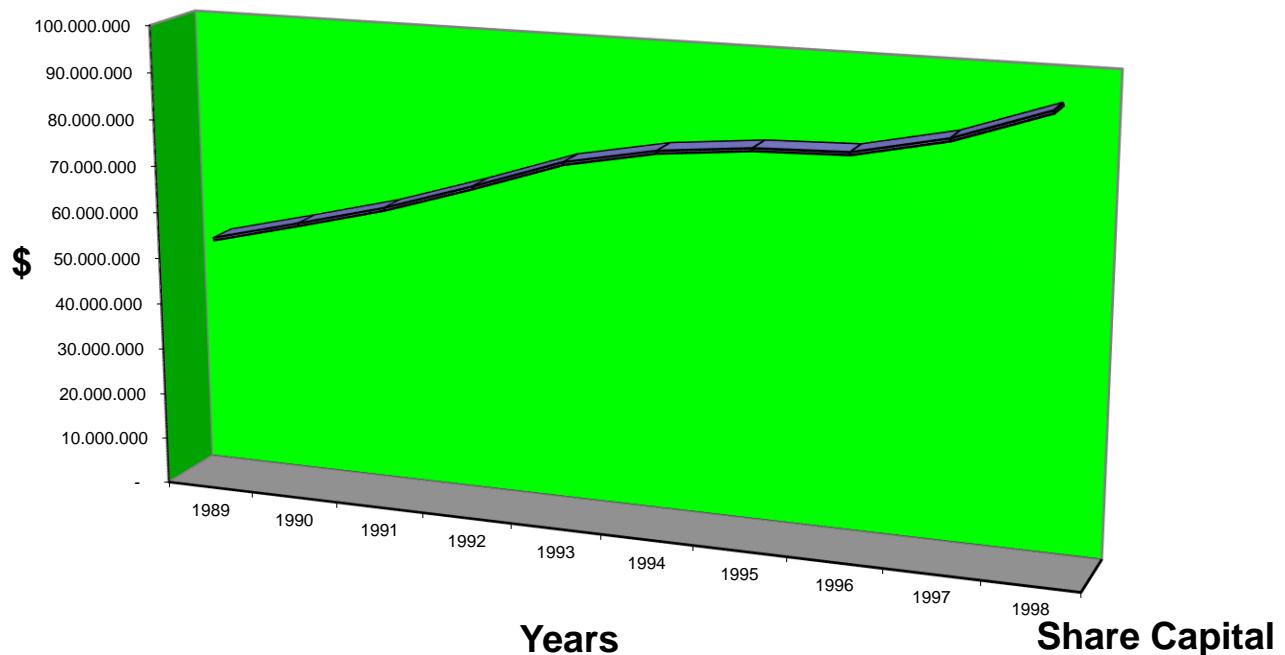
1989-1998

The ten (10) year period **1989 to 1998**, continued to reflect growth in all aspects of the Credit Union's operations. The **member base** grew about sixty-three (63%) during this time, with **Share Capital** growing from about fifty-four million dollars (**\$54m**) in **1989** to ninety-four million (**\$94m**) in **1998**, representing a seventy-four per cent (74%) increase. **Loan Capital** also grew by seventy-seven per cent (77%), moving from fifty-four million (**\$54m**) in **1989** to ninety-six million dollars (**\$96m**) in **1998**. During this period members also started increasing their **Deposits** with the Credit Union, moving from two hundred and ten thousand dollars (**\$210k**) in deposits in **1989** to nine hundred and forty-eight thousand dollars (**\$948k**) in **1998**. During this time as well **Net Interest Income** i.e. **Interest Income minus Interest Expense** increased by seventy-six per cent (76%) to nine point one thousand dollars (**\$9.1k**) in **1998**. **Net Income** grew by forty-six per cent (46%) with **Loan and Investment** income being the primary contributors to this overall increase. **Institutional Capital** continued its upward climb during this period, increasing by one hundred and forty-one per cent (141%) to twenty-four million dollars (**\$24m**) in **1998**. **Total Assets** grew to twelve point six million dollars (**\$126m**) in **1998**, up from sixty-seven million dollars (**\$67m**) in **1989**.

