



Lieutenant Colonel D T Edwards, JP, MSc, MA, nsp

"Partnership for progress," a phrase which probably best describes the realities of the Jamaica Defence Force's mode of operations over the five decades of its existence. Partnering with various entities has been a hallmark of the Jamaica Defence Force as we have endeavoured to work in the interest of the nation.

The JDF's many partnerships range from initiatives to preserve and enforce national security, to projects to promote youth development; from national and regional disaster relief and mitigation, to the maintenance of the nation's essential services in times of industrial unrest; and from fisheries and environmental protection to the preservation of Jamaica's regional and international reputation. The JDF has truly been a willing and capable partner.



This willingness to collaborate and work with the myriad of international, regional and national agencies and organisations, is often times driven by necessity; a need to act decisively in promoting Jamaica's security and the well-being of its citizens. The Force's successful development and maintenance of these relationships is a manifestation of a fundamental principle of military operations – Flexibility. It is this institutionalised principle, underpinned by the core values of Discipline, Integrity, Honour, Commitment, Courage and Loyalty, which has allowed the organisation to think outside the proverbial 'box' and to dispel the perceptions of linear thought and regimental rigidity; ultimately to succeed in 'partnering for progress' in Jamaica's national interest!

This publication of the ALERT captures the essence of some of these partnerships and highlights the roles played by the JDF in nation building. The articles included in this edition were specifically selected to cover the wide range of collaborative relationships upon which the JDF has embarked over the years; consequently a historical perspective of the organisation's roles is presented. Articles were also included to highlight new and emerging partnerships which illustrates how the JDF has adapted to the dynamic national, regional and global environment within which it functions.

It is anticipated that our readers will be enlightened regarding the many facets of the Jamaica Defence Force, its many mandated and assumed roles and initiatives, and the organisation's proven ability to answer the Government's call to serve; a reality aptly demonstrated in recent relief operations in Haiti and security operations in Western Kingston. The Jamaica Defence Force continues to prove its worth as an important national asset. ●

**EDITORIAL**



*Seated: L-R Major S Foster, Major G Sterling, Major W Robinson, Lieutenant Colonel D Edwards, Major R Blackwood, Mrs J Williams and Captain B Lundy.*

*Standing: L-R Captain R Jaggon, Lieutenant C Clarke, Lieutenant D Crawford, Captain A Edwards, Lieutenant A Cooper, Lieutenant B Hunter, Lieutenant R McLeod, Sub Lieutenant S Moore, Lieutenant A Thomas, Lance Corporal R Walters and Captain B Jarrett.*

*Absent: Captain J Cornwall.*

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Major General S E Saunders, CD, ADC, JP, MSc, psc

The Jamaica Defence Force has a history of partnerships at the national, regional and international levels. This has always been a critical component of our development ever since we came into being in July 1962.

Nationally, we have partnered or supported many government and non-government organizations under the umbrella of national development and these have been numerous as well as continuous.

Regionally, the JDF provides facilities in the form of Centres of Excellence for the training of military, police, fire and correctional services personnel from the Caribbean, Canada and the United States of America. The Jamaica Military Aviation School (JMAS), the Technical Training Institute (TTI) and the Caribbean Junior Command and Staff Course are three such examples. Separate and apart from this, the JDF has continued to provide other training support requirements for the region in the Combat Support Battalion and at the same time avail ourselves of those opportunities offered by Antigua and Barbuda, Barbados, Belize, the Republic of Guyana and the Republic of Trinidad and Tobago, Defence Forces.



Internationally, we have enjoyed invaluable partnerships with the USA, Canada, United Kingdom, China and India, in particular. It is through this means that we were able to effectively conduct a Strategic Defence Review in 2005 that has driven the size, shape and future of the JDF.

Effective partnerships have been the backbone of our existence as a military organization. They have allowed us to build lasting relationships, capacities, capabilities and efficiencies that have caused us to remain relevant to our nation and also be highly recognized and accepted regionally and internationally. We have been able to achieve this over many decades despite worsening economic conditions and its our partnerships that have allowed us to survive under such constraints.

Our progress in partnerships has allowed us to grow from strength to strength. The JDF today has a vastly improved, enhanced and confident human capital, our most vital resource. Our human capital is easily comparable to that of any developed country's military, public, or, private enterprise. It is through this means that we have continued to provide varied but much needed services to our nation, the region and internationally, despite the severe lack of other resources.

We must as an organization continue to maintain our relevance to the nation we serve and as this magazine shows our readers, we will do so by strictly observing and displaying our core values; Discipline, Integrity, Honour, Commitment, Courage and Loyalty; in whatever we do.

Heartiest congratulations to the Editorial Committee on a very well presented and informative edition of Alert 2010! ●

**MESSAGE FROM THE CHIEF OF DEFENCE STAFF**



## THE JAMAICA/CANADA

*Lieutenant Colonel D Cummings, JP, MDA, MMAS, MRAs, BEng, psc, 1 Engr Regt (JDF)*

When one thinks of a “partnership” between a developed country, and a developing country, one may be forgiven for envisioning this relationship as being characterized by the developing country with an outstretched hand, asking for what the developed country may have to offer. In the case of the critical strategic partnership between Canada and Jamaica, this is certainly not the case. Each partner brings differing resources (financial, human, etc) to the proverbial table, but what is clear is that they both walk away with benefits that far outweigh the mere sum of their collective inputs.

Whilst many strategic partnerships commence with definitions of expected outcomes as well as various other stated intentions, boundaries and frameworks within which the partnership will exist. In the case of the Canadian Forces (CF) and the Jamaica Defence Force, this relationship commenced decades ago, and has constantly evolving into new areas of value to both parties. It commenced in the 1960’s but was formalized in 1972 when the JDF pilots began training in Canada (which continued until a few years ago), and evolved into aircraft technician training, Basic Officer, as well

as Senior and Junior Staff Officer training. This may suggest hints of the “outstretched hand syndrome”, which it may well have been, but by the early 90’s, the strategy shifted to one of capacity building, reminiscent of the parable regarding the advantages of teaching a man to fish.

This capacity-building strategy gave rise to the Jamaica, now Caribbean Junior Command and Staff College (CJCSC), which is now the premier Junior Officers Staff training course in the entire region, with CARICOM military officers, as well as US and CF military officers attending. This capacity-building approach soon extended to pilot training, where having posted a few of our JDF helicopter pilot instructors to Canada to assist the CF with a shortage they were experiencing, the opportunity and conditions were soon created for the Jamaica Military Aviation School (JMAS) to be opened in Jamaica for JDF and other CARICOM military pilots. Shortly after, aircraft technicians were also being trained.

This capacity building trend continued into other areas such as Special Forces, and engineering, culminating



# STRATEGIC PARTNERSHIP



*Chief of Defence Staff Canadian Forces, General Walter Natynczyk in discussion with Commander Kenneth Douglas, CO JDF CG while Chief of Staff Assistant Deputy Minister, Major General Daniel Benjamin and the new Canadian Ambassador to Jamaica, Denis Kingsley look on.*

a few years ago with the Canadian Forces selecting Jamaica as the place to conduct their pre-Afghanistan deployment training. This engineer-focussed venture allowed the CF Engineers to rehearse some critical skills in similar environmental conditions (i.e. heat), whilst at the same time constructing several buildings that have become important features of JDF infrastructure. These include the new CJCSC facility in Moneague, JMAS at the Norman Manley International Airport, as well as the special forces barracks in Up Park Camp, to name a few.

Once again, the value of partnering came to light, as it was during this exercise (Exercise Tropical HAMMER) that it was realized how much we were learning from each other, to the point where Jamaica ended up sending an Officer on a very successful deployment to Afghanistan in 2009.

Mother Nature dealt a severe blow to neighbouring Haiti in January 2010, and the partners came together without much thought with the CF establishing an airbridge in Kingston, with over 80 CF personnel staying in Jamaica for over a month and four C-130 Hercules aircraft to support the relief efforts in Haiti. Together, the CF and the JDF helped to fly in over a million pounds

of communications and urgently needed relief supplies on the airbridge, which enabled Digicel to restore the country's cellular network there in a very short timespan. The airbridge was also used to evacuate Canadians, Jamaicans as well as other CARICOM nationals.

Throughout the years, there have been many other instances of this partnership bearing fruit. A notable example was after Hurricane Dean skirted Jamaica and the CF deployed their brand new C-17 Transport Aircraft on its very first operational mission to Jamaica carrying relief supplies. More recently, we can all recall the unfortunate 2009 CanJet hijacking incident in Montego Bay, which ironically happened at a time when the Canadian Prime Minister was visiting Jamaica. The incident was brought to a close when the JDF Special Forces stormed the aircraft to peacefully end the standoff, and JDF helicopters pilots trained with Canadian assistance flew both Prime Ministers to Montego Bay for the press conference.

There is much more, but the full story would require book-length treatment. In the interim, the partnership continues to grow from strength to strength, and the mutual benefits continue to create conditions for this to continue for many years to come. ●



# PUTTING HEART INTO JDF TECHNICAL TRAINING

*Major D. Creary, pjsc, 1 Engr Regt (JDF)*

The Oxford Dictionary has interesting and specific definitions for the words "Partnership" and "Progress." It defines partnership as "an association of two or more persons... where the persons take part in an undertaking with shared risks and profits". Progress is defined as "a forward or onward movement toward a destination" and also as "a development towards a better, more complete, or more modern condition". The yoking of these two words to describe the association of the JDF Technical Training Institute (TTI) and the HEART Trust/NTA could not be more fitting.

Existing literature on the JDF TTI speaks to the driving forces, the financial cost of establishing the institution, and the enormous potential for artisan training that it presented to 1 Engineer Regiment (JDF) and the Force. Although this article will speak to some of these issues it is more so concerned with examining the benefits of the partnership and its contribution to the progress of the JDF.

Since its formation in 1992, 1 Engineer Regiment (JDF) has received most of its artisan training through the HEART Trust/NTA and the Vocational Training Development Institute. Under this arrangement, soldiers were sent on various part-time and full-time courses at the Portmore HEART Academy, Rockfort Vocational Training Centre and other HEART institutions. Although this training partnership was effective and valuable over the years, it became evident that it would be more cost effective for the Force to conduct its own artisan training in house, while still maintaining its partnership with HEART. It was therefore decided that as part of a Strategic Defence Review conducted by the JDF, an artisan training school would be established to meet the requirements of 1 Engineer Regiment (JDF) and other JDF units. This commitment was demonstrated by the approval given to release physical and human resources to establish the school.

HEART Trust NTA also demonstrated its commitment to the partnership by releasing over ten million dollars as well as human and other resources for





the initial set up of the school. This went a far way in ensuring that the vision became reality. HEART continues to partner with the JDF TTI through its Community Based Training (CBT) Department, of which the JDF TTI is a part, by providing a recurrent budget for the General Construction Level 2 Programme. It is expected that, by the end of this calendar year, the TTI will benefit even further as it seek to have all it's programmes funded by CBT. Despite HEART's substantial financial contribution however, it would be an under-representation of the relationship if one did not state specifically that the HEART family has welcomed the JDF TTI with willingness and warmth and has given invaluable assistance in its navigation of the uncharted waters of operating an artisan school. The TTI was officially opened on 14th January 2008 with three instructors and forty eight students. Although the physical infrastructure of the school may suggest modesty there is nothing modest about the school's achievements to date. In two years the institution has secured accreditation of its General Construction Level 1 Programme and is well on the way to securing accreditation of this programme at Levels 2 and 3. Accreditation for the Electrical Installation and Welding and Fabrication Programmes at Levels 1 to 3 is also in progress. It is not uncommon for other organizations to take upwards of five years to achieve such a milestone.

To date the institution has graduated 91 soldiers who are not only competent but certified with the National Vocational Qualification of Jamaica (NVQ-J). Currently there are 69 participants in training. This cohort started in November 2009 and is scheduled to graduate in August 2010.

In fulfilling its roles, the Regiment is often engaged in national and even regional projects. As I write this article, I am moved by grief for our Haitian brothers and sisters who are suffering as a result of the earthquake on 12 January 2010. I am also proud of the eighty five members of 1 Engineer Regiment (JDF) who deployed for relief operations in Haiti, many of whom are graduates of the TTI. On this the second anniversary of the school and the 103rd anniversary of the Port Royal Earthquake of 1907, it must be emphasized that one of the best ways to mitigate against the possible damages from an earthquake is through the construction of buildings that meet the required standards. This requires competent architects, engineers and artisans and the JDF TTI is proud that all artisans graduating from the school demonstrate the requisite competence.

In addition to both entities sharing the financial burden of the school, there are partnerships in other areas to include the validation of TTI's programmes by the HEART Trust NTA, resource sharing, and staff development and training. The partnership is consistent with the vision of the HEART Trust NTA to have a "Jamaican workforce trained and certified to international standards stimulating employment – creating investments contributing to the improved productivity, competitiveness and prosperity of individuals, enterprises, and the nation" and with the strategic thrust of the JDF to have a Force that is "relevant to the needs of the nation."

The training has been of a very high standard and has contributed to the success of many projects that the JDF has undertaken internally, nationally and soon to be regionally. There is no question that the NVQ-J certification is well- recognized locally and regionally and is on the verge of wider international acceptance. Graduates therefore acquire a skill not only for the JDF, but for life after they leave the JDF with the possibility of regional and international employment.

The experience so far has been interesting and challenging. The TTI has the distinction of being a military entity with an accreditation from the National Council on Technical Vocational Education and Training (NCTVET). This means that the TTI not only has to maintain military standards and reporting responsibilities but also has to maintain the necessary standards to remain accredited and fulfil reporting responsibilities to the HEART Trust NTA and NCTVET. This has not always been easy and the global economic recession has made it even more challenging. The JDF TTI and HEART will however not allow this to daunt our spirits but will use it as motivation to ensure that our human capital is equipped with life coping skills.

It is often said that the most long lived contribution that one can make to an organization or country is to guide and teach the next generation of workers. In so doing one ensures that one's contributions encourage sustainable growth and development, and ensure progress.

The past, present and future beneficiaries of the JDF TTI owe a debt of gratitude to the visionaries that conceptualized the JDF TTI and to the HEART Trust NTA for showing bold commitment in forging such a lasting "Partnership for Progress". ●



## OP "RESTORE COMFORT"

### PARTNERSHIP IN ACTION

Lieutenant Colonel J Ogilvie MSc, MMAS, BSc (Hons), psc, 1 JR



Lt Col D T Edwards and Maj Jaimie Ogilvie examine a map with Maj RUWAN of the Sri Lankan Army (UN)

At 1653 hrs on the 12 January 2010, a massive earthquake measuring 7.0 on the Richter scale tore into the physical and psychological fabric of the Republic of Haiti. The catastrophic consequences of that event will not soon be forgotten by those who lived through it or the "aftershocks", nor by those who viewed the damage and destruction in the immediate aftermath. With its epicenter sited in the densely populated capital of Port-au-Prince and its environs, the catastrophic outcomes were almost unimaginable: over 200,000 lives lost; over 300,000 injuries caused by the quake; the wholesale decimation of the institutions of government infrastructure and personnel left a city in rubble, eerily reminiscent of Dresden and Berlin at the end of WWII, or even Beirut in the aftermath of its conflict.

But out of this disaster arose an opportunity for partnerships to develop and grow as the region, and indeed the world, sought to come to the aid of the affected country. Within 48 hours, Jamaica, as the Sub Regional Focal Point for the northern Caribbean under the CDEMA Act, had "boots on the ground" in Haiti and immediately set about conducting response and relief operations in support of the Haitian people. CARICOM, through

the Secretariat and the Conference of the Heads of Government provided that regional umbrella commitment of support, under which the operations were launched, and ultimately through CDEMA provided a significant portion of the funding required. What was clear from the outset was that this would not be possible without meaningful and functional partnerships as the Contingent proceeded along five lines of operation: search and rescue (SAR), medical aid, distribution of relief supplies, security, and the evacuation of displaced persons.

The first critical area for partnerships was in getting the required air and sea lift to move the required personnel, stores and supplies from Jamaica to Haiti. Air Jamaica provided the initial airlift at very short notice, and through the hard work and dedication of



Canadian and Jamaican soldiers unloading relief supplies from a CF helicopter on Isle de la Gonave

key members of staff, managed to move over 200 personnel and stores/equipment to Haiti between the 15 and 16 Jan 10. Thereafter, the Canadian Govt. through its military aircraft and naval vessels provided both air and sea lift to move personnel and supplies from the "air bridge" established at the NMIA to Port-au-Prince. In fact Canadian Forces (CF) aircraft airlifted over





500 tonnes of supplies into Haiti and assisted in the rotation and ultimate redeployment of personnel. Not satisfied with dropping the cargo on the tarmac, the CF forklift operators assisted the contingent's logisticians in moving the pallets of cargo from the tarmac to the camp site, at all hours of the night or day; something they were not obliged to do but which they nonetheless did with gusto. The rotary wing of the CF Air Component (CFAC) in Haiti also provided airlift in Haiti to transport VIPs, medical and security teams, and some eight (8) tonnes of relief supplies to regions inaccessible by road. The commitment of the Regional Security System (RSS) operated C26 aircraft to support the deployment with a single crew which remained on permanent standby for over 7 weeks, also provided critical organic airlift, which among other things assisted in the scheduled rotation of medical personnel, the visit to Haiti of VIPs, the delivery of critical relief and sustainment supplies, and on 5 separate occasions responded to MEDEVAC/CASEVAC requests where members of the contingent had to be evacuated from theatre. Airlift was absolutely fundamental to the success of the operations and our partners made this possible.

