

for these companies to "Caribbeanize" their operations. This will involve continuation of the policies of encouraging local equity participation and maximum development of local personnel resources. They will also be required to meet growing demands that their activities be closely geared to the development needs of the Caribbean communities.

All Canadian-based companies operating in the Caribbean are aware of the need to recruit locally for staff positions at all levels. In many cases there are official regulations requiring such policies. Recognizing the unique advantages of local personnel, all companies should now be energetically recruiting them, particularly for managerial and supervisory positions. In many cases, this recruitment can be carried on very effectively among West Indian students and expatriates in Canada. Companies must also place a high priority on the training of Caribbean personnel to fill senior positions in their home countries, elsewhere in the area, and in the international organizations.

The present and future needs of the region for foreign investment will be mainly in manufacturing industries. In this sector advanced managerial and technical skills, marketing techniques and contacts, as well as needed capital can all be provided by Canadian firms. Such investments, undertaken in full cooperation with the local community, recognizing the need for labour-intensive operation and the stimulation of local markets, can be highly successful and a source of improved Canada-Caribbean relations.

6. Canadian Official Encouragement

The policies of the Canadian government regarding the flow of private investment from Canada to the Caribbean are discussed in this report's section on "Development Assistance".

Conclusions and Recommendations (VI)

**Place in
Canada-
Caribbean
Relations**

1. The Senate Committee is convinced that Canadian private investment has contributed substantially to Caribbean development. It has been encouraged by the governments of the area and welcomed by the vast majority of their people. As in Canada, however, there have been basic changes in the conditions under which outside investment is expected to operate. There is an urgent need for increased awareness of these changing conditions if Canadian investment is to continue to play a useful role in Caribbean development and to have a beneficial effect on Canada-Caribbean relations.

**Canadian
Government
Co-operation**

2. The Canadian Government should give vigorous encouragement to Canadian investors who are sensitive to the needs and conditions of the area.