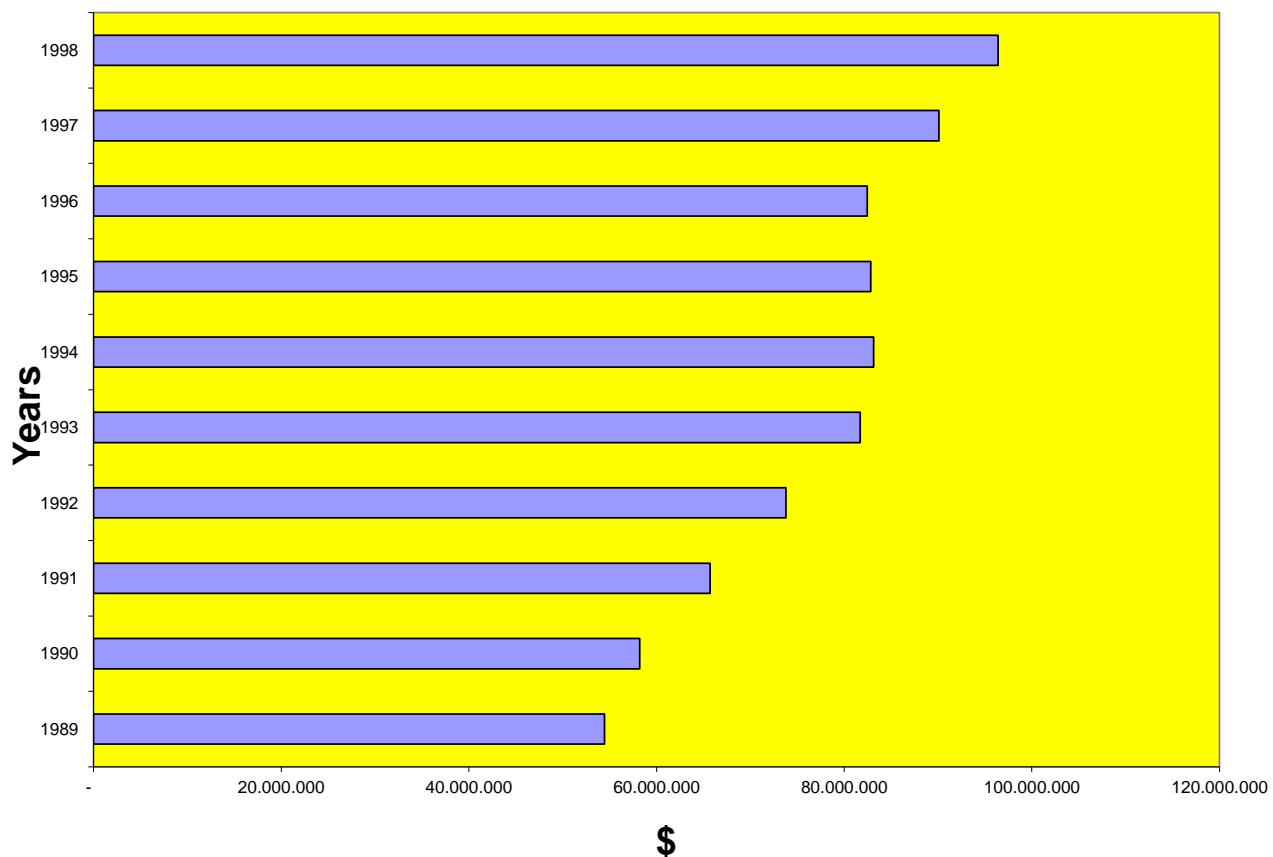
Growth in Members for the Years 1989 - 1998



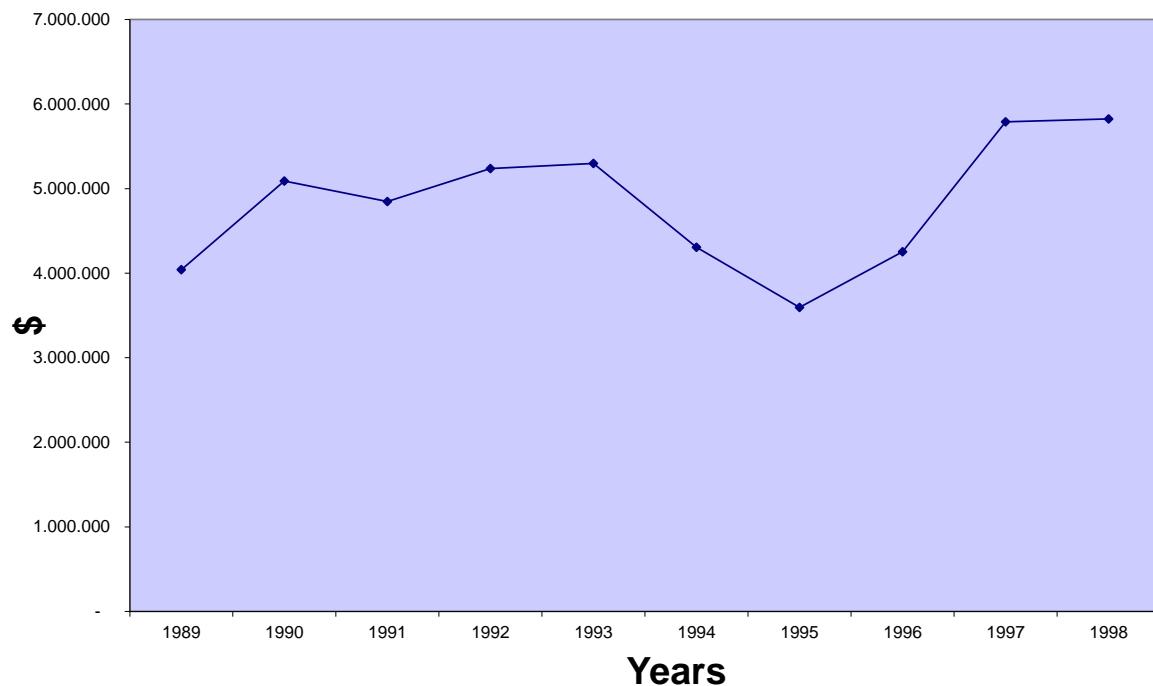
Growth in Share Capital for the Years 1989 - 1998