While initial reports suggested the scale of the disaster, it was important to ensure that the contingent had the necessary skill sets resident in it, to offer a certain measure of guarantee that it would be able to respond effectively. Consequently, the 214 strong contingent included medical professionals from the Ministry of Health and the Jamaica Medical Doctors Association; disaster management experts from the Office of Disaster Preparedness and Emergency Management (ODPEM -Jamaica) as well as the Caribbean Disaster and Emergency Management Agency (CDEMA); search and rescue teams from the Jamaica Fire Brigade (JFB); media personnel from a wide cross section of both the regional print and electronic community; and of course the full range of military personnel – infantrymen, engineers of all trades, medical staff, logisticians, communication and public information practitioners, intelligence analysts, clerks, cooks, drivers, vehicle mechanics, sailors, military police, storemen, and command and staff functionaries. This composition provided that baseline of skills sets to make the contingent mission capable and effective. Notwithstanding this diverse array of skill sets and capabilities, the flexibility demonstrated by deployed personnel, at times, operating outside of their usual areas of expertise under very challenging conditions, acted as a force multiplier and underpinned the achievements and results of the contingent.

Once on the ground, a unique set of challenges faced the contingent. A government whose ability to coordinate, let alone respond to the disaster, had been significantly diminished by the loss of life and infrastructure, resulted in capacity issues. An absence of telecommunications threw operations back into the dark ages where only face to face communications was possible. This was compounded by traffic jams of gargantuan proportions resulting from persons trying to find loved ones and friends for days after the quake. There was a severe lack of



*Capt Gail RANGLIN with an Argentinean and a Sri Lankan soldier on an outreach mission in Gressier, Haiti.*

ground transportation to deploy personnel and to move stores and relief supplies. Identifying a suitable location from which to operate with as great efficiencies as could be had was crucial. These circumstances required extensive networking and the establishment of partnerships.

Notwithstanding the debilitating body blow it had been dealt, the Haitian Government, primarily through the Minister of the Interior (Minister Bien Aime) and the Department of Civil Protection (disaster management agency), gave as much strategic direction and guidance as they were able, and helped to identify the greatest areas of need. They also provided ground transportation from very limited resources, and appointed a liaison officer (LO) to the contingent. This LO proved invaluable in his extensive local knowledge and ability to get access to scarce resources on behalf of the contingent. Most importantly, Minister Bien Aime granted permission for the contingent to set up camp on prime real estate at the international airport, which had the effect of simplifying the logistics requirement for receiving, storing and distributing supplies.

*cont'd on page 11*

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*cont'd from page 9*

Digicel's network in Haiti suffered extensive damage and was inoperable in the immediate aftermath of the earthquake. It was clear from the recce that re-establishing communications would have to be a priority, especially given its impact on coordination. Consequently, the initial airlift into Haiti was adjusted to accommodate Digicel technical staffers and equipment critical to the restoration of the network; even at the expense of our own stores and equipment. By the fourth day in theatre, Digicel had been allowed to move in sufficient technical personnel and equipment to restore limited service, and by the end of the second week service had been restored to acceptable levels. They in turn also facilitated the contingent's operations through the provision of over 30 cell phones with credit provided throughout the deployment, the use of some of their ground transportation assets, the provision of seats and cargo space aboard privately chartered aircraft, and the sharing of their local knowledge.

Food for the Poor (Haiti) was contacted and immediately offered to accommodate some of the troops at their main facility in Port-au-Prince - approximately one mile from the airport. This facility offered the contingent "ready-made" cooking and bathroom facilities, water, covered storage, access to electricity and internet communications, and a medical facility from which the medical personnel could deliver health care services to persons in need. The organization also provided routine access to the use of some of its ground transportation assets to move personnel, stores, supplies and containers, as well as executed administrative taskings until contingent transportation assets were shipped in from Jamaica. In turn, Food for the Poor benefitted from having a robust security presence at its facility, which was inevitably at risk as a food storage centre, and which had been made more vulnerable by the collapsing of the property's front perimeter wall during the quake. This wall was in fact rebuilt by the military engineers in the contingent, who also did structural assessments and provided material estimates for other damaged FFP operated facilities in Port-au-Prince. The contingent also provided several security escorts for the movement of FFP convoys and the delivery of supplies as it continued on its mission in an uncertain and risky environment. The continued staffing of the FFP clinic by its own health care professionals was severely affected by the earthquake (including one fatality), and that void was filled by medical personnel from the contingent, who were able to see thousands of Haitians

needing healthcare in the immediate aftermath and the weeks following the earthquake.

The logistics tail of the contingent was long and took some time to catch up with the main body of the contingent. Consequently, there were times – especially in the first two weeks – when assistance had to be sought from other entities with critical



*Cpl Saunders from 1 Engr Regt (JDF) helps an elderly victim with some water while serving in Haiti.*

resources. The United Nations Mission in Haiti (MINUSTAH) provided some of that assistance. One of the first liaisons established was the one between the UN and the Contingent. An initial meeting between the UN Force Commander and the CARICOM Contingent Commander paved the way and laid the foundation for future cooperation. The UN provided construction material, daily delivery and allocation of emergency rations and potable water when contingent supplies had been exhausted and resupplies had been delayed by the unavailability of airlift. The UN also provided ground transportation on a daily basis to move contingent medical personnel to and from the fixed sites from which they operated, as well as trucks to deliver food, water and medical teams, to segments of the population that were not being reached. MINUSTAH also assisted in augmenting force protection operations, primarily through the Sri Lankan Battalion. The partnership with the UN significantly facilitated the contingent in treating over twelve thousand medical cases and distributing over 450 tonnes of food, water and shelter to persons in utter distress and dire need throughout the period of the deployment.



The medical cases were addressed initially through the combined efforts of the MOH team, the Jamaica Medical Doctors Association (JMDA) and JDF medical personnel, working out of Haitian medical facilities and under the auspices of the Haitian Ministry of Health, and supported by the Pan American

Haiti, in the aftermath of the earthquake, was indeed a highly stressful environment. This could have been made more complex by the large number of national contingents and agencies encamped in such a small space, as the soon overcrowded airport had become. It is a great testimony to the sensitivity of all troops billeted there, and the sharp realization by all that all contingents were working towards a common goal of bringing aid to Haiti, that the esprit-de-corps observed at the airport remained in place during the entire deployment. Camp "Good Neighbour" (the name given to the CARICOM base camp) quickly became ground zero for many contingents based at the airport: whether it was getting access to a cold soda or other sundry items from the canteen established there, or joining the line for a hot meal of fresh rations at supper time (as opposed to another MRE), or participating in one of the several sporting (volleyball, football, dominoes, potted sports) or social events (pre-Valentine's BBQ, Jerkfest) organized by the CARICOM contingent to provide a release valve for the soldiers, who were continuously exposed to disturbing and at times traumatic images.



*Jamaican and UN (Argentina) soldiers get ready to deploy the medical teams to local hospitals for the day*

Health Organization (PAHO) and World Health Organization (WHO) teams in Haiti. Later on, more direct support was provided by medical personnel from the Eastern Caribbean, and critically, French Creole-speaking interpreters from among the ranks of the Caribbean Disaster Relief Unit (CDRU), who through their language skills, helped to ascertain medical histories and accurately described symptoms and facilitated diagnosis of persons who needed to be treated.

Jan 12, 2010, required the rallying cry of "all hands on deck" echoed across the region and the world. The call was answered in those early days, and continued to be answered throughout the deployment of the CARICOM Contingent to Haiti. The region's response - led by Jamaica, and in partnership with numerous other countries, organizations, agencies, entities and individuals - served to deliver the aid and assistance that was required in the ravaged country. This demonstration of alliance and partnership clearly defined how much could be achieved by "one hand washing the other". Much is left to be done in Haiti, but with the continued engagement and partnering of the region and the world, Haiti is poised to recover and make great progress in the rebuilding of a nation once described as the "Pearl of the Antilles". ●

A diverse grouping of Jamaican and other regional media organizations which were embedded with the contingent, provided the region with daily updates on the activities of the contingent and the progress being made in providing assistance to the ravaged country. The first-hand accounts, reports and footage kept the visibility high, and no doubt helped to keep the issue on the front burner and also encouraged persons to give both cash and kind towards the response and recovery efforts. They in turn were accommodated, fed, administered to, benefited from medical treatment as required, and most significantly were able to deploy along with the contingent on operations, which facilitated their getting direct access to the material needed for their reports, in a safe and secure environment.



## SECURING THE FIFTH SUMMIT OF THE AMERICAS (VSOA)



*Lieutenant Colonel A Sewell, JP, MBA, MA, BSc (Hons), psc(j), 2JR*

The Government of Jamaica, in response to a request from the Government of the Republic of Trinidad and Tobago, directed that the Jamaica Defence Force and the Jamaica Constabulary Force provide both human and non-human resources to assist the host nation in providing adequate security for the Fifth Summit of the Americas (VSOA) held from 23 March to April 2009.

The task of the Jamaican contingent of ninety-six Jamaica Defence Force personnel, thirty Jamaica Constabulary Force personnel and one JDF Coast Guard Vessel, was to assist the security arms of the Trinidad and Tobago with 'Creating and sustaining a safe and secure environment for the hosting of the Summit.' The Jamaica Defence Force Contingent comprised both Land and Maritime components. The Land component comprised five officers and seventy-two other ranks.

The partnership process commenced with the movement by air of the members the Second Battalion The Jamaica Regiment and the JCF personnel via an aircraft from the Colombian Air Force.

Once the troops got on the ground in Trinidad, they were joined by other contingents from CARICOM community and specifically the Bahamas, Barbados, Guyana St. Kitts and Nevis and Surinam.

While the JCF personnel fell under the auspices of the Trinidad and Tobago Police Services, the JDF Coast Guard ship worked directly with the Trinidad and Tobago Defence Force Coast Guard and the Infantry with the Trinidad and Tobago Regiment (TTR).

Progress, it could never be argued, is an easy thing to achieve. Hence it was not surprising that the joint training was a critical component in order for the numerous contingents to have been brought to a level where they could easily operate alongside their Trinidad and Tobago counterparts.

It had to be appreciated and rightly so, that the local environment in essence defined the contextual reality that informed the security plans for the summit.

Hence on a daily basis during the ten days dedicated to joint training, the contingent from the CARICOM member states, gradually made progress via their shared participation in areas such as, Internal Security Duties (Foot and Mobile Patrols, Static Guard Duties and Vehicle Check Points), First Aid and Forensic Management.

The many rehearsals over the period leading up to the actual staging of the main conference associated with the Summit, served to have ironed out the operational and logistical challenges that the magnitude of the Summit imposed upon the Republic of Trinidad and Tobago.

The operational component of the security plan was initiated on the 21st April. The Second Battalion personnel were deployed alongside the 1st Battalion TTR and collectively, were assigned security responsibilities for the Piarco International Airport. The Jamaican soldiers had the good fortune of being entrusted with the safe guarding of 'Air Force One' (The US Presidential aircraft) as well as other aircraft belonging to delegations such as: Brazil, Canada, Chile, Venezuela, and others from the Caribbean, Central and South America.

The Summit was deemed a success. The security component withstood the rigorous planning and execution processes. As the very name of the event depicted, 'the Summit of the Americas', it was indeed a regional approach that eventually brought a successful result for the staging of the Summit.

It was therefore only fitting that the Government of Jamaica via the Jamaica Constabulary Force, the Jamaica Defence Force and primarily the Second Battalion The Jamaica Regiment and JDF Coast Guard, formulated and forged a partnership with the many other CARICOM nations for the sole purpose of enhancing future progress via the discussions held at the Fifth Summit of the Americas. ●



# PARTNERS IN THE BATTLE

Captain M Stewart and Lieutenant O Lewis, MSc, BSc, HQ JDF



JDF soldiers on foot patrol

The permeable nature of the island's borders makes it an ideal transit point for the trafficking of persons, narcotics and weapons in and out of Jamaica, to other Caribbean islands, the US, Canada and the UK. The increase in these illegal activities has contributed significantly to the spiralling crime problem the island faces. The Jamaica Constabulary Force has a mandate to Serve, Protect and Reassure the people in Jamaica. This is aimed at the Maintenance of Law and Order, Protection of Life and Property, Prevention and Detection of Crime and the Preservation of Peace. The Jamaica Defence Force on the other hand, has a mandate to provide military capability to deter and/or defeat threats against the Jamaican state and/or its interests.

Since the birth of the JDF it has supported the JCF, and over the years both institutions have cooperated on numerous joint initiatives. The JDF has been viewed as capable of providing the JCF with assistance in the more difficult crime-fighting initiatives such as land operations in volatile communities across the country, air support from the JDF Air Wing and Maritime Law Enforcement capabilities from the Coast Guard.

The continuous joint operations in the volatile communities of

West Kingston, East Kingston, St. Catherine, St. James, and Clarendon have, generally speaking, served to restrict criminal activities. History has shown that whenever these communities begin to experience heightened levels of violence, the presence of the Brothers in Arms has managed to restore some amount of order and calm.

The JDF Air Wing plays an important role in the joint operations arena, be it interdiction operations, disaster relief, or search and rescue operations. This role is one with which the public is familiar, as was evident in the relief efforts in the aftermath of Hurricane Gustav in 2008, and in the conduct of search and rescue missions for fishermen and sailors lost at sea. The JDF Air Wing is also engaged in missions in support of tactical operations aimed at maintaining law and order.

The operations of the JDF Coast Guard and the JDF Air Wing have widened to include drug and arms interdiction operations with our international partners and local law enforcement agencies. The narcotics and arms trade is now both extensive and deeply rooted. Such partnerships have resulted in a committed effort spanning both the length and breadth of the island, a commitment that has resulted in some notable successes.



# FOR NATIONAL SECURITY

As a result of the many years of cooperation, the members of the JDF and JCF hierarchy have evolved and maintained good working and personal relationships. These bonds became so strong that a death or injury of a member of either entity is widely considered an affront- and a loss - to both.

## The Evolution of Criminal activities

According to police statistics, Jamaica averages 1,500 murders and an equally high number of non-fatal shootings by the hands of criminals each year. Reportedly, there are over 150 criminal gangs in Jamaica with some twelve responsible for the majority of serious crimes. The number one agent of violent criminal activity today is the criminal gang. Simply put, a gang is an organized group of criminals. While the existence

## The Counter - Gang Joint Task Force

In response to the growing rate of gang related crime and violence, the Counter - Gang Joint Task Force was formed. This Task Force is manned by representatives from the JDF and JCF and is tasked with spearheading large-scale intelligence-driven operations against defined criminal targets. This initiative does not displace the local police who maintain responsibility in their respective locations and still call on the assistance of the military to conduct smaller, time-sensitive, security operations. Speaking on the role of the Task Force, the former Minister of National Security, Colonel Trevor MacMillan, said that "the joint JCF and JDF Task Force would target the most serious 20 or 30 of the 150 gangs which the Police estimate is operating in Jamaica." This echoed the view that majority of the crimes committed were done by known criminal gangs and that a partnership between both entities was needed to counter their activities.



*A V150 armoured personnel carrier carries JDF soldiers while on operation recently*

of criminal gangs is in no way a new concept, what is new however, is the current level of sophistication, organisation and confidence with which these gangs operate. This evolution of gang activities has placed new demands on the JDF and JCF. This has led to greater cooperation between these organisations and also with international partners who have an interest in a safe and secure Jamaica.

Since the formation of the Task Force there has been a significant increase in joint police/military operations mainly in the parishes of Kingston, St Andrew, St James, St Catherine and Clarendon. The partnership has led to greater efficiency and improved operational results, albeit not at the desired rate. The work of the Task Force has also led to the incarceration of a number of wanted criminals.

In the final analysis, a partnership can only be viewed as viable when group objectives - rather than individual objectives - are achieved. It is against this yardstick that the partnership between the JCF and JDF must be judged. In examining the state of crime in Jamaica and the resilience of the joint efforts of the JDF and the JCF it is evident that while the brothers in arms are not assured of a quick win, win they will. ●



CHOGM  
2009  
TRINIDAD



CHOGM  
2009  
TRINIDAD & TOBAGO

## CHOGM 09: 'A WARRIOR'S TALE'

Major K Henry, BSc, pjsc, 1JR

The Commonwealth Heads of Government Meeting (CHOGM) was held from 27 to 29 November 2009 in Trinidad and Tobago. The event is held every two years and brings together Heads of State and Government of the fifty-three members of the Commonwealth to discuss global issues and agree upon collective policies and initiatives. The CHOGM is distinct from other international summits in that the Heads of State and Government meet in an informal retreat setting and decisions are reached only by consensus. It has also become customary for Her Majesty Queen Elizabeth II, as head of the Commonwealth to pay a state visit to the host country immediately prior to the CHOGM and to address the opening ceremony.

Approximately 5000 delegates participated in the CHOGM 2009 and its related events; under the theme "Partnering For a More

Equitable and Sustainable Future." Trinidad and Tobago was the third CARICOM nation to host a CHOGM, with the first being Jamaica in 1975 followed by the Bahamas in 1985.

The Trinidad and Tobago Government, having successfully hosted the Fifth Summit of the Americas (VSOA) with the assistance of CARICOM, requested that similar support be given for the CHOGM 09. This support requested was primarily in the area of security which resulted in the deployment of personnel from the Jamaica Defence Force, Jamaica Constabulary Force, Barbados Defence Force, Guyana Police Force, Guyana Defence Force, St Kitts and Nevis Defence Force, Suriname Defence Force Suriname Police Force, Royal Bahamas Defence Force, and the Belize Police Service.





A total of ninety-six personnel formed the JDF contingent that deployed to Trinidad and Tobago for the CHOGM 09, with the majority being drawn from Bravo Company, First Battalion The Jamaica Regiment's - the 'Warriors'. Attaches were drawn from 1 Engineer Regiment (JDF) and the Support and Services Battalion; with the JDF Coast Guard providing a ship and crew.