Growth in Loans for the Years 1989 - 1998



Growth in Net Income for the Years 1989-1998

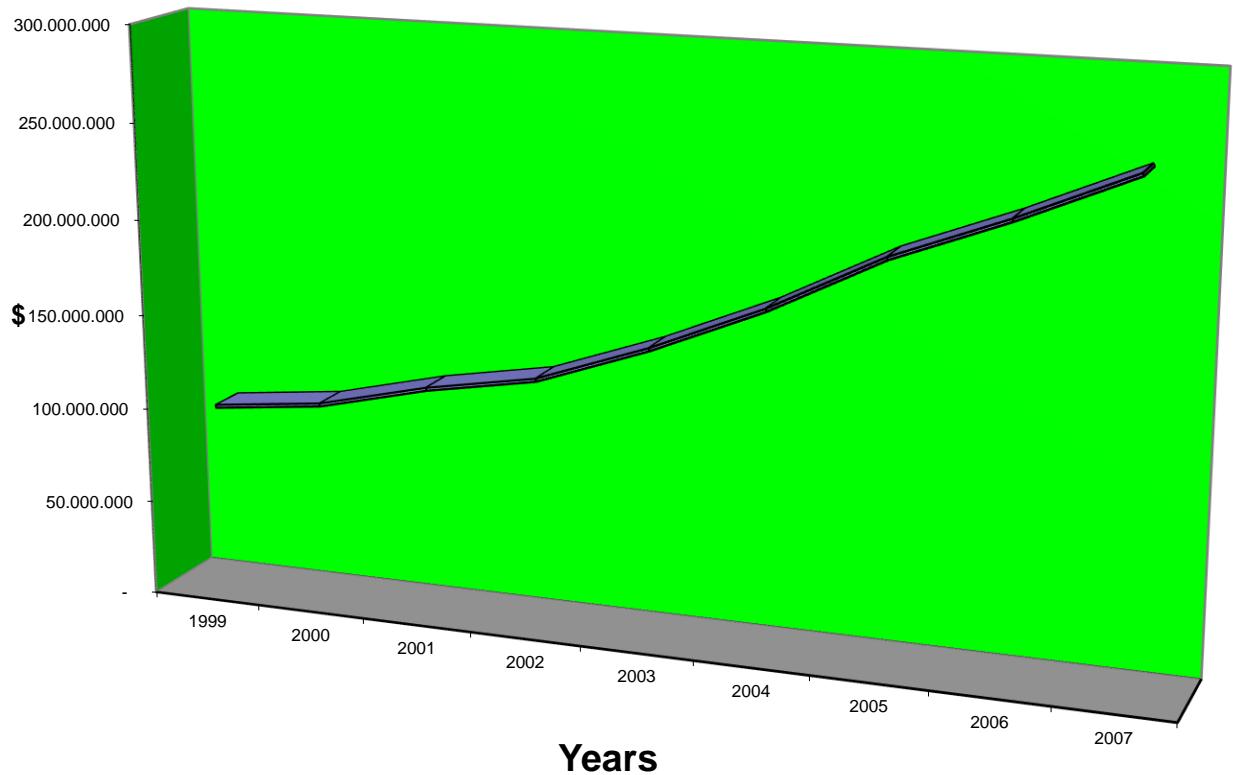


1999-2007

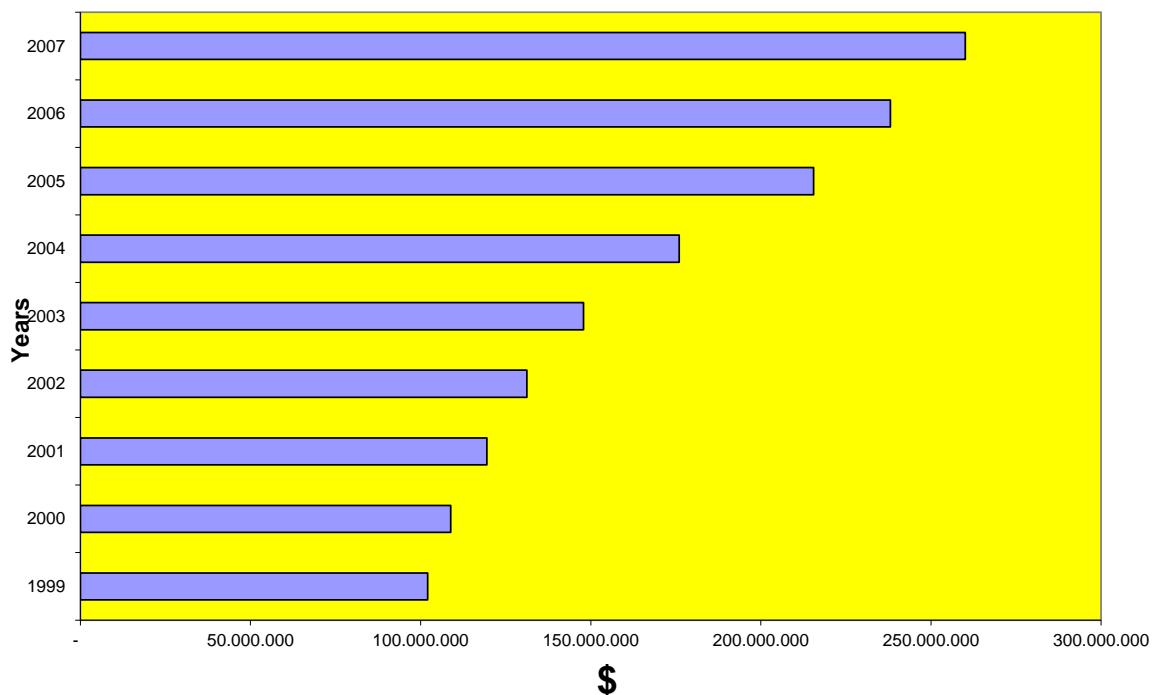
The Credit Union continued along its growth path during these years, experiencing positive change in every single facet of its financial operations. **Total Assets** grew by one hundred and fifty per cent (**150%**) during this period, with **Loans** representing seventy-six per cent (**76%**) of this portfolio. **Share Capital** increased to two hundred and fifty-five million dollars (**\$255m**) up from one hundred and ninety-nine million (**\$199m**) in **1999**. **Profitability**, as reflected in the Credit Union's **Net Income** position, also improved as Net Income moved from seven point eight million dollars (**\$7.8m**) in **1999** to twenty-two million dollars (**\$22m**) in **2007**. **Institutional Capital** grew by one hundred and thirty-five per cent (**135%**) to sixty-one million dollars (**61m**) during this period, up from twenty-six million dollars (**\$26m**) in **1999**. The **Loan Portfolio** grew from one hundred and two million (**\$102m**) in **1999** to two hundred and sixty million dollars (**\$260m**) in **2007**, representing a one hundred and fifty-five per cent (**155%**) increase.

Net Interest Income grew by one hundred and forty-two per cent (**142%**) during this ten (**10**) year period in tandem with the growth in **Loans** and **Deposits**.

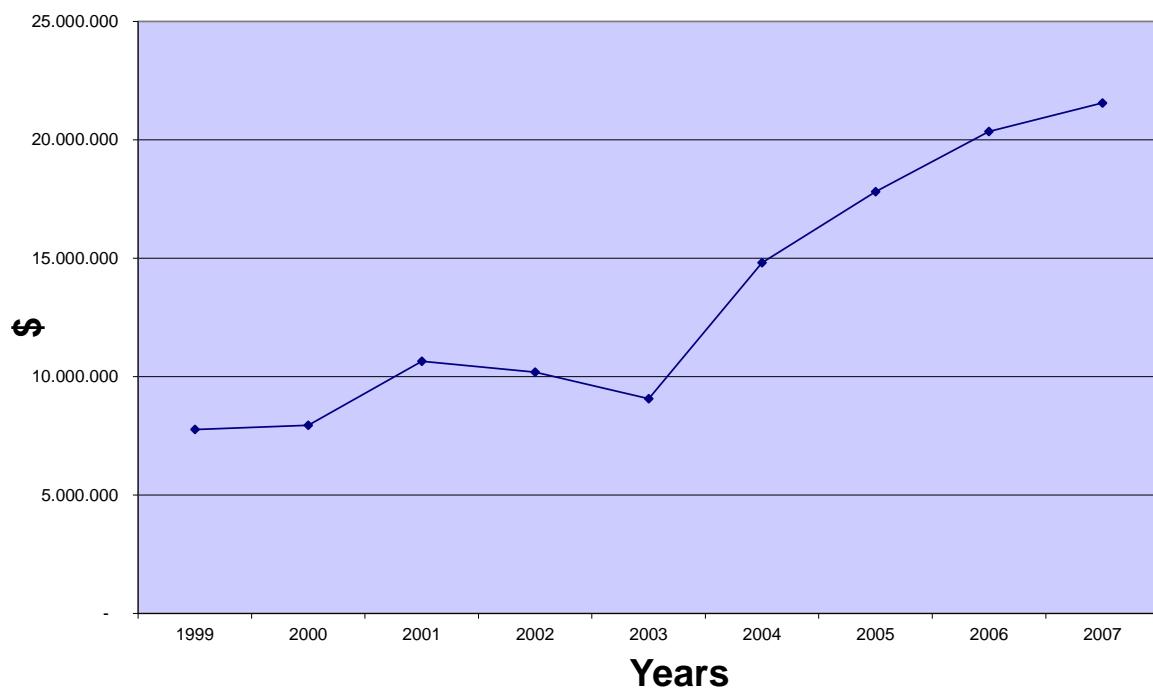
Growth in Share Capital for the Years 1999 - 2007