Prior to departure, extensive training in the areas relevant to the pending operation was conducted especially in sensitive areas such as legal, media guidelines and the Visiting Forces Act. The training was focused on practicing already established Standard Operational Procedures and promoting mental readiness for all potentially threatening situations which could arise during the operation.

This deployment, the second within the calendar year, also marked the second time since the 2007 Cricket World Cup security operations that JDF personnel had deployed overseas for operational duties. It was a distinct honour for those selected and all ranks endeavoured to put their best foot forward as ambassadors for the JDF and Jamaica.

The contingent departed Jamaica via a direct flight facilitated by the Canadian Forces with personnel from the Jamaica Constabulary Force and the Belize Police Services also on board. On arrival in Trinidad, the contingent was ready to become involved in operational activities and after formalities at the Piarco International Airport in Port of Spain, was transported to the Trinidad and Tobago Defence Force Reserves Base, Macqueripe, which was to become the home away from home for the collective CARICOM forces.

After being briefed, the CARICOM forces were assigned security sectors (with the JDF being assigned Sector 1). Sector 1 personnel were mandated to support the National Security efforts of ensuring a safe, secure and stable environment at the Piarco International Airport and surroundings areas in order to guarantee the safe arrival and departure of delegates, related visitors, media personnel and aircraft, to the Commonwealth Heads of Government Meeting 2009.

As the JDF contingent commander, I was appointed the Ground Commander for Sector 1 working alongside personnel from the Trinidad and Tobago Defence Force, Trinidad and Tobago Police Service, Barbados Defence Force, Guyana Police Force and Civil Aviation Security and Regulatory Services and other T&T government agencies. With a history of working closely with civil agencies, the combined force got to work quickly and was able to achieve the mission of providing a safe and secure environment for the arrival and departure of all VIPs, to include Her Majesty Queen Elizabeth II. The combined force interacted well with the local population and left with a positive outlook on the Trinidadian people in general, CARICOM security co-operation, and also their respective roles in the process.

After all the VIPs had departed, an appreciation ceremony was hosted by the Trinidad and Tobago Ministry of National Security for all the security forces/agencies that participated in CHOGM 09, which became a colourful fusion of Caribbean people and culture.

The Contingent, lauded for their overall professionalism and work ethics, returned home to a warm welcome. Second Lieutenant Earnest W Richards, a Platoon Commander from Bravo Company, remarked that the deployment was a worthwhile experience as it exposed our personnel to life and duties beyond our borders, allowing them to interact with other CARICOM personnel and share experiences and lessons learnt.

In retrospect CARICOM forces worked assiduously to ensure that the CHOGM 09 achieved its aim of being conducted in an environment that was safe, secure and free from the threat of sabotage, violence and terrorism, with minimum disruption and public inconvenience. ●



# JDF AND THE BERMUDA REGIMENT

Lieutenant B Hunter, HQ JDF

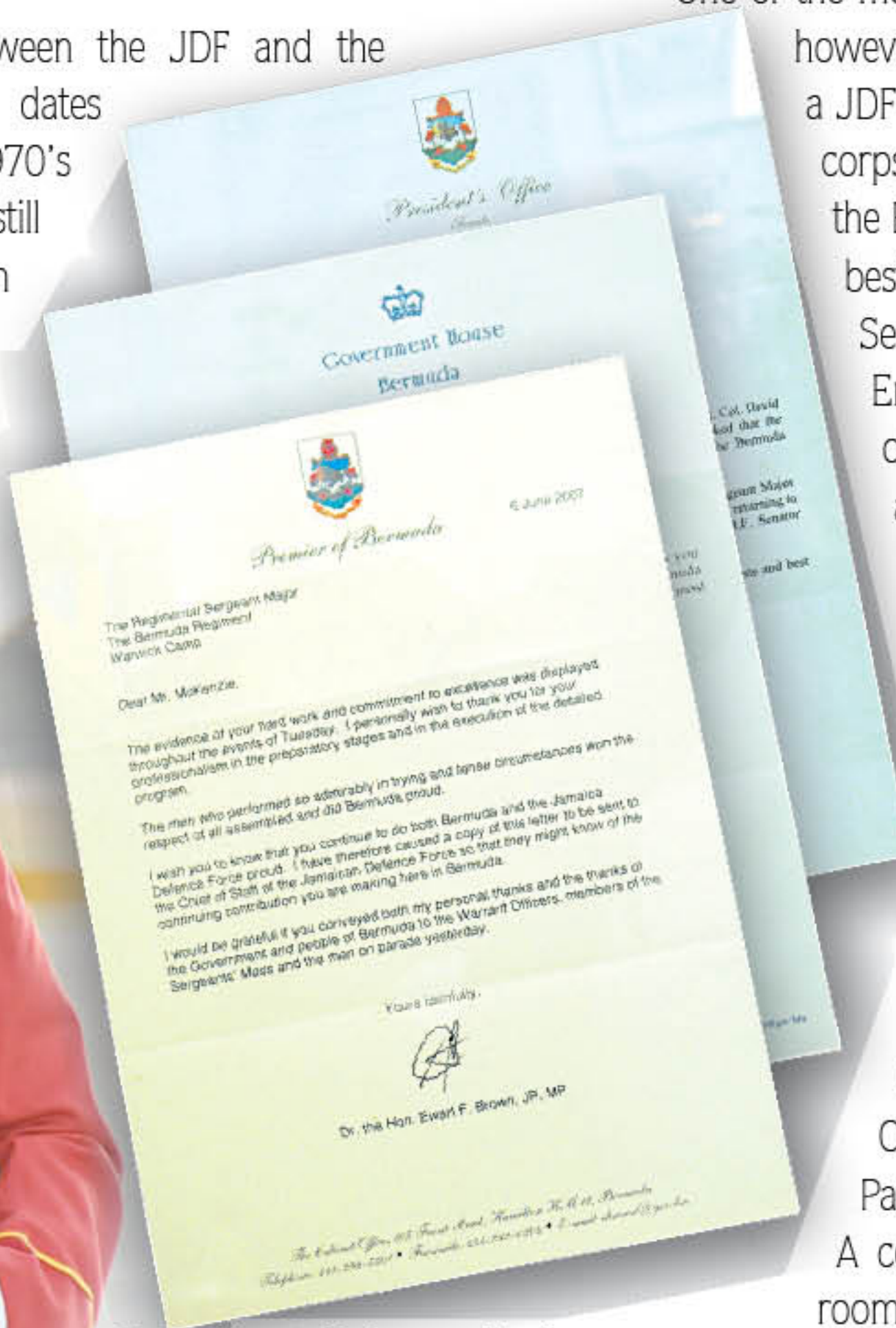
The Bermuda Regiment has its roots in a British act of Parliament in 1895, which formally raised organized units to provide support to the regular British Army garrisons on the island at that time. The current structure and name dates back to 1965 however, when the Regiment was formed from the amalgamation of the Bermuda Militia Infantry and the Bermuda Rifles. Over the years the Regiment has participated in a number of security and humanitarian missions in the region. It also maintains close partnerships with several militaries especially those of the United Kingdom, the United States of America, Canada and Jamaica.

The relationship between the JDF and the Bermuda Regiment dates as far back as the 1970's and is one that is still nurtured today. In 2008, close to 200

Bermuda Regiment soldiers arrived in Jamaica for 'Exercise Jamaica Venture' which they conducted alongside 1JR, 1 Engineer Regiment (JDF), JDF Coast Guard, JDF Air Wing and the Military Police Company. The JDF has also sent persons to fill the positions of Permanent Staff Instructors and Chief Clerk. Another significant role is where we send two senior instructors each year to Bermuda to assist with the training of recruits. These instructors not only gain valuable skills, exposure and experience, but they give as much as they get reinforcing the age old maxim that "one hand can't clap".

One of the most impressive manifestation of the partnerships however is the exchange of experience resulting from a JDF member serving in the top job of their enlisted corps, that of Regimental Sergeant Major (RSM) of the Bermuda Regiment. This honour has so far been bestowed on only one person, our current Force Sergeant Major (FSM), Warrant Officer Class 1 Errol McKenzie. He is the beneficiary of a number of training courses and has held a number of appointments during his career. By virtue of this experience, WO1 McKenzie thought it imperative to share his knowledge, not only with his fellow JDF soldiers, but also with the wider family of brothers in arms. So when an opportunity was presented for an RSM to be attached to the Bermuda Regiment, he expressed an immediate interest.

The opportunity for Mr McKenzie presented itself in 2004 when the then Commanding Officer of the Regiment, Lt Col E J Lamb visited Up Park Camp to conduct interviews for the position. A confident WO1 McKenzie entered the interview room with a sprightly gait. The interviewers were



Some of the accolades earned by the FSM, WO1 E McKenzie while on secondment to the Bermuda Regiment

cont'd on page 48



## *The War Soldier*

*The dark clouds loom in the air  
I feel lost and confused  
I begin to search for the sound of my heartbeat  
As shock and fear runs through my body,  
Tears escaping the safety of my eyes all at the same time  
Boom! Boom! Bang! Bang!*

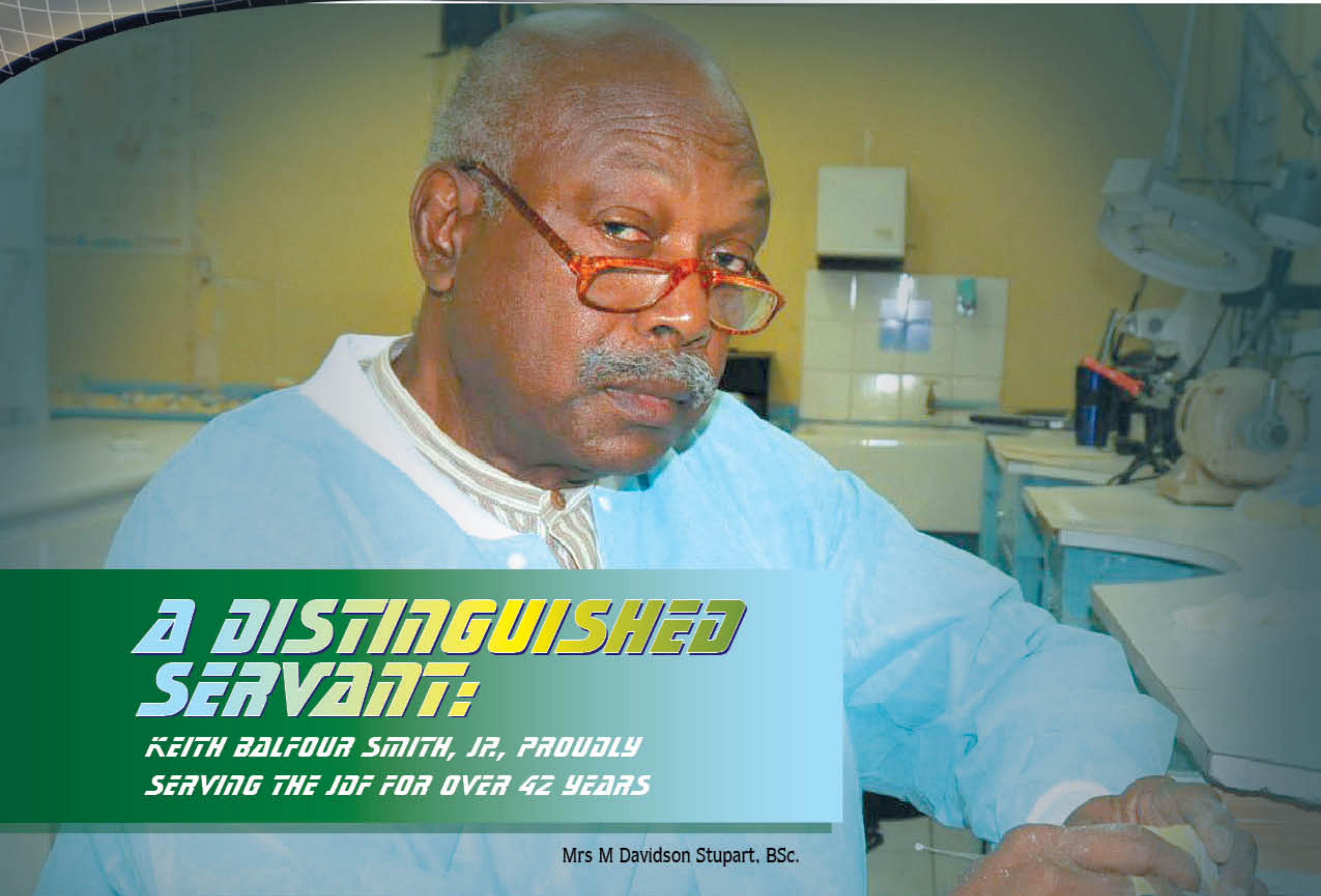
*Is this my fate of destiny?  
I ask myself  
Was I too quick in responding to that close call?  
But I had to do it, I just had to  
There was nothing else to do  
But plunge myself into the world of war  
Boom! Boom! Bang! Bang!*

*Anxiety comes in waves, crashing  
Fearless on the outside,  
My heart betrays me somewhat,  
It sounds like the beat of the war song  
Boom! Boom! Bang! Bang!*

*The target is in sight  
Who will be the first to strike?  
Slowly, skillfully, I maneuver the ground  
I will fight with might, & if needs be die with my honour  
My honour, your honour  
Because they call me the war soldier  
Boom! Boom! Bang! Bang!*

*The elements bring terror  
But I offer redemption, freedom, purification  
Boom! Boom! Bang! Bang!  
It sounds like the war song  
No retreat, no surrender  
I am the war soldier.*

*By: Jodian Campbell*



## **A DISTINGUISHED SERVANT:**

**KEITH BALFOUR SMITH, JR., PROUDLY SERVING THE JDF FOR OVER 42 YEARS**

Mrs M Davidson Stupart, BSc.

Upon entering the Dental Laboratory at the Jamaica Defence Force Medical Company, one will quickly notice Mr Keith Smith assiduously and diligently perfecting the art of Removable Dental Prosthetics by making or adjusting dental appliances to ensure the full satisfaction of the dentist for the comfort of his/her clients. This not only enables them to chew properly but also helps to restore a confident smile. With this in mind, one should not expect Mr Smith's undivided attention for too long. He speaks passionately about his career and beams with pride at the opportunity of having been able to serve the Jamaica Defence Force and by extension his country. Employed as a Senior Dental Technician by the JDF since 9 January 1967, Mr Smith who has given over 42 years of sterling service to the JDF Dental Centre, said his association with the military camp goes all the way back to his childhood days when he would

visit Up Park Camp to cut grass for his guinea pigs.

An individual who strives meticulously for perfection and who always puts out the effort to be on time, Mr Smith has been described by his superiors as an outstanding individual with a sound character who commands the respect of those in the dental profession both within military and island-wide. He is viewed by many of these professionals as a mentor and true ambassador for the field of Removable Dental Prosthetics.

A survivor of the 1957 Kendal train crash, who hails from Hannah Town in western Kingston, Mr Smith is a highly qualified Dental Prosthetist. He was trained in England at the Moston College of Further Education (now Manchester Metropolitan University); pursued a course in Ceramics at the



Eastman Dental Hospital, London University; underwent training at Maxillo Facial at Withingham Hospital, Manchester; is an Intermediate and Finals Licentiate of the British Institute of Dental and Surgical Technologists; and is an Associate Member of the Royal Society of Public Health. Mr Smith proudly notes that he was the first Jamaican to return to Jamaica with a Certificate from City and Guilds in Dental Mechanics.

Equipped with a unique skill, Mr Smith has been the only Medical Dental Prosthesisist to be employed on a full-time basis to the Jamaica Defence Force. He moved up the ladder in his career of Dental Prosthetics from a Dental Prosthesisist - Level Two to the top position in this category - Medical Dental Prosthesisist - Level Five. He held this position from 1996 until his retirement from the Public Service in June 2000. Though retired, Mr Smith continues to provide the Jamaica Defence Force -specifically the Medical Company Dental Centre - with his skill and expertise as a Dental Prosthesisist.

Mr Smith calls it a privilege to have worked under the leadership of eight JDF Chiefs and boasts of the harmonious working relationship he has enjoyed over the decades he has been serving the organisation. He attributes this to the professionalism of his colleagues who, he reiterated, always work as a team.

Since the inception of the Force Dental Centre, he has worked with some nine Force Dental Officers and therefore has himself been an integral part of the shaping of the concept of the Dental Prosthetic Laboratory. His level of commitment, keen eye for detail, willingness to share his wealth of knowledge and skills, has indeed been an inspiration to those with whom he has served. He presently leads a team of nine military dental technicians and has trained over fifteen, some of whom have gone on to seek advanced training in the field.

Recounting the days in the late 1960s, during the infancy of the Dental Centre, Mr Smith remembers when there was only one dental chair and a small dental laboratory, from which he worked making, repairing and adjusting dental appliances for military personnel and their families. However, in 1980, the Centre was expanded and now has an upgraded facility with four dental chairs. The former dental office is currently used as the dental laboratory where Mr Smith can be seen at work.

One major highlight Mr Smith noted of his career that stands out in his mind was when former Chief of Staff Rear Admiral Hardley LEWIN, discussed with Major Marcia BARNES, the dental needs of the ex-service men who served in World War Two and reside at Curphey Home in the parish of Manchester. The Dental Staff was ready and committed to attend to their dental needs and subsequently treated seven residents of the Home. Mr Smith noted that as a team they visited Curphey Home on several occasions, during the period July to September, 2005. The World War veterans were examined, impressions taken and dentures made and taken back for fitting and adjustment. Mr Smith recalled how pleased the residents of the home were that they could once again eat – and smile – properly.

A Justice of the Peace for the parish of St Andrew since March 1982, Mr Smith has served and assisted many military and civilian personnel by endorsing documents and photographs, and has written many recommendations attesting to their soundness of character. On 15 November 1994 Mr Smith was recognized by the Government of Jamaica for his long and faithful service and was the recipient of the Civil Service Long Service Award. In 2003, he was again acknowledged for his outstanding service and received the Badge of Honour for Meritorious Service from the Governor-General at King's House.