Growth in Loans for the Years 1999 - 2007



Growth in Net Income for Years 1999 - 2007



6. Law

ACCOUNTABILITY

- **1962**

A **Supervisory Committee** was appointed to check on the affairs of the overall Credit Union. It included Thompson, Ossie Edmund, and others. Individual members **Ledger Cards** and **Loan Forms** were inspected. It was then discovered that the Loan Form for the Secretary 'Zouse' Bennett had been altered. An approved loan of **one thousand dollars (\$1,000.00)** was altered to show **three thousand dollars (\$3,000.00)**. The Fraud Squad was called in and, after enquiries, Bennett was charged with fraud; convicted at the Port-of Spain High Court; and sentenced to a jail term in **1962**. In **1961**, two thousand, one hundred and twenty-one (**2121**) policemen were eligible to become members of the T.T.P.S.C.U;¹⁷⁶ and in **1962**, two thousand, one hundred and seventy-four (**2,174**),¹⁷⁷ **however**, due to Bennett's infamous case and other negative factors, the membership of the Credit Union dropped from over **three hundred (300)** members to under **one hundred (100)** members in **1962**.

- **1976**

The new regime could not fire the then extant staff immediately in **1976** because their terms of hire were in accordance with government regulations. However, new staff was eventually employed—four (**4**) in number.

¹⁷⁶ Ibid.

¹⁷⁷ Ibid.

7. Physical Body

| <u>YEAR</u> | <u>MEMBER SERVICES</u> |
|--------------------|--|
| 1965 | HEALTH INSURANCE |
| 1986 | GROUP INSURANCE HEALTH PLAN: 1. LIFE INSURANCE PLAN 2. MEDICAL PLAN |
| 1989 | 1) MOTOR INSURANCE 2) FIRE & BURGLARY INSURANCE |
| 1991 | STANDING ORDERS |
| 1993 | VIDEO CLUB |
| 1994 | TYRE SERVICES |

| | |
|-------------|--|
| 1995 | THE BUDGET ORGANIZER LOAN |
| 1995 | THE DEPOSIT ADVANTAGE FIXED DEPOSIT ACCOUNT |
| 1997 | CHRISTMAS LOANS |
| 1998 | VACATION LOANS |
| 1999 | TELESERV SYSTEM |
| 1999 | MORTGAGE FACILITY |
| 2006 | THE 500 SAVINGS PLAN |

| | |
|-------------|---|
| 2007 | LinCU VISA DEBIT CARD PROJECT |
| 2007 | <p>STRATEGIC ALLIANCES:</p> <p>1. TRAVEL DESK AND TRAVEL SERVICE CUSTOMER FACILITY AGREEMENT</p> <p>2. CONSUMER FACILITY AGREEMENT</p> |

| YEAR | SOCIETAL & CULTURAL CONTRIBUTIONS |
|-------------|---|
| 1970 | 1st Annual Credit Union Dance Fete |
| 1990 | 1ST Annual Police Credit Union Family Day |

| | |
|-------------|--|
| 1992 | <ul style="list-style-type: none"> • Children's Christmas Party • 1ST Annual Calypso & 'Ole Mas' Competition |
| 1994 | Charity Donations |
| 1995 | The Education and Social Services Committee' Concert |
| 1996 | <ul style="list-style-type: none"> • Tea Party & Fashion Show • Lecture on 'Family Life' • 'Back in Times' Party • 1st Mother's Day Concert |

2. *Geographical-Region* P.A.M

(E.C.U.)

E.C.U & The 7 Human Factors of S.S.

1. Labour

- 1973**

Eastern Credit Union (E.C.U.) is an *Employment-Sector* P.A.M. that evolved into a *Geographical-Region* P.A.M.. Twenty-two (22) Employees of a Biscuit Company (Bermudez Biscuit Company) formed the Bermudez Employees Credit Union on April 16, **1973**, with just **\$59.50** as Capital.

- E.C.U. has long-term and short-term Employees employed in the different facilities (Services) of the *La Joya Compound*; and in its various branches across Trinidad.

2. Food

Two Cafes on the *La Joya Compound* serve healthy meals; snacks; and drinks.

3. Land

E.C.U. is located on the *La Joya (The Jewel) Compound*, which is situated in St. Joseph, Trinidad. The *La Joya Compound* consists of its Credit Union Administrative Headquarters, a Gymnasium, an Auditorium, a Swimming Pool, a Pre-School, a Nursery, an Events' Courtyard, and *Artisan units* containing two & three-bedroom Apartments.

4. Mind

- 1985**

E.C.U. started a nationwide initiative to connect its services with Primary and Secondary School Students.

- Literacy Programmes
- Home Work Centre

5. Money

1990

The E.C.U. received the National Hummingbird Award for Credit Union Development.

6. Law

There is a healthy interaction between the general public (Civilians) and Policemen (Firemen and Soldiers) on the *La Joya Compound* because different Sectors of the Society have programmes targeted to them. For instance Policemen do Group & Individual Weight-Training at special rates on the *La Joya Compound*.

7. Physical Body

SPACE: AN ECONOMIC RESOURCE¹⁷⁸

The E.C.U.'s *La Joya Compound* offers the following Services for E.C.U.' Members, and for general Members of the CARICOM Citizenry :

- **Weight Training**
- **Cross-Fit & Circuit Training**
- **Aerobic Sessions**
- **Spin Classes**
- **Recreational & Instructional Swimming**
- **Basketball**
- **Badminton**
- **Latin Dancing**
- **Vacation Camps**
- **Karate**

¹⁷⁸ See Oliver Ibert, Axel Stein (2012) 'Spatialities of Governance--Spatial Imaginations Associated with Market, Hierarchy, Networks and Communities', *Geography Compass* 6: 10, (pp. 602-616)

Child Sensitive Social Protection (CSSP)

Keetie Roelen and Rachel Sabates-Wheeler (2012) state that "definitions of the concept of **Child-Sensitive Social Protection (CSSP)** primarily emphasise the need for *interventions* addressing the particular vulnerabilities that Children face, as well as *human capital investment*, and make reference to target groups and *mechanisms*. 'Child-Sensitive Social Protection focuses specifically on addressing the patterns of Children's Poverty and Vulnerability and recognizing the long-term developmental benefits of investing in Children... In addition, interventions do not have to target Children directly to be child-sensitive' (Yates et al, 2010: 210)."¹⁷⁹ Furthermore, Keetie Roelen and Rachel Sabates-Wheeler (2012) inform us that, "Jones and Holmes (2010: 1) suggest that CSSP needs to be informed by 'an understanding of the multiple and often intersecting Vulnerabilities and risks that Children and their care-givers face'; and that Children's experiences of such Vulnerabilities and Risks differ depending on their life-stage."¹⁸⁰ **Single-Parenting**, and **Single-Parent Households** are negative common phenomena of CARICOM Culture, historically-caused since the Slave-Plantation System. E.C.U. has created a **Positive CSSP Space (Positive S.S. & Right Citizenship)** thereof for Children and Parents in general (a boon especially to Single-Parents). The **Positive CSSP Space** facilitates **Health & Wellness, Education, Positive Socialization & the Right Citizenship** thereof. **Space** is a very important **Economic Resource** (Ibert, and Stein, 2012); but it is also a very important **Resource** in regards to **CSSP**, and to the provision of **Positive S.S.** (and the **Right Citizenship** thereof) in the CARICOM Region.¹⁸¹ Historically, and contemporarily, the majority of CARICOM Citizens have very limited access to **Developmental Space**; hence the *La Joya Compound* has been a literal **S.S. boon** to not just its own Members, but also to the CARICOM Citizenry in general.¹⁸²

¹⁷⁹ Keetie Roelen, Rachel Sabates-Wheeler (2012) 'A child-sensitive approach to social protection: serving practical and strategic needs', *Journal of Poverty and Social Justice*, The Policy Press. Vol. 20: no 3, 2012, (pp. 291-306), p. 293

¹⁸⁰ Ibid., p. 294

¹⁸¹ See Oliver Ibert, Axel Stein (2012) 'Spatialities of Governance--Spatial Imaginations Associated with Market, Hierarchy, Networks and Communities', *Geography Compass* 6: 10, (pp. 602-616)

¹⁸² See Roberta Capello (2011) 'Location, Regional Growth and Local Development Theories', *AESTIMUM* 58, (pp. 1-25)

Developmental Space & Different Generations

The La Joya Compound (E.C.U.) has **Developmental Space** for different generations of the CARICOM Citizenry to positively-utilize simultaneously: A Gym Area for **Adults**; a Pool & Gymnasium Area for **Children**; a Courtyard for **Parents**; and a Playground for **Toddlers**. Furthermore, different generations regularly positively-utilize the **Developmental Space** in rotation.

The Positive-Range of a Geographical-Region P.A.M.