In addition to providing the Jamaica Defence Force with over forty-two years of distinguished and professional service, Mr Smith has been secretary of the Dental Technicians Association of Jamaica for a number of years and was appointed as a member of the Dental Auxiliary Advisory Committee by the Ministry of Health. He has also been instrumental in creating upper and lower dentures for educational purposes and created a very large articulation set-up that was given as a prize to the winner of 'best smile' in a beauty contest at the 2007 Pantomime held at the Little Theater. He pointed out that he had created pieces of this nature, which were used in schools and plays, while he was studying in England.

According to Mr Smith, it has been an honour to serve the Jamaica Defence Force for so long and points out that if he was to live his life again he would still choose the same career path as there is nowhere else he would rather work than with the JDF. ●



# MY AFGHAN STORY

*Lieutenant C Clarke, BEd, 1Engr Regt (JDF)*

It began with a rumour, followed by a phone call, thereby commencing an adventure, after which I will never see life the same way. I was preparing the Green Bay Range for a Battle Simulation for a set of JDF recruits when I received a phone call from the 1 Engr Regt (JDF) Adjutant, who stated he had both good as well as bad news for me. I opted for the good news first, at which point I was informed that I was going to be doing some training with the Canadian Armed Forces Engineers. As for the bad news, that training would culminate in me being deployed to Afghanistan. I had a very simple response, "OK."

The pre-deployment training started in August 2008 and continued through to my deployment April 2009. The training, some of which took place in Jamaica (Exercise Tropical Hammer) took on many forms which adequately equipped us with the tools to operate effectively in Afghanistan. Other training events included a series of firing range sessions, first aid, various military communications radios, crew commander training and most importantly, Improvised Explosive Devices (IED) threats and recognition.



The journey to Afghanistan was no simple bus ride, and in fact took us several days, through various countries, culminating in the final flight into Kandahar Air Field (KAF), which was the most memorable of them all. Never mind the fact that it was a C-130 Hercules, or that it was so packed that we were sitting knee to knee. It was the "combat landing" which to me felt



like a nose dive accompanied by other aggressive manoeuvres. Needless to say, none of us were very impressed. Upon arriving in theatre, I was greeted with a bombardment of information, which was more than I could retain at that moment, as I struggled with my rucksack and duffle bag filled with my kit and equipment. My induction, for lack of a better word, lasted a day and a half, before I was pushed to the front line. Out of all that was said to me by the Officer Commanding (OC), the Second-in-Command (2IC), and the Operations Officer (Ops O), the two pieces of information that stayed with me until today were, "you are going to be busy" and "remember your training and leave the rest up to the man above."

A mere four days after my arrival in Afghanistan, and I was already out managing engineering job sites and coordinating security for the said sites. We were staying at an abandoned District Centre with the only other operating body there being the Afghan Uniformed Police (AUP). The abandonment of the building was the result of a suicide bombing which took place a few weeks before our occupation. On our first night there, the camp came under indirect fire via mortars. There were three rounds, thankfully none of which were accurate; however, they were close enough to warrant immediate actions. By the way, I think I got a really good glimpse of what the world looked like two thousand (2000) years ago.

So each and every day, with the exception of Fridays, we were "outside the wire" for at least six hours. Fridays were maintenance as well as refresher training days. On return to the camp, the troops had to take up sentry duties and during the nights, sentry duties were done by all, including the Officers. We then had to be ready by 0430 hrs the following morning to begin the day, and most mornings, we only had time for a light snack or just some cereal. Breakfast was usually reserved for us, however most days we were not able to have it until in the afternoon. It was preserved in a refrigerator, and as we had no microwave, cold eggs, bacon and potatoes were the order of the day. The food ranged from military hard rations ("Meals Ready to Eat") all day, to one or two freshly cooked meals a day, which would usually be breakfast and supper.

The most impressive moment of the first three months for me

was the period when my team was reduced to eight men and two vehicles. We were ordered to see to the protection of the local workers, as well maintaining military presence in the vicinity of the job site. The first day we went out, I mentioned in my orders that the area was huge, arcs will be wide and all eyes must remain hyper vigilant. This happened for six weeks, and thankfully nothing significant happened. It was during that period that we experienced what one US General coined as "Three Block Warfare." There we were in a valley conducting Stability Operations, whilst in another Village about two kilometres away there were Peace Keeping Operations underway, and in another village, not so far in another direction, the infantry was conducting offensive operations. Day after day, we could hear artillery bombardments pounding nearby villages which were obviously hostile. It was a bit nerve-racking at first, however we would simply carry on with our task, and saying to one another that "someone is having a bad day today."

I have always wondered if I was going to panic if we ever did find an IED, or experience a strike. We would always "sweep" the sites every morning before we set up and work commenced. One morning we noticed there was three extra heaps of dirt. After conducting some other checks, I ordered my vehicle to back up a bit, in keeping with our procedures. So, without panic, my training immediately intervened, and things flowed like clockwork. We conducted all the procedures as trained, and the Explosive Ordnance Device (EOD) team arrived and took over. As we proceeded to a new location, one of my team leaders approached me in a state of disbelief that we had just found another one. Once again, our training took over, and we completed the requisite procedure.

In the space of just one week, we had encountered eleven IEDs. At this point we had private security contractors working with us, and due to the fact that they drive around in pick-up trucks, we ordered them to stay between our armoured vehicles. This particular morning, the driver of one of the trucks went ahead and was making his way to a knoll. As soon as he turned off the road, his truck struck an IED and went up into the air. Our drills kicked in again, and we called in a MEDEVAC team. On trying to pull the driver from the vehicle, both of his legs remained on the floor of the truck, mostly shredded. He was taken to the camp where he



was picked up and taken to the main hospital. In the meantime, the EOD and QRF teams making their way to us received another call and had to divert, and whilst doing so, came under heavy attack. They spent the next forty-five minutes coordinating Close Air Support (CAS), and whilst we waited for them to arrive, a sand storm developed. The CAS was called off due to the sand storm, and as such we had to manoeuvre our way back. By now the sand storm was in full force, though thankfully it was not one of the worst we've seen.

The second half of my tour was even more exciting. I was pushed further forward, and was given the responsibility of taking care

of the southern sector, which is an area of significance in the Stability Operation. There were three villages in that vicinity, with the first two heading south being neighbouring villages. My orders were simple, but my tasks on the other hand, were not so simple. I was now part of an Armoured Reconnaissance Troop. We found a lovely compound in the middle of nowhere between the two villages, which in fact was the only suitable place we could find. Anywhere else and we would be living inside one of the villages themselves, which were well populated. Every structure in this 80m x 40m compound was built with mud. It was the best we could find, so we had to make do and fortify it as best as we could. We had wooden toilets, with proper toilet seats, however, there was no pit (we used bags instead). We were on hard rations (MREs) again for several weeks, and as we

were still trying to establish who could cook, our first good meal was destroyed by the strong rotor blade downwash caused by the presence of a Chinook Helicopter that was conducting a water drop (not that we were low on water, or needed all that moon dust in our food). The dust was almost as thin as air itself and the three minute showers, every second day, didn't help much either. I don't think I have ever used so many baby wipes in my life.

So we established ourselves and were quite comfortable in our little kingdom in the middle of somewhere in the South. My main means of communication to my headquarters at the time was via a Satellite







Phone, which has secure features that allowed us to talk in clear. We also had radio communications with the important combat support elements (Artillery and CAS), so we weren't worried. We conducted many a reconnaissance, and attended many meetings with the Village Leaders (the Maliks as they are called). Those meetings made me realize how impatient I was, and how easily irritated I can get in a very short space of time. I think I may have walked out of 3 - 4 meetings with the locals, but of course eventually we all came to an agreement on the infrastructural restoration projects that we would be conducting in the villages. At one point, I had over three hundred Afghans working for me. It very rewarding to know that I saw to everything from the initial recce, all the way through to the initiation of the projects. Seeing them coming along according to plan, for the most part was also fulfilling as well. Just as I was being replaced, one of the projects was about 95% complete.

We held the South as best as we could. Since we moved into that area, there was not one convoy that was hit whilst in transit. We didn't only do it through reconstruction, but through presence patrols, both day and night and sometimes early mornings (very early morning). I had no major incidents while on the patrols, except that I almost shot a child who was brandishing an AK47. We were told by his father who ran out screaming that the weapon was old and useless and that was the reason the child was playing with it. The other incident happened when one of my civilian truck drivers went on a site to deliver some rocks. He was pulled from his truck, tied up and shot, and his truck then torched.

As my tour of duty came to an end, I was relieved in place, brought back to KAF where I received a Campaign Medal and a Commanders Coin for Leadership and Commitment. It was one of the best feelings I have had in a long while being on that tour.



*Lt Carl CLARKE from 1 Engr Regt (JDF) pictured here with local Afghans while serving in Afghanistan with the Canadian Forces*

We were then taken to Cyprus for "decompression," which lasted four wonderful days. We went to a few re-integration classes where we were lectured on anger management, coping with stress and so on. These were all very helpful, as it enlightened us on what's normal for the first month after being back from war. All in all, my deployment to Afghanistan was a wonderful experience that every Young Officer should have in his career. ●



## The Great Sail

*The voyage began with great expectations  
Bated breath for a brand new ship with no battle stations  
To sail from Holland to Jamaica, which way should we choose  
Crossing the Atlantic by boat is never an easy cruise  
The Azores to Bermuda can be a tempestuous route  
So Madeira to Cape Verde was chosen without a doubt*

*The Bay of Biscayne was surprisingly calm  
Fair winds, no swells, twas a soothing balm  
The bouts of cabin fever was short lived and limited to a few  
No phone, internet or cable, one could only drink the brew  
Madeira was truly a sailors' paradise  
Good port, fine wine, it was quite nice  
Cape Verde did not live up to its glorious name  
Brown hills, parched landscape, indeed it was a shame*

*Thirty days and nights at sea is no easy feat  
But memories of sundowners made it a worthwhile treat  
Smooth sailing all the way and this was no jest  
Well done ye sailors, ye are truly blessed  
Finally, we are home bound to families and friends  
Jubilant faces all around as the great sail ends*

*Lt (sg) Judy-Ann Niel*



## ***STRONGER TIES FOR SAFER SEAS***

*Sub Lieutenant S Moore, JDF CG*

The Maritime Authority of Jamaica (MAJ) is the agency with the authority to pursue the development of shipping and regulatory matters relating to merchant shipping and seafarers. The MAJ has a duty to administer the registration of ships, regulate the certification of seafarers, regulate the safety of shipping as regards the construction of ships and navigation and other duties as outlined in the Shipping Act. The Jamaica Defence Force Coast Guard (JDF CG) enforces the provisions in the Shipping Act. The relationship between the JDF CG and the MAJ is a cooperative one. This is vital if Jamaica is to enforce the conventions to which it is a signatory. The JDF CG assists the MAJ by conducting inspection of small vessels, checking the validity of certificates, inspecting ships for seaworthiness, inspection of ballast water and the prevention of vessel source pollution.

There are several dimensions to the relationship between the MAJ and the JDF CG. The JDF CG on behalf of the MAJ interrogates vessels before they enter Jamaica's maritime space. This is necessary to determine if the vessel has an International Safety and Security Certificate (ISSC). This is in keeping with the requirements of the Safety of Life And Sea Convention (SOLAS). The JDF CG also provides security level information to ships operating in our seas.

The partnership between JDF CG and MAJ also extends to the daily operations of both agencies. One such example is the Automatic Information Systems (AIS) which both agencies use. There is an agreement amongst the MAJ, JDF CG and the US CG as it relates to the provision of the hardware and software used by the JDF CG. The JDF CG is now able to see all the vessels that are fitted with the AIS in the Kingston Harbor and its approaches. Both agencies will be able to see other ports in the near future.

This equipment is useful to both the MAJ and the JDF CG for operational purposes and the enforcement of the Shipping Act and other relevant Conventions. The AIS allows the MAJ and JDF CG to share unclassified information on any vessel, in another country's port worldwide.

This partnership has facilitated the secondment of JDF CG officers to MAJ. The practice of seconding Coast Guard officers was of great importance in the MAJ's formative years. The officers were integral in the fisheries sector, water sports, yeoman services, issuing certificates of safety and the general education of the boating public. The presence of the Coast Guard officers helped to augment the latter institution's staff. The MAJ staff benefitted by being exposed to strong work ethics, discipline and the military precision of officers as they conducted their duties daily. On the other hand, exposure to a non-military environment, and the business of regulating vessels and seafarers are just some of the benefits gained by the JDF CG officers. This exposure helped the officers learn the rules and regulations that apply to Jamaica and the International Shipping Industry. This is quite useful because our appreciation of MAJ's responsibilities increases as we conduct operations, missions and enforce regulations on their behalf. JDF CG officers also benefitted from representing the MAJ at International Maritime Organization meetings. ●





## IN THE LAND OF THE

Captain J Richardson, 1 JR

Sierra Leone is a West African Republic bordered in the northeast by Guinea, in the southeast by Liberia and in the southwest by the Atlantic Ocean. The population of close to seven million is dispersed among over half a dozen native tribes including Fullah, Mende, Limba and Krio peoples. Its landscape has been scarred by a ten year long civil war that has its genesis in many sources, fuelled by corruption and poverty notwithstanding the country's vast wealth of diamonds, gold and other natural resources. The international community's involvement in Sierra Leone's recovery from conflict was spear-headed by the British Military. Since the transitioning from major hostilities to "peace building", the external military intervention in country has changed from the British Military Advisory and Training Team (BMATT) to the still British-led, but now multinational, International Military Advisory and Training Team (IMATT). From the height of hostilities in 1991, external military assistance has helped to achieve stability in the country and now conducts a peace support operation supported by other participating countries such as Nigeria, Canada, USA and Jamaica (which is how I ended up in Sierra Leone).

Its 3:20 am, and I am awakened by the thunderous roar of the now daily rains. "Right on time," I groan to myself, looking at my watch. The monsoon season brings these heavy showers to this landscape everyday like clockwork from late June until late October. The showers soon slow to a less intense but continuous drizzle which accompanies the rest of the day, into the evening hours before it finally breaks. Having never experienced this before, I am reminded of the phrase "TIA", meaning "This Is Africa". I however prefer the rains to the sweltering heat that was present the previous months.



The heavy showers are accompanied by a low heavy cloud cover that envelops our hilltop headquarters (Leicester Square) which obscures the view across the valley to the neighbouring peak,



One of the many houses in Sierra Leone made from mud and concrete blocks.

and the US Embassy compound with its intensely bright neon perimeter security lights. This lingering fog is eerily reminiscent of the sand and dust that hung in the air between January and March as a result of the "Harmattan" (cool morning winds), which carries the airborne soil from the Sahara Desert to our hilltop abode.

My daily journey from the camp and down the hill is made extremely challenging by these foggy conditions, coupled with the hazardous state of the road route to my duty station. The spectacular scenery, including dozens of rivers and hillside



# LION MOUNTAINS

waterfalls made the now daily trip very scenic and rewarding. Even though this was considered safe territory, I made sure to remain pleasant and hospitable to the many village locals that I encountered.

Along the way, I observed all types of structures, ranging from straw thatched huts, to small zinc houses, mud brick dwellings to modern type concrete buildings complete with iron gates. Even though the latter was the exception, what was interesting to see, was one villager's ingenious housing solution of mud brick and concrete blocks, located deep below the track in a gully. He used the concrete for structural applications, and the mud brick for cosmetic effect. It was a colourful sight with its contrasting grayish green and earthy brown hue. Most importantly, it was functional. I was impressed and at times even surprised by this and other similar demonstrations of resourcefulness, mostly brought about by the harsh economic times and previous decade long civil war. As I drove, I listened to a string of Beres, Luciano and Coco Tea hits on the local radio. Rocking and smiling to myself, pleasantly surprised at how popular our Reggae music is among the locals. Now and again I would stop my Land Rover and converse with a few of the villagers who were quite friendly, with most just glad for the chance to chat with our team. Surprisingly, I was able to understand most but not all of what was being said (and vice versa), as I could hear a close resemblance of their dialect to Jamaican Patios. I later learnt that these villagers were speaking a tribal dialect called Krio. The Krios are a tribe of natives that inhabit the area in and around the peninsular of the capital Freetown. These Krios are the descendants of the Maroons and other peoples who were sent from the Americas and Jamaica back to West Africa by the British during the Colonial era. I felt a certain kinship with these folk, but I struggled to come to terms with their desperate state of existence.

After thirty minutes driving, we emerge at the Freetown to Waterloo main road, the sole direct route linking the capital to the southern provinces. Waterloo town was the geographic end of the greater Freetown Peninsular, and was the site of the local military's last major line of resistance to the advancing rebels during the civil war. Today it's a bustling market district and now serves as a local security forces check point. Nevertheless Waterloo is now home to many ex-combatants/ex-rebels, most of whom now make a living as taxi men (cars and bikes). Young men, in their late teens to early twenties, still linger along the roadside on the

busy four way junction, and I still get a bit uneasy every morning as I pass and see the emotionless gaze of these (mostly) former child soldiers. Within five minutes I am at my place of duty, the Armed Forces Training Centre (AFTC).

Prior to this, I would have continued my drive south for another four and a half hours to the southern provinces as a member of a six man Brigade Advisory, Support and Training (BAST) Team, deployed on our routine fortnight long sojourn. Those days in the provinces and the resultant jungle treks were a high point. Gondama, Kenema, Kailahun, Moyamba, Kono, Daru, Zimmi, Joru, Pujehun, Gendema, Koido, Manowa River and other destinations along with our journeys across the border into Liberia brought interesting times, and will not soon be forgotten.