The General Citizenry and E.C.U. Members who utilize the Services of the La Joya Compound (and its Employees) come from multiple surrounding Regions, apart from St. Joseph, where the Compound is situated:

- **Aranguez**
- **El Socorro**
- **San Juan**
- **St. Joseph**
- **Tunapuna**
- **Valsayn**
- **Curepe**
- **Mt. Hope**

The *La Joya Compound* provides services to many People from many Regions of the Country. Many non-E.C.U.-members and their Children have used, and continue to use its various Facilities, and benefit from their various Programmes. The *La Joya Compound* is undoubtedly a **Co-operative Autonomous Innovative Geography** (CAIG) that provides **Positive S.S.**, and **Right Citizenship**.

At a certain substantial level of membership a P.A.M. is able to achieve **Entrepreneurship-Growth**. Amongst a collective of Individuals, some seek just *Survival*, but others may desire *Growth*. Even if no members desired growth, and possessed only a *Survival-Logic*¹⁸⁴ because of the harshness of the socio-economic (Covid 19) times, if the membership of the P.A.M. is large enough, **GROWTH** (Financial & Non-Financial) manifests as a matter of course. The poor Barbadian Officers who founded the TTPSCU in **1956**, and the poor Bermudez Factory Workers who started the ECU in **1973** would never have foresaw the **Growth (\$9 billion in capital)** and **myriad Member-Services** today. This Research Paper gives evidence in support of this REAL ***Co-operative Endogamous Development*** (CED). And in light of the evidence, the Research Paper is making the case, that due to the Covid 19 Crisis, P.I.M's., and general cyclical **Negative S.S. & Wrong Citizenship**, the **Social Policy for Development** of CARICOM Governments must employ ***Co-operative Endogamous Development*** (CED).

Individuals can, over-time, generate and kindle **Positive S.S.** via Co-operative Enterprises which employ ***Right Local Epistemology*** (RLE); but CARICOM Governments with the requisite ***Right Moral Character***, and with the ***Right Cause*** towards ***Universal Unconditional Welfare*** (UUW) for ALL Citizens of CARICOM, can create and provide the ***Right Conditions*** for Survival + Growth Co-operative Institutions. CARICOM Governments can provide **Co-operative Socio-economic Facilities (P.A.M's.)** that can accommodate large memberships; and provide **Head-start/ Transformative Social Funds** (*Local Governance* Unconditional & Conditional Cash Transfers) to P.A.M's., and to targeted vulnerable or deserving individuals in P.A.M's.

Poverty Alleviating Mechanisms (P.A.M's.) can alleviate the poverty of the ***acutely (Resource Capabilities Poverty category) poor***; and, as the history of the T.T.P.S.C.U. has demonstrated, the ***terminally (Consumption Poverty category) poor***. **This Research Paper**,

¹⁸³ See Mercedes Gonzalez de la Rocha (2007) 'The Construction of the Myth of Survival', *Development and Change*, 38: 1, (pp. 45-66)

¹⁸⁴ Erhard Berner, Georgina Gomez, Peter Knorringa (2012) 'Helping a Large Number of People Become a Little Less Poor: The Logic of Survival Entrepreneurs', *European Journal of Development Research* 24, (pp. 382-396)

hence, highlights the Credit Union as an efficacious *Survival + Growth P.A.M.*¹⁸⁵ "At the end of 2009, forty-nine thousand (49,000) Credit Unions in ninety-seven (97) countries were providing service to one hundred and eighty-four (184) million members (Wharton 2010:3)."¹⁸⁶ According to Wharton (2010), in 2010, "in the English, Spanish, French and Dutch-speaking Caribbean countries, approximately two point eight (2.8) million citizens were served by approximately four hundred and eighty-four (484) Credit Unions."¹⁸⁷ In Trinidad & Tobago, the Credit Union Movement has attracted "a membership in excess of five hundred thousand People (500,000) and pooled resources of over nine (9) billion dollars."¹⁸⁸

¹⁸⁵ Ibid.

¹⁸⁶ Ralph Wharton (2010) *The Structure and History of Credit Unions as Financial Institutions*, Montserrat: St. Patrick's Cooperative Credit Union, (pp. 1-3), p. 3

¹⁸⁷ Ibid.

¹⁸⁸ Brian Moore, "The Co-operative Credit Union League of Trinidad & Tobago. International Credit Union Day. 'Members Matter Most,' Trinidad: Trinidad & Tobago Newsday, *Trinidad Newsday Supplement*, October 18, 2012., pp. 2, 3