The main effort IMATT is to reshape the military into a professional organization capable of leading and defending this very fragile democracy. In this bid, there is a push to inject vitality back into the army by comprehensive downsizing from a total strength of over twelve thousand all ranks to just over eight thousand, continuous retraining of personnel and the retirement of all members no longer fit to serve.

A number of recruit and officer intakes have been conducted, and are still ongoing in an effort to introduce a whole new generation of young soldiers and officers into the Force thereby ensuring its future integrity. Despite generally poor wages and substandard living and working conditions, morale of the Force as a whole is relatively high. Notwithstanding this, a very debilitating class division exists between the officers and men. This divisive element which has proven to be a significant initiator in one of the previous military coups, the noted "Corporals Coup," is one of the factors being aggressively mitigated. It therefore underscores the focus of this new training initiative to introduce to incoming and existing personnel the concept of "serve to lead". This concept, it is hoped will create a greater level of trust and professionalism among all ranks within the military. The conditions which spawned past conflicts in this region are numerous, and some still remain. Even at the current rate of recovery and standing, the contribution of the international military in Sierra Leone, at least for the short to medium term, is set to continue. ●



# EXPLORING THE FUTURE OF SECURITY IN THE CARIBBEAN: A REGIONAL SECURITY PARTNERSHIP?

Lieutenant Colonel J Ogilvie, MSc, MMAS, BSc (Hons), psc, 1 JR

*We agree that no single nation has the ability to deal effectively with the threats to the security of the region, and that co-ordination, co-operation, and combined operations are necessary.*

*(Caribbean Community Secretariat, Bridgetown Declaration of Principles, 1997)*

The transnational threats of arms and narcotics trafficking, organized crime, and the vulnerability of the Caribbean states to terrorist activities are arguably beyond the capabilities of individual Caribbean nations to adequately counter. Not only are these threats prejudicial to the sovereignty and security of the Caribbean states and the region on a whole, but they also place the United States at risk from increased narcotics flows, the establishment of organized crime syndicates right on its border, and make it vulnerable to terrorists who may infiltrate through a weak region to launch attacks on the mainland.

Caribbean states have recognized their vulnerability and inadequacy as it relates to these threats, and have made a collective approach to countering these threats a priority as stated in the Treaty on Security Assistance among CARICOM Member States (2006). The Partnership for Prosperity and Security in the Caribbean (1997) and the Third Border Initiative (2001), both formal agreements between the United States and CARICOM, have acknowledged the threats and the vulnerability to all signatories by these threats, and constitute a commitment to work jointly to counter these threats. However, these agreements leave solutions up to the initiative of individual states and bilateral agreements, without mandating a baseline for action, and no organization or body is charged with coordinating the countering of these threats and overseeing the security of the region.

A review of the operations of NATO, the East Asian (ASEAN) and the West African (ECOWAS) security models, suggests that a formal collective approach to regional security issues is far more effective than individual or bilateral arrangements. While these collective agreements take time to mature and increase in effectiveness, they have the ultimate consequence of reducing the threats to the region, reducing the gaps and seams between individual states which may then be exploited by these threats, as well as sharing the cost burden of providing security for the region.

The maturation of the regional threats and their negative impact on both the Caribbean states and the United States require that a more formal collective security agreement be entered into by these governments. The Regional Security Partnership (RSP) model as described by Fulvio Attina is an option that is suitable, feasible, and acceptable, and ought to be considered seriously by US and Caribbean governments for implementation.

For a RSP to function at optimal levels there has to be an awareness of the need for interdependence among stakeholders, a relaxed or no power competition in the international politics of the region (including the restrained use of violence in international conflicts), and consensus among the governments of the region on building security cooperation by reducing violence in international relations, improving international and domestic stability, and promoting peace and economic growth. Agreeing that these pre-conditions and conditions for the establishment of a RSP between the US and a majority of Caribbean states have been satisfied, it is essential to examine three critical functional components of any RSP: a decision-making

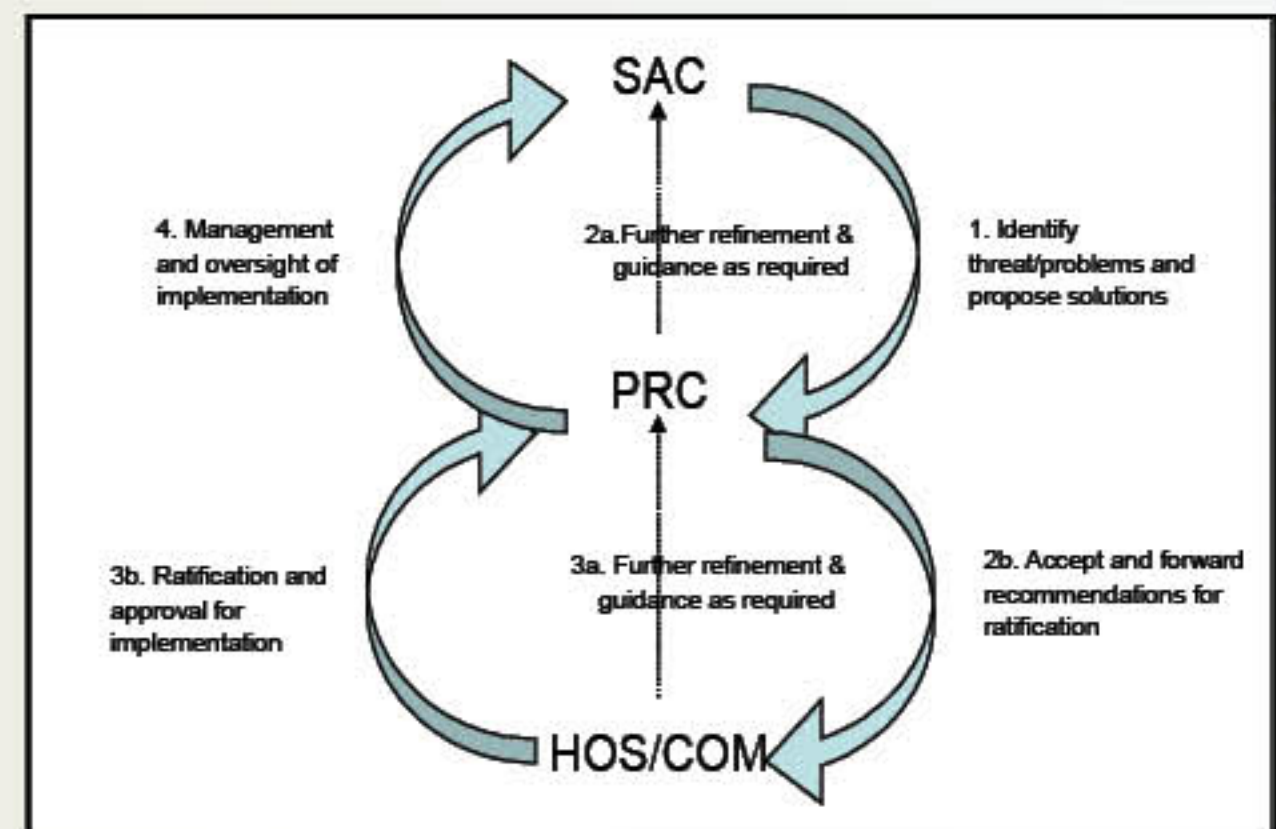
structure; a decision-making process; and regional and extra-regional relationships.

### Decision-Making Structure

The Heads of State/Council of Ministers (HOS/COM) would be the supreme decision making body of the RSP. It is proposed that this body meet annually, or as required, to ratify or make decisions. It is envisioned that the Ministers/Secretaries with responsibility for foreign policy will make up the membership of this body. Every two years, or more frequently in exceptional circumstances, the Heads of State should stage a Regional Security Summit to discuss the security issues of the region. The Permanent Representatives Committee (PRC) should be persons with ambassadorial status and who are authorized to make decisions regarding the routine operations of the RSP, but who would report to their principals on the HOS/COM. The Security Advisory Committee (SAC) would consist of the security technocrats and conceivably come from the Departments/Ministries of Defense/Security, or their equivalent, of the various states. This composition will require inter-departmental/inter-ministerial coordination at the national level so that internal differences are worked out before the SAC meets to discuss issues. The SAC should be permanent staff members resident at the RSP Secretariat office to be housed in a mutually agreeable location.

### Decision-Making Process

The SAC is that body that should be charged with the responsibility of identifying the problem(s) that needs to be addressed and the overall impact on the security of the region and individual member states. The SAC then develops options for addressing the problem, highlighting the advantages and disadvantages of each option (including cost, the impact on RSP member states and other states within and on the borders of the partnership geographic area), the implementation process, and a recommendation as to which option should be implemented. These options and recommendations are then passed up for the PRC to review and make a selection.

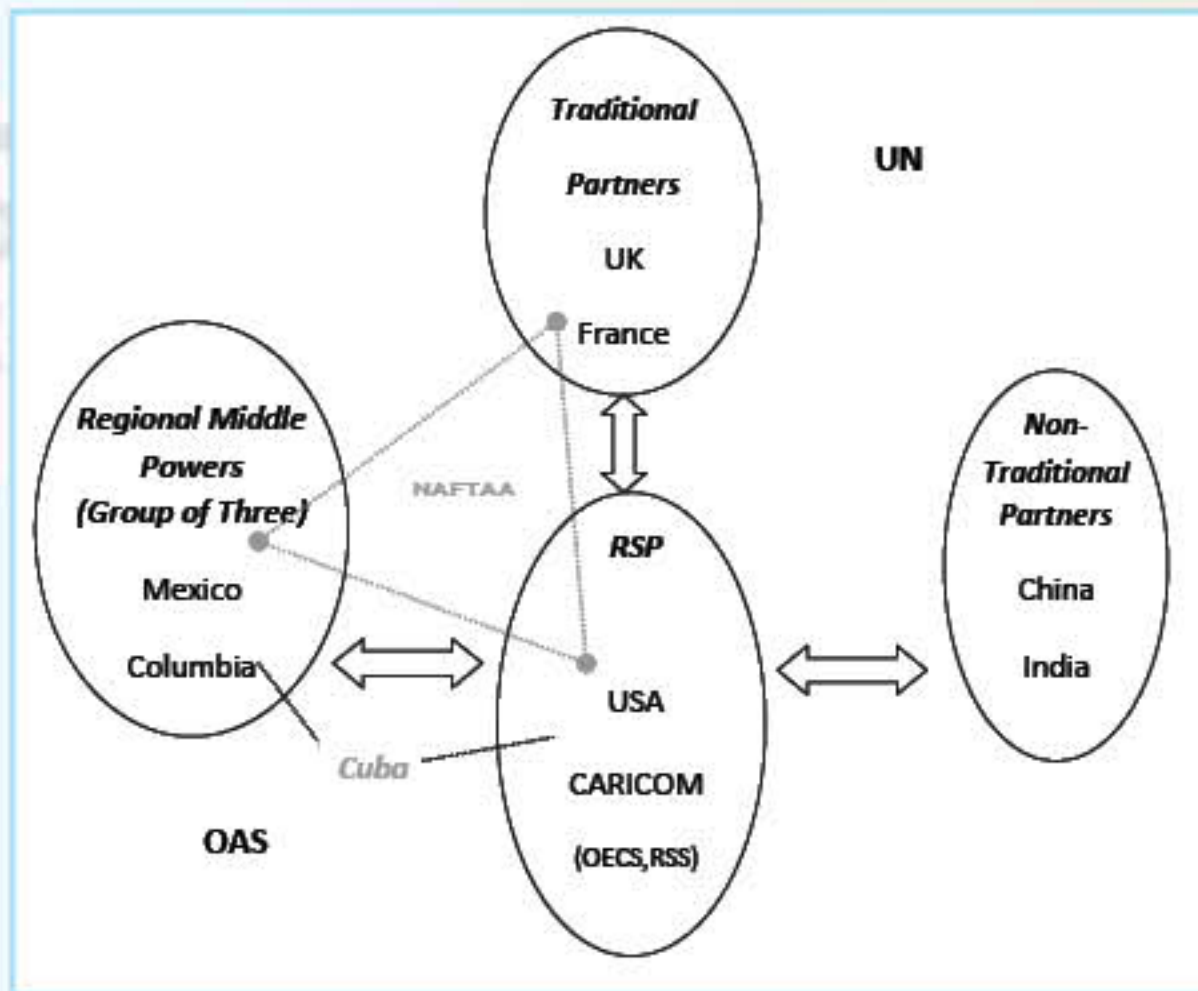


Proposed Decision Making Process of the CARICOM/US RSP.

Once an option has been accepted by the PRC, it is sent to the HOS/COM for ratification. Ratification should be determined by a vote; one per member in order to preserve the unity of the partnership. This will require much diplomatic consultation and negotiation. Ratification may only be prevented by a member state voting against the proposed solution. Once ratified, the SAC coordinates the implementation. If at any time during the process the next higher body is not satisfied with a proposed option/recommendation, it should be sent back down the chain with the necessary guidance for it to be re-worked.

**Relationships**

Developing, nurturing and respecting relationships -- within the RSP and with countries/regions external to the RSP -- will be critical to the functioning and effectiveness of the RSP. Within the RSP, the pre-existing sub-regional organizations such as the Organization of Eastern Caribbean States (OECS) and the Regional Security System (RSS) should be incorporated into the partnership. The Dominican Republic by virtue of its strong economic and diplomatic relationships, as well as its security-related initiatives with the US and Caribbean governments and its strategic geographical location, will be an important member of the RSP. Member states will have to be bound together by a fundamental declaration which explicitly states the purpose of the RSP and the commitment of states to counter threats to the region or to individual states (or groups of states).



*Relationships between the CARICOM/US RSP and extra-regional states and organizations*

Mexico, Columbia, and Venezuela (known as the Group of Three in trade relationships with CARICOM) have formal trade agreements and diplomatic relationships with CARICOM and the US. The US also has specific security arrangements with Columbia and Mexico as it relates to countering the drug trade emanating in and transiting those countries en route to the US - as it does with individual Caribbean states. The RSP will need to have close and active coordination with these countries. These three sub-hemispheric middle powers all border the geographic area proposed to be covered by the RSP, and any action by the RSP ought to consider carefully the interests of these countries and the impacts of RSP actions on them.

While Cuba is still unlikely to be involved in any formal agreement with the US, it represents a physical transshipment point for drugs between South America and North America, and can be isolated and appropriate strategies employed to mitigate the "Cuba factor". However, the healthy relationship

between Cuba and CARICOM bodes well for the countering and mitigation of any threat to the region, and would likely preclude any obstructionist or negative tendencies by Cuba towards the functioning and effectiveness of the RSP.

Those countries which have been the traditional security partners of the Caribbean states (outside of the US), particularly the United Kingdom, France, and Canada, still have a vital role to play in contributing to the security of the region. The RSP model does not exclude these countries, but rather encourages their involvement in regional security through bilateral arrangements with RSP members. The coordination of initiatives with these states for maximum effect will add to the robustness and options available to the RSP.

China, India, and Brazil are representative of states which traditionally have not been involved in contributing to the security of the region, although they do have strong economic relationships with states in the region. Of late China, and to a lesser extent India and Brazil, have been providing security assistance to Caribbean states. These contributions, like those of the traditional partners, have the effect of positively contributing to the regional security environment and the capabilities of regional states.

The United Nations and the Organization of American States as global and hemispheric umbrella organizations for whom security is a priority, are organizations whose objectives will be aided by the formation and development of this RSP. The active support of both organizations should be enlisted to further bolster the workings and efficacy of the RSP as it seeks to preserve the security and stability of the region.

**Conclusion**

The complexities of globalization have emphasized the increasingly intricate relationships between states and regions in the levels of interdependence and inter connectedness displayed in diverse sectors. Security in the Caribbean Basin is not by any means exempt from this trend. In fact, the threats to states do not operate in a vacuum, but rather cut across national and even regional geographic boundaries, affecting multiple constituencies. More and more, success against these threats has to be defined by a cooperative and collective approach, where strategic regional security arrangements are becoming the method of choice as states seek to nullify the threats facing them.

Caribbean states have evolved from tackling these threats on their own, to pursuing bilateral security arrangements within a broader cooperative approach at the operational level in addressing the security needs of individual states and the region. The Regional Security Partnership (RSP) as a form of strategic collective security agreement has the benefit of building on the premise of a mutual acknowledgement of threats by the stakeholders, and the collective approach needed to counter them. Ultimately, this will develop into a robust and effective mechanism capable of dealing with these threats.

The strong economic and cultural linkages between the US and Caribbean states, the impact of the transnational threats on both the US (through the Caribbean) and the Caribbean region, and the geographical proximity between the Caribbean Basin and the US, make the formation of this RSP plausible and very likely to improve the security of the Caribbean Basin and the United States. As the influence of states over their sovereign territories decreases relative to the impact of non-state actors, such an approach should help in the pursuit of security, stability and growth.



# COMBATING ORGANIZED CRIME

Major O Froome, plsc, HQ JDF

The Jamaica Defence Force, in support of the Jamaica Constabulary Force, is not absolved of the current criticisms of the security forces' inability to curb the evolution of organized crime despite valiant and relentless tactical efforts. There are increased demands for patrols, vehicle control points, intelligence driven raids, curfews and outstations. However, with modest returns from these tactical efforts, it is clear that the tactical force on force operations are not the solution.

Step Three of the Intelligence Preparation of the Battlefield (IPB) Manual necessitates a thorough evaluation of the threat. It is arguably the most challenging, dynamic and time-consuming of the four-step IPB process, rivaled only by Step Four: to determine the threats courses of action and friendly forces' corresponding proaction, reaction and counteraction. Colonel Thomas Hammes United States Marine Corps (USMC) in his book 'The Sling and the Stone - On War in the 21st Century,' suggests that the nature of warfare is constantly evolving, and articulated that we are now fighting a fourth generation warfare (4GW).

On the first two generations of war, he quoted Bill Lind, Gary Wilson and their coauthors in 'The Changing Face of War: Into the Fourth Generation' that "..... the first generation of warfare reflected the tactics of line and column, where the essential requirement was to mass manpower at the point of main effort. It was based partly on technology and partly on the social changes taking place during the French Revolution.

The second generation evolved due to quantitative and qualitative improvements in weapons and relied on mass firepower. In particular, developments such as the rifled musket, breechloaders, barbed wire, the machine gun and indirect fire, forced changes on the battle field. This culminated in World War I tactics and the French maxim 'artillery conquers, infantry occupies.'

Third generation warfare, according to Hammes is maneuver warfare which focuses on matching strength against the enemy's weakness. The Germans, in 1939, applied new capabilities presented by reliable tanks, mobile artillery, motorized infantry, effective close air support and radio communication, to restore

maneuver to the battlefield and reclaim the ascendancy of the offence. A single article cannot begin to describe adequately all the characteristics that shaped the first three generations of warfare, but worthy of note is the fact that the evolution of generations of warfare requires the political, economic, social and technological conditions to be in synchronization.

Here in Jamaica the threat evolved, this time into collaborative gang



efforts. Turf wars, political tribalism and terrorism served to loosely categorize the new generation threat in insurgent language. The 4GW seeks to refine third generation warfare tactics - of destroying the enemy's will to fight by destroying his logistics and command and control capability- by reaching deeper into the enemy's rear and destroying his political will to fight.



Mao Tse-Tung was the first practitioner to both write about and successfully execute a concept of 4GW in China. According to Hammes, 4GW is an evolved form of insurgency that reflects the society it is a part of. It uses all available networks - political, economic, social and military - to convince the enemy's political decision makers that their strategic goals are either unachievable or too costly for the perceived benefit. Still rooted in the fundamental precept that superior political will, when properly employed, will defeat greater economic and military power, 4GW makes use of society's networks to carry on its fight. Unlike previous generations of warfare, it does not attempt to win by defeating the enemy's military forces. Instead, it directly attacks the minds of the enemy decision makers, to destroy the enemy's political will.

criminal networks particularly in Spanish Town, May Pen and Montego Bay. Garrison political voice lies within its inherent ability to employ less than democratic means to influence the votes of the constituency within which they lie. It is only in these communities that one finds in excess of 90% of the voting populace casting their ballots for the same party.

Economic base is developed and maintained primarily through the drug trade and extortion, which by themselves, undermine normal political and administrative governance and are therefore threats to our national sovereignty. Jamaica, by virtue of its geographical location lies in the middle between the source nations of cocaine in South America and the markets in North America and Europe. Given the island's 634 miles of coastline with limited offshore patrolling capabilities, insurgents succeed perhaps in trafficking drugs more often than they fail. Extortion serves primarily to fill the void created whenever difficulties arise in the trafficking of drugs. This was evident in the significant increase in extortion across Jamaica in 2004 when a short-term, large-scale collaborative deployment effort between the national security forces and international partners with vested interest in Jamaica's counter-narcotics fight, resulted in the arrest and subsequent extradition of a number of key players, thereby stemming the flow of cocaine through the island.

According to Mao Tse-Tung, establishing a social base is fundamental to the insurgent's existence, and evidence of this is demonstrated daily within the previously mentioned garrisons and other communities with strong criminal networks. Insurgents use schooling, community programmes and the concept of 'protection' through illegally armed enforcers, to win the hearts and minds of their lower economic-status communities ('peasants' according to Mao) who will in turn remain loyal to them, either out of gratitude or fear. 'Justice' is swift in these communities, as kangaroo courts are readily convened and sentencing is immediate. No one therefore dares run afoul of the 'law' for these 'laws' are perceived to have more teeth than the conventional ones. This is the reason crime in these communities is usually significantly lower than the national average.



*Soldiers from the JDF assisting the police on operation*

Parallels to 4GW tactics may therefore be drawn in the Jamaica's operational theatre.

Prime examples of these insurgents using their power base elements to further their cause may be found in Kingston's garrison communities as well as others across the island, with strong

How have 4GW tactics managed to be adopted, enforced and sustained in Jamaica, amidst the presence of a military and a police force which is well trained and possesses numerical superiority and greater firepower? The over-simplified answer is a phased operation gradually perfected and executed over time. Firstly, in order to establish the fear factor and demonstrate an ability to



physically protect themselves, as well as their communities and investments, the insurgents seek to obtain weapons primarily from Haiti for what can be deemed a natural reciprocal trade. Jamaica's climate and soil type lend itself to the growth of 'high grade' marijuana that Haitians desire and Haiti, only 296 miles east of Jamaica, possesses an infinite number of weapons unaccounted for (typical of a state that is no stranger to political instability) which is what Jamaica's insurgents desire.

Secondly, the insurgents are careful to avoid force-on-force fights with the security forces, opting instead to attempt to wear them down with random acts of violence and criminality, and seek off-duty police officers and soldiers as opportunity targets so as to capture arms and demonstrate to the state its inability to fully protect its own.

Thirdly and perhaps most significantly, is the insurgents' management of information operations through the use of propaganda to discredit the security forces. Criminals have easily, though in many instances inadvertently, won the battle of media exploitation. Indeed, the message portrayed is that it is always an innocent man that is killed by the security forces; it is always indiscriminate fire from the security forces that led to the death of the most promising, God-fearing youth in the community; and it is always the security forces treating citizens of lower economic means in a manner less than humane. The local television, radio and print media are invariably on scene to capture images, quotes and sixty second sound bites, and insurgents use this to their advantage by ensuring that residents, primarily women and children, are readily on standby for the next demonstration about the unprofessional conduct of the security forces.

Fourthly, insurgents have sought to establish ultimate political control. Unlike in Afghanistan, Iraq and Pakistan, the ultimate aim of our criminals is an economic and status one and not to seize power and form the next government. However, their influence could make or break the government of the day: this as a result of the fact that they command the influence of the voting public within their constituencies. They possess the ability to exercise wanton acts of criminality and so place any government under pressure to establish and maintain the nation's confidence in their ability to safeguard them. Their acts of criminality also place the government under scrutiny by the international community which can severely impact trade, loans, grants and aid. They therefore understand that the government of the day cannot easily adopt

a heavy-handed approach against their self-seeking cause. The abbreviated tenure of two Ministers of National Security and two Commissioners of Police between 2007 and 2009 as a result of the continued rise in the island's murder statistics, actively demonstrates the political influence of the local insurgents.

The solution to 4GW requires the use of the very networks that gave rise to it - political, economic, social and military partnerships that transcend national boundaries. Former Commissioner of Police, Rear Admiral Hardley Lewin was quite vocal, during his tenure, about the need for social and economic reform programmes as a pre-requisite to tactical operations. Indeed, Jamaica's political arm must focus on long term political viability of crime fighting rather than merely short term tactical effectiveness. This crucial arm must, in a unified voice, convey three messages to three different target groups.

Firstly, the local population must be convinced that our economic impotence and social unrest are a direct result of the criminal elements it protects, whose interests are primarily self-seeking, so as to isolate them and destroy the legitimacy of their existence and freedom of movement. Secondly, the message to the insurgents must be that justice will be swift, inevitable and to the full extent of the law; and as such it will be a futile effort to attempt to gain any proceeds from crime. Thirdly, the political arm must convince the international community that Jamaica is, and will continue to be, a peaceful and stable society, guided by the rule of law, with great economic investment potential.

Economic growth and infrastructure go hand in hand with politics, for finance may be considered a gun, with politics determining when the trigger is pulled. Funding for the initiative requires reorganization of the current budget allocations to reflect the current crime fighting priorities. Job creation, though not without challenges amidst the current global economic crisis, is vital to economic success.

In order to develop as a nation, increase the standard of living and wrestle the span of control that insurgents have on our communities, great emphasis is required on social reform programmes, to include the creation of housing development, schools, community centres and basic amenities. The citizens of these communities need be educated on self-worth and the value of economic achievement through legitimate means. This social programme must become the

main effort of our crime fighting initiative, rather than an arbitrary supporting effort engaged in isolation and as an afterthought.

Our military and police must constantly remember that force-on-force or military might is not necessarily the answer in this case as it creates the impression of David vs. Goliath and sets the condition for the criminals to use security forces unprofessional conduct as propaganda. Also, in the absence of the pre-requisite social and economic reform programmes in these communities, we are sending the inadvertent message to the citizens who harbour these criminals that we are taking away their protectors, their 'justice' and economic means without first establishing viable alternatives. We must also be cognizant that the threat does not need to match our strength and firepower to establish correlation of forces, for as long as they possess the ability to make or break a government, ultimately they neutralize our tactical maneuver strength because our *raison d'être* is to fully support the government of the day.

The criminals have a natural ally in the media since controversy and sensationalism sell newspapers and increase viewership and listenership. However, this power of media exploitation must be wrested from the criminals. The sentencing handed down and carried out in garrison communities needs to be publicized. The illusion that these communities are law-abiding and free from crime must be exposed by constantly demonstrating that there are reasons, deeply rooted in the fear of the consequences of 'jungle justice' that cause crime to be low in communities with strong criminal networks. Also we in the military and the police must be prepared to conduct stability operations in the final phase of and after social reform, and this includes the adoption of a soft posture and the enforcement of even greater restrictions on our rules of engagement.

Finally, it is necessary to reemphasize that the combating of Jamaica's current threat requires a partnership approach, utilizing the political, economic and social expertise, and infrastructure available both locally and internationally. Policing, supported by the military, plays an integral role in these advances; however it must be clearly understood that reliance on military might is not a panacea. ●

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Choose from careers in the :

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*(including Information Systems, Medical & Legal)*

**Minimum requirements for service in the regular force:**

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- Between 18 and 23 years old
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[http://www.jdfmil.org/careers/careers\\_home.html](http://www.jdfmil.org/careers/careers_home.html)



## RETIREMENT 01 APRIL 2008 TO 31 MARCH 2010

The under mentioned persons who gave service to the military in Jamaica as indicated, returned to civil life on the dates shown:

### In 2008:

JCA/1510	Lt	P H MORGAN	-	11 Apr 08	-	05 years
JCA/1117	Capt (N)	C D ANNAMUNTHODO	-	29 Apr 08	-	Over 34 years
JCA/1409	Capt	J E FORD	-	09 May 08	-	Over 14 years
JCA/1268	Cdr	E A TAYLOR	-	28 Jul 08	-	27 years
JCA/1475	Lt	K P LUE-FOUNG	-	11 Aug 08	-	Over 08 years
JCA/1413	Capt	M A BROWN	-	01 Sep 08	-	15 years
JCA/5048	Lt	D M FRASER	-	03 Nov 08	-	05 years
JCA/1505	Lt	A G MULLINGS	-	02 Dec 08	-	Over 22 years
JCA/1481	Capt	L C GILZEANE	-	25 Aug 09	-	Over 08 years
JCA/1471	Capt	O M CLARKE	-	08 Nov 09	-	Over 11 years
JDF/22512	WO2	BANTON, P	-	01 May 08	-	Over 26 years
JDF/13571	WO2	COLEY, C	-	03 May 08	-	Over 37 years
JDF/20267	MCPO2	BARNETT, C	-	28 Aug 08	-	Over 34 years
JDF/13992	WO2	BROWN, L	-	14 Sep 08	-	Over 36 years
JDF/20813	WO2	DANIELS, G	-	14 Sep 08	-	33 years
JDF/20403	WO2	LEGISTER, A	-	30 Nov 08	-	Over 34 years
JDF/21750	WO2	WALLACE, G	-	30 Nov 08	-	Over 29 years
JDF/20918	SSgt	BROWN, L	-	12 Jan 08	-	32 years
JDF/20278	CPO	SHAKESPEARE, J	-	13 Sep 08	-	Over 34 years
JDF/50143	SSgt	WILLIAMS-LEE, D	-	23 Oct 08	-	22 years
JDF/50150	SSgt	GETFIELD, C	-	23 Oct 08	-	22 years
JDF/21263	SSgt	MAXWELL, T	-	19 Nov 08	-	Over 31 years
JDF/22628	SSgt	MORGAN, K	-	30 Nov 08	-	27 years
JDF/50012	CPO	EDWARDS, N	-	30 Nov 08	-	Over 31 years
JDF/22026	CPO	HARRIS, M	-	30 Nov 08	-	Over 29 years
JDF/22881	SSgt	GRANT, D	-	08 Dec 08	-	Over 25 years
JDF/50167	Sgt	DUNCAN-BARKER, D	-	14 Jun 08	-	Over 18 years
JDF/21944	Sgt	JOHNSON, V	-	18 Jun 08	-	Over 29 years
JDF/24163	Sgt	MARTIN, J	-	25 Jun 08	-	Over 19 years
JDF/23035	PO	WILLIAMS, P	-	20 Aug 08	-	25 years
JDF/22160	Sgt	GRAY, M	-	17 Oct 08	-	Over 28 years
JDF/23079	Sgt	SATHERSWAITE, L	-	09 Nov 08	-	Over 24 years
JDF/20475	PO	GRANT, A	-	19 Nov 08	-	Over 34 years
JDF/22612	Sgt	MORGAN, F	-	30 Nov 08	-	Over 27 years
JDF/24324	Sgt	SMITH, M	-	13 Dec 08	-	Over 19 years
JDF/50188	Sgt	UTER-BOOTHE, F	-	25 Dec 08	-	Over 18 years
JDF/23114	Sgt	SMALL, E	-	27 Dec 08	-	Over 24 years
JDF/24282	Cpl	BROWN, R	-	12 May 08	-	Over 19 years
JDF/13598	Cpl	THOMAS, G	-	13 Jul 08	-	38 years
JDF/22426	Cpl	FEURTADO, B	-	08 Aug 08	-	Over 27 years
JDF/22710	Cpl	ANDERSON, M	-	21 Aug 08	-	Over 26 years
JDF/24470	Cpl	EDWARDS, P	-	07 Oct 08	-	Over 18 years
JDF/22228	Cpl	McINTOSH, C	-	24 Oct 08	-	Over 28 years
JDF/21545	Cpl	HENRY, C	-	24 Dec 08	-	30 years
JDF/23254	LCpl	POWELL, M	-	02 Apr 08	-	Over 22 years
JDF/24517	LCpl	WRIGHT, G	-	02 Apr 08	-	Over 25 years
JDF/22808	LCpl	JAMES, R	-	13 Sep 08	-	Over 26 years
JDF/22192	LCpl	LINDSAY, D	-	23 Sep 08	-	Over 28 years
JDF/23011	LCpl	HINDS, R	-	26 Oct 08	-	Over 25 years

### In 2009:

JCA/1341	Maj	L A MILLER	-	24 Mar 09	-	21 years
JCA/5029	Maj	P S THOMAS	-	02 Apr 09	-	18 years
JCA/1514	Lt	D A BLACK	-	13 May 09	-	Over 05 years
JCA/5030	Maj	D A DAVIS	-	03 Sep 09	-	18 years
JCA/1374	Maj	T F MORRISON	-	18 Sep 09	-	Over 37 years
JCA/1258	Lt Cdr	R A RUSSELL	-	27 Sep 09	-	Over 28 years
JCA/1416	Maj	R A CROSS	-	23 Oct 09	-	Over 15 years
JDF/22250	WO1	P W MORRIS	-	12 May 09	-	Over 28 years
JDF/21970	WO1	C A PETGRAVE	-	24 Jun 09	-	30 years
JDF/21148	WO1	A G CAMPBELL	-	27 Jul 09	-	Over 32 years
JDF/21021	WO1	W M FRANCIS	-	12 Dec 09	-	Over 33 years
JDF/21433	WO2	DYER, T	-	28 Feb 09	-	Over 31 years
JDF/22224	WO2	GRAHAM, D	-	09 Apr 09	-	Over 28 years
JDF/20963	WO2	RECORD, H	-	19 Apr 09	-	Over 33 years
JDF/22421	WO2	EVANS, M	-	23 Apr 09	-	Over 27 years
JDF/21692	WO2	DOUSE, V	-	03 Aug 09	-	Over 24 years
JDF/21608	WO2	WATSON, P	-	15 Sep 09	-	Over 31 years
JDF/20589	WO2	HEMMINGS, D	-	21 Sep 09	-	Over 34 years
JDF/22510	WO2	HUNTER, H	-	28 Nov 09	-	Over 28 years
JDF/21051	SSgt	BAILEY, W	-	24 Jan 09	-	Over 32 years
JDF/20214	SSgt	MORGAN, D	-	13 Mar 09	-	36 years
JDF/22761	SSgt	FRANKLIN, R	-	23 Mar 09	-	Over 26 years
JDF/22961	SSgt	MUSCHETTE, M	-	29 Sep 09	-	Over 26 years
JDF/23522	SSgt	ALLEN, A	-	10 Dec 09	-	Over 22 years
JDF/21166	Sgt	THOMAS, K	-	08 Jul 09	-	Over 32 years
JDF/24370	Sgt	WILSON, D	-	03 Sep 09	-	20 years
JDF/24524	Cpl	OLIVER, C	-	04 Jan 09	-	Over 18 years
JDF/21653	Cpl	WHITE, R	-	06 Jan 09	-	Over 30 years
JDF/24168	Cpl	WILLIAMS, H	-	10 Jan 09	-	20 years
JDF/23122	Cpl	MITCHELL, M	-	13 Jun 09	-	Over 25 years
JDF/22643	Cpl	RHOOMS, P	-	28 Jun 09	-	Over 27 years
JDF/21438	Cpl	SAMUDA, D	-	31 Mar 09	-	Over 31 years
JDF/21601	LCpl	HOWELL, M	-	30 Mar 09	-	Over 30 years
JDF/24449	Pte	ELLINGTON, O	-	04 Feb 09	-	19 years
JDF/23505	Pte	CROOKS, M	-	09 Mar 09	-	22 years
JDF/24684	Pte	HAMILTON, V	-	03 Aug 09	-	Over 18 years

### In 2010:

JCA/1504	Capt	A C AYRE	-	29 Jan 10	-	Over 31 years
JCA/5058	2Lt	T J HAMILTON	-	31 Jan 10	-	Over 02 years
JCA/1461	Capt	N L GORDON	-	17 Feb 10	-	Over 13 years
JCA/1552	2Lt	D G ROBINSON	-	17 Feb 10	-	Over 03 years
JDF/20961	WO1	E S HARRIOTT	-	22 Mar 10	-	Over 35 years
JDF/20407	WO2	WILSON, L	-	16 Jan 10	-	Over 35 years

*'Alert' congratulates them for their long and faithful service and wishes them success in their new endeavors. Well done!!*

## BUILDING WITH VMBS

Lieutenant Colonel (Retd) L Gordon, JP, BA (Hons), LLB (Hons), CLE (Hons)

In 1987, under the leadership of Lieutenant Colonel (retd) Reginald G Chin, a compulsory savings scheme for members of the Third Battalion The Jamaica Regiment was instituted with the Victoria Mutual Building Society as the financial partner. The scheme was instituted to make provision for soldiers on retirement as members of the National Reserve were not eligible for benefits under the then-existing pension programme. Under the scheme, members were required to contribute 15% of their income to the fund. In return, they were able to borrow up to two-thirds of the amount saved. Subsequently, under the leadership of Lieutenant Colonel (retd) Linton P Gordon, a committee was set up to see what additional benefits both individuals and the Battalion, could derive from an expanded programme. The scheme was put to tender and various financial organizations submitted bids. Some of the financial institutions that showed interest at the time were Victoria Mutual Building Society, First Global Bank, JDF Credit Union, Scotia Building Society and Jamaica National Building Society.