CONCLUSION

CO-OPERATIVE ENDOGAMOUS DEVELOPMENT

WRONG CITIZENSHIP

Socio-economically, the CARICOM Region is an historic and contemporary site of **constant cumulative disadvantages**,¹⁸⁹ and **constant crises** for the majority of its Citizenry. The People of the different island-Nations which comprise the CARICOM Region are united, culturally and socio-economically, in the common, historical, wicked experience of Atlantic Slavery. All CARICOM Nations, though, currently at different stages of political and social organization etc, never attained FULL Socio-Economic Independence of its People after the Emancipation of the People from Slavery in the 19th century. The Poverty that the newly freed population in 1834 faced, has the same Causes and Conditions as the Poverty that the 'free' CARICOM Region citizen in 2020 has to face. To this day, 2020, the average Person in the CARICOM Region is severely trapped in a vicious cycle of Poverty and Privation, deliberately instituted by Colonial Powers, almost two centuries ago. After Emancipation, the European Colonists created and implemented various Forms of Control over the ex-enslaved population. These Forms of Controls wickedly targeted every aspect of the Human Experience, from Economics and Housing, to Religion and Recreation. These Forms of Control ensured that Emancipation was only to be in 'name', but never to be a 'reality'.

¹⁸⁹ Mercedes Gonzalez de la Rocha (2007) "The Construction of the Myth of Survival", *Development and Change*, 38: 1, (pp. 45-66)

THE MORAL CHARACTER OF CARICOM

RIGHT LOCAL EPISTEMOLOGY (RLE)

The *GAYAP* Concept

The *Moral Character/Rectitude* of CARICOM People is their **STRENGTH**. By means of this resilient Strength (*Moral Character/Rectitude*), CARICOM People attained the grace from GOD to survive the horrors of *Slavery* and *Colonialism*. The *Gayap Concept* is a manifestation of *the Moral Character/Rectitude of CARICOM People*. Fundamentally, in Ethos, the *Gayap Concept* has NOTHING to do with *Money*, but with *Right Citizenship*--a moral, natural comradery with the fellow Human-Beings of the CARICOM Citizenry. “The word ‘**Gayap**’ is derived from the indigenous Karinya (Carib) word ‘kayapa’ – a term which describes the tradition of people getting together to complete a huge task, like clearing land, building a structure, or planting and reaping. In return, the family would provide food and drink, and there would be some kind of music, usually drumming.”¹⁹⁰ The *Gayap Concept* embodies the **CARR** Mentality. The *Gayap Concept* embodies the Moral Force/Energy/Spirit which performs the *Freedom CARR (Elements of Control, Accountability, Rotation & Regularity)*. All P.A.M's. embody the *Gayap Concept*. Whether the P.A.M. may take the form of a short-term *Susu*, or a *Geographical-Region* P.A.M. (**C.U. evolved**), all P.A.M.'s. utilize the *Freedom Elements* of *Control, Accountability, Rotation & Regularity*.

¹⁹⁰ Caribbean Beat Magazine (March/April 2013), p. 80 quoted by Jules Ferdinand, *The Gayap Concept*, The Vincentian. The National Newspaper of St. Vincent & The Grenadines, <http://thevincentian.com/the-gayap-concept-p2546-109.htm>

POSITIVE SOCIAL SECURITY & *RIGHT CITIZENSHIP*

THE FREEDOM CARR

How best should Social Security (S.S.) be provided in the CARICOM Region during and after the Covid 19 Crisis? This Research Paper aims to highlight a Way to practically facilitate and promote **Right Citizenship** and the provision of **Positive Social Security** in the CARICOM Region via P.A.M's. CARICOM **Governmentality** and general **Local Governance** Systems,¹⁹¹ due to yet another **Crisis** (The Covid 19 Pandemic), should practically consider the strategic and national use of the **Social and Solidarity Economy** (SSE)¹⁹² for **Positive Control** of the seven (7) Human Factors of Social Security. CARICOM Governments can utilize **P.A.M's.** as a **Local Strategy for National Development** that practically facilitates and promotes **Corporate Social Responsibility** (CSR)¹⁹³, **Social Justice**, **Right Citizenship**, and the provision of **Positive Social Security** in the CARICOM Region. For the best provision of Social Security (S.S) in the CARICOM Region, this Research Paper humbly recommends the institutional-implementation of a **Parish (Electoral College/Constituency) P.A.M. System** for Sustainable CARICOM Development.

¹⁹¹ Caroline Andrew, Michael Goldsmith (1998) 'From Local Government to Local Governance--and Beyond?', *International Political Science Review*, 19: 2, (pp. 101-117)

¹⁹² See 1. Jean-Louis Laville (2013) 'The Social and Solidarity Economy. A Theoretical and Plural Framework', *United Nations Research Institute for Social Development* (UNRISD); and 2. Isabelle Hillenkamp, Frederic Lapeyre, Andreia Lemaitre (2013) 'Solidarity Economy as Part of Popular Security Enhancing Practices. A Neo-Polanyian Conceptual Framework', *United Nations Research Institute for Social Development* (UNRISD)

¹⁹³ Farzad Rafi Khan, Peter Lund-Thomsen (2011) 'CSR As Imperialism: Towards a Phenomenological Approach to CSR in the Developing World', *Journal of Change Management*, 11:1, (pp. 73-90)

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