A section of the Barrack Room constructed in Curphey Barracks, 3JR(NR) from the partnership forged with VMBS.

portfolio of savings to be placed in a welfare fund for the members of the Battalion; and

c. Provision for J\$250,000 per annum for ten years to be placed in a scholarship fund for members of the Battalion and their families.

With the acceptance of these enhancements, the construction of the barrack rooms commenced in 2005 and was completed in 2007.

The partnership that has since been forged has withstood the test of time and despite the economic challenges, VMBS has complied with all the initially proposed terms and conditions.

The members of the Battalion have benefited significantly, and as a pleasing outcome, more members of the battalion were able to become home owners. Similarly, the arrangement for the provision of scholarships has benefitted members of the Battalion and their family members (i.e. wives and children) by facilitating their educational ambitions.

The VMBS scheme can accurately be described as a very successful private-public sector partnership that has produced mutually satisfactory results. ●

The Victoria Mutual Building Society was eventually selected. Some of the enhancements VMBS proposed to the existing Compulsory Savings Agreement were:

- a. Donation of J\$5 million towards the erection of a two-storey barracks to house members of the Battalion;
- b. Provision for 10% of the interest paid on the total





# ALERT

2010

*PARTNERSHIP FOR PROGRESS*







### PROMOTIONS

#### 01 APRIL 2008 TO 31 MARCH 2010

'Alert' offers belated congratulations to the under-mentioned persons who were promoted to the ranks shown with effect from the dates indicated:

o To the rank of Colonel:  
JCA/1293 Lt Col R R MEADE - 08 Dec 08

o To the rank of Lt Colonel:  
JCA/1325 Maj A F SEWELL - 28 Nov 08  
JCA/1333 Maj G S ROWE - 01 Dec 08  
JCA/1347 Maj T R LECKIE - 03 Dec 08  
JCA/1336 Maj D A CUMMINGS - 08 Dec 08  
JCA/1410 Maj P A COLE - 08 Dec 08  
JCA/1359 Maj J S OGILVIE - 26 Mar 10

o To the rank of Major (Lieutenant Commander):  
JCA/1442 Capt D A WALKER - 07 Feb 08  
JCA/1445 Capt M G PRYCE - 07 Feb 08  
JCA/1435 Capt D I CREARY - 07 Feb 08  
JCA/1451 Capt R A DaCOSTA - 07 Feb 08  
JCA/1440 Capt R O BLACKWOOD - 07 Feb 08  
JCA/1447 Capt W O DIXON - 07 Feb 08  
JCA/1455 Capt C J REID - 06 May 08  
JCA/5046 Capt (QM) E P WRAY - 14 Aug 08  
JCA/5040 Capt T A SPENCE - 02 May 09  
JCA/1431 Capt G O STERLING - 20 May 09  
JCA/1469 Capt D O LEWIS - 03 Jun 09  
JCA/1457 Capt R St M REYNOLDS - 16 Jun 09  
JCA/1446 Capt K W HENRY - 16 Jun 09  
JCA/1503 Capt E BIGNALL - 13 Aug 09  
09JCA/1470 Capt L C CHEVERRIA - 04 Sep 09  
JCA/1441 Capt M A KENNEDY - 04 Sep 09  
JCA/1476 Capt O A BOGLE - 10 Sep 09  
JCA/1483 Capt A C SPENCE - 06 Nov 09

o To the rank of Captain (Lieutenant (senior grade)):  
JCA/1492 Lt B A LUNDY - 07 Apr 08  
JCA/1497 Lt E C CLARKE - 03 Jul 08  
JCA/1490 Lt T D LEWIS - 10 Sep 08  
JCA/5049 Lt M WHILBEY-DENTON - 14 Jan 09  
JCA/5051 Lt C E BENNETT - 14 Jan 09  
JCA/1520 Lt A A EDWARDS - 09 Feb 09  
JCA/1498 Lt S M THOMPSON - 08 Feb 09  
JCA/1525 Lt A D MONTAQUE - 26 Feb 09  
JCA/5052 Lt S A BOOTHE - 06 Mar 09  
JCA/5053 Lt P B CAMPBELL - 06 Mar 09

JCA/1509 Lt M GORDON - 17 Apr 09  
JCA/1500 Lt V DAWKINS - 30 Jun 09  
JCA/5050 Lt M A SINCLAIR - 30 Jun 09  
JCA/1501 Lt G A FORKNOR - 05 Jul 09  
JCA/1521 Lt O C FIDDLER - 29 Jul 09  
JCA/5047 Lt R A NEWMAN - 25 Aug 09  
JCA/1524 Lt O W HANCHARD - 26 Aug 09

o To the rank of Lieutenant (Lieutenant (junior grade)):  
JCA/1532 2Lt D A BROMLEY - 07 Jan 08  
JCA/1534 2Lt J A WALSH - 07 Jan 08  
JCA/1535 2Lt S O MILLS - 07 Jan 08  
JCA/1537 2Lt E A MORGAN - 07 Jan 08  
JCA/1533 2Lt O St V BLACKWOOD - 22 Jan 08  
JCA/1540 2Lt M O COLEY - 24 Apr 08  
JCA/1546 2Lt A N DAVIS - 24 Apr 08  
JCA/5055 2Lt D K CRAWFORD - 24 Apr 08  
JCA/5056 2Lt A T THOMAS - 24 Apr 08  
JCA/1554 2Lt B K CHAMBERS - 09 Oct 08  
JCA/1543 2Lt R SAMUELS - 22 Oct 08  
JCA/1545 2Lt S A BROWN - 12 Nov 08  
JCA/1549 2Lt R McLEOD - 04 Dec 08  
JCA/5059 2Lt A T COOPER - 14 Jan 09  
JCA/5061 2Lt A P THOMPSON - 23 Jan 09  
JCA/5060 2Lt A D THOMPSON - 09 Feb 09  
JCA/1536 2Lt R N JAGGON - 10 Mar 09  
JCA/1556 2Lt E A STEWART - 23 Mar 09  
JCA/1547 2Lt Z A PHIPPS - 30 Apr 09  
JCA/1548 2Lt D A GORDON - 30 Apr 09  
JDF/23150 WO1 Q A WOOLLERY - 15 Jun 09  
JCA/5068 2Lt S S NEWELL - 27 Aug 09  
JCA/1518 2Lt K E GREEN - 04 Sep 09  
JCA/5066 2Lt N P NOTICE - 04 Sep 09  
JCA/1542 2Lt F D ROWE - 04 Sep 09

o To the rank of Warrant Officer Class 1:  
JDF/50128 L/WO1C A DUNCAN - 26 Jun 08  
JDF/20522 WO2 HUNTER, D - 13 Nov 08  
JDF/21636 WO2 BROWN, C - 13 Mar 09  
JDF/23672 WO2 RAMSAY, N - 13 Mar 09  
JDF/23183 WO2 ROLSTON, C - 13 Mar 09  
JDF/23680 WO2 WILLIAMS, G - 13 Mar 09  
JDF/24799 WO2 WADE, H - 13 Mar 09  
JDF/22386 WO2 POWELL, C - 02 Jul 09  
JDF/22481 WO2 COLEY, V - 04 Nov 09  
JDF/22405 WO2 NELSON, L - 04 Nov 09

JDF/22571 WO2 INGRAM, L - 04 Nov 09  
JDF/50030 WO2 CAMMOCK, V - 04 Mar 10  
JDF/20374 WO2 BAXTER, D - 04 Mar 10  
JDF/23932 WO2 NICHOLSON, J - 04 Mar 10

o To the rank of Warrant Officer Class 2:  
JDF/22103 SSgt HAY, E - 26 Jun 08  
JDF/23315 SSgt HINDS, G - 26 Jun 08  
JDF/22651 SSgt ROBERTS, H - 26 Jun 08  
JDF/21397 SSgt STANBURY, R - 13 Nov 08  
JDF/23510 SSgt ROBINSON, A - 13 Nov 08  
JDF/23153 SSgt JAMES, H - 13 Nov 08  
JDF/24191 SSgt BIGGERSTAFF, D - 13 Nov 08  
JDF/23999 SSgt BECKFORD, E - 13 Nov 08  
JDF/25052 SSgt PARRIS, L - 13 Nov 08  
JDF/23932 SSgt NICHOLSON, J - 13 Nov 08  
JDF/22952 SSgt DEHANEY, D - 13 Mar 09  
JDF/23932 SSgt NICHOLSON, J - 13 Mar 09  
JDF/23632 SSgt BURKE, C - 13 Mar 09  
JDF/22923 SSgt YOUNG, G - 13 Mar 09  
JDF/23123 SSgt MASON, P - 13 Mar 09  
JDF/24132 SSgt MARRIOTT, T - 13 Mar 09  
JDF/22444 SSgt DEER, M - 13 Mar 09  
JDF/23158 SSgt NELSON, G - 13 Mar 09  
JDF/23744 SSgt WALTERS, M - 13 Mar 09  
JDF/24187 SSgt JACAS, D - 13 Mar 09  
JDF/23906 SSgt EWEN, O - 13 Mar 09  
JDF/24803 SSgt STONE, H - 13 Mar 09  
DF/23409 SSgt BROOMFIELD, O - 13 Mar 09  
JDF/50209 SSgt McKENZIE, J - 13 Mar 09  
JDF/24312 SSgt BAKER, G - 13 Mar 09  
JDF/23993 SSgt BURTON, R - 13 Mar 09  
JDF/50152 SSgt LAWRENCE, H - 13 Mar 09  
JDF/50251 SSgt PHILLIPS-HEMMINGS, C - 13 Mar 09  
JDF/24606 SSgt THOMAS, P - 13 Mar 09  
JDF/22952 SSgt DEHANEY, D - 13 Mar 09  
JDF/24699 L/MCPO2 FERGUSON, H - 02 Jul 09  
JDF/22146 SSgt MORGAN, V - 02 Jul 09  
JDF/23034 SSgt BAILEY, V - 02 Jul 09  
JDF/22753 SSgt MARKLAND, L - 02 Jul 09  
JDF/24196 SSgt GRANT, A - 02 Jul 09  
JDF/23378 SSgt DWYER, A - 02 Jul 09  
JDF/24581 SSgt ALLEN, C - 02 Jul 09  
JDF/24351 SSgt FERGUSON, F - 02 Jul 09  
JDF/23865 SSgt BARTON, G - 04 Nov 09  
JDF/22997 SSgt YATES, M - 04 Nov 09  
JDF/20925 SSgt TRACEY, K - 04 Mar 10  
JDF/23331 CPO CHARLES, L - 04 Mar 10





JDF/23251 SSgt FORBES, L - 04 Mar 10  
JDF/50195 SSgt BYFIELD, D - 04 Mar 10

o To the rank of Staff Sergeant:

JDF/23201 Sgt LINDSAY, C - 26 Jun 08  
JDF/24441 Sgt GARRICK, O - 26 Jun 08  
JDF/24196 Sgt GRANT, A - 26 Jun 08  
JDF/24581 Sgt ALLEN, C - 26 Jun 08  
JDF/50152 Sgt LAWRENCE, H - 26 Jun 08  
JDF/23287 Sgt DACRES, L - 04 Aug 08  
JDF/21789 Sgt SLOLEY, M - 13 Nov 08  
JDF/20503 Sgt WILLIAMS, D - 13 Nov 08  
JDF/23637 Sgt DIXON, D - 13 Nov 08  
JDF/24001 Sgt CHINTERSINGH, D - 13 Nov 08  
JDF/23765 Sgt WALLACE, S - 13 Nov 08  
JDF/23387 Sgt MOULTON, M - 13 Nov 08  
JDF/24679 Sgt GETFIELD, A - 13 Nov 08  
JDF/23758 Sgt EBANKS, M - 13 Nov 08  
JDF/23865 Sgt BARTON, G - 13 Nov 08  
JDF/24406 Sgt ANDERSON, E - 13 Nov 08  
JDF/24202 Sgt OSBOURNE, K - 13 Nov 08  
JDF/24351 Sgt FERGUSON, F - 13 Nov 08  
JDF/24845 Sgt McLEOD, E - 13 Nov 08  
JDF/22498 Sgt DOUGLAS, D - 13 Mar 09  
JDF/22187 Sgt BENNETT, C - 13 Mar 09  
JDF/23922 Sgt McEACHRON, S - 13 Mar 09  
JDF/24648 Sgt CLARKE, H - 13 Mar 09  
JDF/22722 Sgt HIBBERT, L - 13 Mar 09  
JDF/24198 Sgt BURRELL, B - 13 Mar 09  
JDF/50184 Sgt LAUD, P - 13 Mar 09  
JDF/50195 Sgt BYFIELD, D - 13 Mar 09  
JDF/25127 Sgt GENNARD, R - 13 Mar 09  
JDF/24003 Sgt HARRIS, D - 13 Mar 09  
JDF/23565 Sgt BROMFIELD, B - 13 Mar 09  
JDF/25646 Sgt REID, K - 13 Mar 09  
JDF/24878 Sgt KERR, A - 13 Mar 09  
JDF/26095 Sgt DOUGLAS, E - 13 Mar 09  
JDF/24940 Sgt BAKER, V - 13 Mar 09  
JDF/25339 Sgt DIAS, L - 13 Mar 09  
JDF/21599 Sgt RAMDON, A - 02 Jul 09  
JDF/23361 Sgt PLUMMER, A - 02 Jul 09  
JDF/24378 Sgt NEATH, T - 02 Jul 09  
JDF/23559 Sgt DUNKLEY, P - 02 Jul 09  
JDF/23872 Sgt FINDLAY, M - 02 Jul 09  
JDF/23646 Sgt MILLER, A - 02 Jul 09  
JDF/23522 Sgt ALLEN, A - 02 Jul 09  
JDF/24054 Sgt BROWN, G - 02 Jul 09  
JDF/23687 Sgt BURLEY, N - 02 Jul 09  
JDF/23766 Sgt McLEAN, D - 02 Jul 09  
JDF/24454 Sgt NOICELY, G - 02 Jul 09  
JDF/24297 Sgt McFARLANE, E - 02 Jul 09  
JDF/24676 Sgt MILLER, P - 02 Jul 09  
JDF/23108 Sgt McKENZIE, P - 04 Nov 09  
JDF/23818 Sgt SMITH, D - 04 Nov 09  
JDF/24166 Sgt DAVIS, D - 04 Nov 09  
JDF/25597 PO MATTHEWS, K - 04 Nov 09  
JDF/25331 Sgt RICHARDS, L - 04 Nov 09  
JDF/24258 PO SAMUELS, B - 04 Mar 10  
JDF/22669 Sgt GREENLAND, T - 04 Mar 10  
JDF/25024 Sgt BRUFF, D - 04 Mar 10

JDF/23443 Sgt CHRISTIE, E - 04 Mar 10  
JDF/23855 PO ESPUET, M - 04 Mar 10  
JDF/22609 Sgt VASSELL, A - 04 Mar 10  
JDF/50208 Sgt BURTON-NICHOLSON, W - 04 Mar 10

o To the rank of Sergeant:

JDF/25103 L/Sgt KELLY, R - 20 Aug 08  
JDF/23815 Cpl LEWIS, W - 26 Jun 08  
JDF/50169 Cpl MORRISON, H - 26 Jun 08  
JDF/24522 Cpl MULLINGS, O - 26 Jun 08  
JDF/24891 Cpl WILLIAMS, C - 26 Jun 08  
JDF/26457 Cpl TOPEY, G - 26 Jun 08  
JDF/25598 Cpl KELLY, W - 26 Jun 08  
JDF/24437 Cpl EVANS, O - 26 Jun 08  
JDF/24952 Cpl GRANT, R - 26 Jun 08  
JDF/23165 Cpl THOMAS, A - 13 Nov 08  
JDF/24471 Cpl THOMAS, D - 13 Nov 08  
JDF/24673 Cpl PENROSE, V - 13 Nov 08  
JDF/24593 Cpl BAKER, F - 13 Nov 08  
JDF/24489 Cpl BROWN, J - 13 Nov 08  
JDF/24969 Cpl LAMONTH, M - 13 Nov 08  
JDF/25602 Cpl WILLIAMS, M - 13 Nov 08  
JDF/25489 Cpl LEIGH, C - 13 Nov 08  
JDF/25805 Cpl JOHNSON, J - 13 Nov 08  
JDF/23380 Cpl HALSTEAD, O - 13 Mar 09  
JDF/24598 Cpl GIVANS, A - 13 Mar 09  
JDF/24014 Cpl RICHARDS, D - 13 Mar 09  
JDF/24199 Cpl WILSON, D - 13 Mar 09  
JDF/24641 Cpl ANDERSON, H - 13 Mar 09  
JDF/22944 Cpl MANNING, A - 13 Mar 09  
JDF/24405 Cpl MILLS, D - 13 Mar 09  
JDF/24931 Cpl BENNETT, C - 13 Mar 09  
JDF/25324 Cpl TYNE, C - 13 Mar 09  
JDF/24450 Cpl WILLIAMS, R - 13 Mar 09  
JDF/24717 Cpl WILLIAMS, D - 13 Mar 09  
JDF/25268 Cpl HENRY, S - 13 Mar 09  
JDF/25325 Cpl ANDERSON, L - 13 Mar 09  
JDF/25086 Cpl SMALL, B - 13 Mar 09  
JDF/25982 Cpl WILLIAMS, A - 13 Mar 09  
JDF/25125 Cpl POWELL, T - 13 Mar 09  
JDF/50230 Cpl BURTON-NICHOLSON, W - 13 Mar 09  
JDF/25661 Cpl McKENZIE, R - 13 Mar 09  
JDF/26385 Cpl ARCHAT, O - 13 Mar 09  
JDF/25316 L/Sgt EVANS, D - 02 Jul 09  
JDF/25282 L/Sgt MORGAN, A - 02 Jul 09  
JDF/26038 L/Sgt HINES, J - 02 Jul 09  
JDF/24537 Cpl GORDON, S - 02 Jul 09  
JDF/24416 Cpl WINT, T - 02 Jul 09  
JDF/24807 Cpl BROWN, R - 02 Jul 09  
JDF/25090 Cpl POWELL, A - 02 Jul 09  
JDF/24652 Cpl FORRESTER, D - 02 Jul 09  
JDF/23473 Cpl NESBETH, M - 02 Jul 09  
JDF/24944 Cpl RICHARDS, D - 02 Jul 09  
JDF/24911 Cpl CALDER, G - 02 Jul 09  
JDF/25056 Cpl ROBINSON, P - 02 Jul 09  
JDF/24118 Cpl COOPER, C - 02 Jul 09  
JDF/25393 Cpl JONES, R - 02 Jul 09  
JDF/26170 Cpl SMITH, G - 02 Jul 09  
JDF/25185 Cpl WILSON, C - 02 Jul 09  
JDF/27711 Cpl DENNIS, L - 02 Jul 09

JDF/23984 Cpl BIRD, C - 02 Jul 09  
JDF/25608 Cpl SAUNDERS, C - 02 Jul 09  
JDF/25723 Cpl MARTIN, D - 02 Jul 09  
JDF/26670 Cpl MARTIN, T - 02 Jul 09  
JDF/24578 Cpl BROWN, A - 04 Nov 09  
JDF/26456 Cpl WHYTE, D - 04 Nov 09  
JDF/23927 Cpl STEWART, S - 04 Nov 09  
JDF/24667 Cpl DENNIS, R - 04 Nov 09  
JDF/25154 Cpl YOUNG, G - 04 Nov 09  
JDF/25673 Cpl SENIOR, N - 04 Nov 09  
JDF/26141 Cpl MARTIN, B - 04 Nov 09  
JDF/26341 Cpl BLIDGEN, O - 04 Nov 09  
JDF/25600 LS DAVIS, R - 04 Nov 09  
JDF/25752 LS CLAYTON, C - 04 Nov 09  
JDF/24193 Cpl CHRISTIAN, D - 04 Mar 10  
JDF/24264 Cpl WILLIAMS, D - 04 Mar 10  
JDF/25408 Cpl ROBINSON, H - 04 Mar 10  
JDF/25149 Cpl BROWN, S - 04 Mar 10  
JDF/25431 Cpl FITZGERALD, M - 04 Mar 10  
JDF/26461 Cpl NEWLAND, M - 04 Mar 10  
JDF/26016 Cpl GORDON, R - 04 Mar 10  
JDF/26364 Cpl BROWN, C - 04 Mar 10  
JDF/26459 Cpl SMITH, M - 04 Mar 10  
JDF/26134 L/PO LAWES, C - 04 Mar 10

o To the rank of Corporal:

JDF/26112 LCpl SIMPSON, J - 26 Jun 08  
JDF/25929 LCpl BROWN, M - 26 Jun 08  
JDF/26176 LCpl BROWN, R - 26 Jun 08  
JDF/26819 LCpl COLE, K - 26 Jun 08  
JDF/50280 LCpl PALMER, C - 26 Jun 08  
JDF/26737 LCpl GREEN, O - 26 Jun 08  
JDF/50285 LCpl SOUDEN, K - 26 Jun 08  
JDF/25682 LCpl SAUNDERS, B - 26 Jun 08  
JDF/27167 LCpl PALMER, P - 26 Jun 08  
JDF/26876 LCpl DOBSON, D - 20 Aug 08  
JDF/26041 LCpl FORBES, D - 20 Aug 08  
JDF/26860 LCpl DONALDSON, O - 13 Nov 08  
JDF/26121 LCpl DAWKINS, P - 13 Nov 08  
JDF/27156 LCpl MERCHANT, M - 13 Nov 08  
JDF/26355 LCpl McLEAN, J - 13 Nov 08  
JDF/28036 AB TAYLOR, E - 13 Nov 08  
JDF/27255 LCpl HENRY, H - 13 Nov 08  
JDF/26861 LCpl DOUGLAS, T - 13 Nov 08  
JDF/50332 AB BARNES, T - 13 Nov 08  
JDF/25700 LCpl FAIRWEATHER, L - 13 Mar 09  
JDF/25948 LCpl McDONALD, A - 13 Mar 09  
JDF/26573 LCpl BRYCE, N - 13 Mar 09  
JDF/25910 LCpl NUGENT, B - 13 Mar 09  
JDF/24826 LCpl REID, F - 13 Mar 09  
JDF/24836 LCpl MILLS, C - 13 Mar 09  
JDF/25612 LCpl BENNETT, R - 13 Mar 09  
JDF/26802 LCpl MORRIS, J - 13 Mar 09  
JDF/27735 LCpl JENKINS, P - 13 Mar 09  
JDF/25186 LCpl JOHNSON, R - 13 Mar 09  
JDF/26380 LCpl DAWKINS, B - 13 Mar 09  
JDF/26685 LCpl SIMPSON, F - 13 Mar 09  
JDF/26788 LCpl WALKER, J - 13 Mar 09  
JDF/26310 LCpl McCOOTY, R - 13 Mar 09  
JDF/27061 LCpl STEWART, S - 13 Mar 09



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*PARTNERSHIP FOR PROGRESS*

JDF/26129	LCpl	LAWRENCE, G	-	13 Mar 09	JDF/27261	LCpl	KERR, N	-	04 Nov 09	JDF/26518	Spr	NEIL, O	-	02 Jul 09
JDF/27528	LCpl	MILLER, K	-	13 Mar 09	JDF/27049	LCpl	HANSON, G	-	04 Nov 09	JDF/27077	Spr	BROWN, D	-	02 Jul 09
JDF/26525	LCpl	FULLER, T	-	13 Mar 09	JDF/25956	LCpl	WATSON, O	-	04 Mar 10	JDF/26837	Pte	MORGAN, D	-	10 Jul 09
JDF/27059	LCpl	RICHARDS, O	-	13 Mar 09	JDF/25159	LCpl	DALLAS, U	-	04 Mar 10	JDF/27899	Pte	BERNARD, D	-	10 Jul 09
JDF/27277	LCpl	MUSCHETTE, K	-	13 Mar 09	JDF/25954	LCpl	ROSE, S	-	04 Mar 10	JDF/28161	Pte	PRYCE, E	-	10 Jul 09
JDF/26996	LCpl	ROWE, M	-	13 Mar 09	JDF/26418	LCpl	NICHOLAS, L	-	04 Mar 10	JDF/27099	Pte	DAVIS, J	-	10 Jul 09
JDF/26800	LCpl	JOHNSON, L	-	13 Mar 09	JDF/26643	LCpl	CLARKE, O	-	04 Mar 10	JDF/25592	L/LCpl	HYATT, R	-	24 Sep 09
JDF/26035	LCpl	SPENCER, R	-	13 Mar 09	JDF/27876	LCpl	HINDS, L	-	04 Mar 10	JDF/28353	Spr	GARDNER, D	-	04 Nov 09
JDF/50302	LCpl	WALDEN-GRANT, D	-	13 Mar 09	JDF/26394	LCpl	CLARKE, O	-	04 Mar 10	JDF/27976	Spr	PLUNKETT, D	-	04 Nov 09
JDF/26886	LCpl	LYONS, K	-	13 Mar 09	JDF/27031	LCpl	BURKE, L	-	04 Mar 10	JDF/27559	Spr	TOWNSEND, L	-	04 Nov 09
JDF/50346	LCpl	CLARKE, J	-	13 Mar 09	JDF/28119	LCpl	ROWE, C	-	04 Mar 10	JDF/27052	Spr	HUNT, D	-	04 Nov 09
JDF/27121	LCpl	GREEN, M	-	13 Mar 09	JDF/50309	LCpl	BURKE-JOHNSON, M	-	04 Mar 10	JDF/26712	Spr	BAKER, F	-	04 Nov 09
JDF/50294	LCpl	MONTAGUE, T	-	13 Mar 09	JDF/27709	LCpl	MALCOLM, S	-	04 Mar 10	JDF/26909	Pte	BROWN, K	-	10 Nov 09
JDF/27203	LCpl	WHITE, O	-	13 Mar 09	JDF/26567	LCpl	BLAGROVE, C	-	04 Mar 10	JDF/28094	Pte	LEDGISTER, K	-	10 Nov 09
JDF/26106	LCpl	COOKHORNE, K	-	13 Mar 09	JDF/26883	LCpl	SCOTT, S	-	04 Mar 10	JDF/27351	Pte	NEMBHARD, K	-	10 Nov 09
JDF/26190	LCpl	WEBSTER, M	-	13 Mar 09	JDF/26716	LCpl	DALEY, L	-	04 Mar 10	JDF/25807	Pte	WADE, R	-	10 Nov 09
JDF/26523	LCpl	WRIGHT, W	-	13 Mar 09	JDF/25948	LCpl	McDONALD, A	-	04 Mar 10	JDF/27393	Pte	EFFERSON, T	-	10 Nov 09
JDF/28033	LCpl	PRYCE, A	-	13 Mar 09						JDF/27692	Pte	TIBBY, M	-	10 Nov 09
JDF/26280	LCpl	THOMAS, M	-	02 Jul 09						JDF/25873	Pte	FRANCIS, G	-	10 Nov 09
JDF/26108	LCpl	KENNEDY, K	-	02 Jul 09	o			To the rank of Lance Corporal:		JDF/27400	Pte	McFARLANE, O	-	10 Nov 09
JDF/24355	LCpl	LEWIS, F	-	02 Jul 09						JDF/28164	Pte	WINT, M	-	10 Nov 09
JDF/25894	LCpl	ROBINSON, L	-	02 Jul 09	JDF/27371	Pte	CHAMBERS, T	-	22 Apr 08	JDF/27055	Pte	MINTO, H	-	10 Nov 09
JDF/26203	LCpl	APPLETON, R	-	02 Jul 09	JDF/25273	Pte	CUMMINGS, P	-	22 Apr 08	JDF/29052	Pte	JOHNSON, J	-	10 Nov 09
JDF/26531	LCpl	KNIGHT, G	-	02 Jul 09	JDF/27966	Pte	McLARTHY, T	-	22 Apr 08	JDF/27441	Pte	WILSON, B	-	10 Nov 09
JDF/25295	LCpl	BROWN, R	-	02 Jul 09	JDF/26719	Pte	LEDGISTER, A	-	22 Apr 08	JDF/28444	Pte	SIMON, D	-	10 Nov 09
JDF/26283	LCpl	PINNOCK, T	-	02 Jul 09	JDF/27664	Pte	NELSON, C	-	22 Apr 08	JDF/27587	Pte	BARNES, R	-	10 Nov 09
JDF/25182	LCpl	McLEOD, A	-	02 Jul 09	JDF/27138	Spr	JONES, R	-	24 Feb 09	JDF/26424	Pte	TRACEY, T	-	10 Nov 09
JDF/25989	LCpl	CHRISTIE, T	-	02 Jul 09	JDF/27313	L/LCpl	VAZ, G	-	13 Mar 09	JDF/27765	Pte	THOMPSON, S	-	10 Nov 09
JDF/50308	LCpl	MOODIE, L	-	02 Jul 09	JDF/27326	L/LCpl	JACKSON, J	-	13 Mar 09	JDF/28058	Pte	CROSS, E	-	10 Nov 09
JDF/26776	LCpl	McEWAN, P	-	02 Jul 09	JDF/26669	L/LCpl	LESLIE, A	-	13 Mar 09	JDF/27860	Pte	WILLIAMS, E	-	10 Nov 09
JDF/26077	LCpl	BROWN, A	-	02 Jul 09	JDF/27923	Pte	JEFFREY, K	-	13 Mar 09	JDF/50425	ORD	GRAHAM, S	-	04 Feb 10
JDF/26915	LCpl	BURKE, R	-	02 Jul 09	JDF/26947	Pte	GRAHAM, R	-	13 Mar 09	JDF/27776	L/LCpl	AIKMAN, K	-	02 Mar 10
JDF/26271	LCpl	O'CONNOR, K	-	02 Jul 09	JDF/27127	Pte	HENRY, K	-	13 Mar 09	JDF/24944	L/LCpl	HENRY, G	-	04 Mar 10
JDF/27060	LCpl	SMITH, C	-	02 Jul 09	JDF/27325	Pte	WOOLCOCK, O	-	13 Mar 09	JDF/27454	Spr	BENNETT, B	-	04 Mar 10
JDF/24474	LCpl	FRAZER, M	-	02 Jul 09	JDF/27880	Pte	SIMPSON, J	-	13 Mar 09	JDF/26729	L/LCpl	CLAYTON, P	-	09 Apr 10
JDF/27284	LCpl	REECE, D	-	02 Jul 09	JDF/26980	Spr	NESBETH, L	-	13 Mar 09	JDF/27693	L/LCpl	TOMLIN, U	-	09 Apr 10
JDF/26237	LCpl	WATSON, H	-	02 Jul 09	JDF/26429	Spr	DAWKINS, E	-	13 Mar 09	JDF/27779	Pte	ARIS, A	-	09 Apr 10
JDF/50394	LCpl	DIXON, D	-	02 Jul 09	JDF/28106	Spr	MORRIS, H	-	13 Mar 09	JDF/26906	Pte	BROWN, D	-	09 Apr 10
JDF/27252	LCpl	GREEN, C	-	02 Jul 09	JDF/28452	Spr	BECKLES, D	-	08 Apr 09	JDF/27801	Pte	DOBNEY, R	-	09 Apr 10
JDF/26053	LCpl	WOODHOUSE, L	-	02 Jul 09	JDF/26939	L/LCpl	EVANS, M	-	24 Apr 09	JDF/27477	Pte	DOUGLAS, K	-	09 Apr 10
JDF/25858	LCpl	RAMSAY, E	-	02 Jul 09	JDF/27231	L/LCpl	BROWN, C	-	24 Apr 09	JDF/26733	Pte	DUNSTAN, A	-	09 Apr 10
JDF/27131	LCpl	HYATT, O	-	02 Jul 09	JDF/27601	Pte	COKE, S	-	24 Apr 09	JDF/27481	Pte	EDWARDS, J	-	09 Apr 10
JDF/50357	LCpl	JEFFERY, S	-	02 Jul 09	JDF/27604	Pte	DARIEN, O	-	24 Apr 09	JDF/27623	Pte	GOODWIN, G	-	09 Apr 10
JDF/26742	LCpl	MARTIN, J	-	02 Jul 09	JDF/27975	Pte	PATTERSON, G	-	24 Apr 09	JDF/27826	Pte	LINDSAY, G	-	09 Apr 10
JDF/26665	LCpl	JAMES, R	-	02 Jul 09	JDF/28154	Pte	WALTERS, C	-	24 Apr 09	JDF/25703	Pte	MILLER, D	-	09 Apr 10
JDF/27278	LCpl	NICHOLSON, R	-	02 Jul 09	JDF/28240	Pte	MULLINGS, M	-	24 Apr 09	JDF/26574	Pte	McKENZIE, C	-	09 Apr 10
JDF/25996	LCpl	NICHOLSON, G	-	02 Jul 09	JDF/27254	Pte	HAMILTON, J	-	08 May 09	JDF/27447	Pte	PHILLIPS, N	-	09 Apr 10
JDF/26026	LCpl	MEREDITH, C	-	04 Nov 09	JDF/50377	L/LCpl	HALL, A	-	02 Jul 09	JDF/26571	Pte	STEWART, G	-	09 Apr 10
JDF/25110	LCpl	WILLIAMS, R	-	04 Nov 09	JDF/50358	Pte	GREGORY, S	-	02 Jul 09	JDF/26289	Pte	WILLIAMS, D	-	09 Apr 10
JDF/26357	LCpl	GORDON, R	-	04 Nov 09	JDF/26957	Pte	HENRY, G	-	02 Jul 09	JDF/27713	Pte	WILLIAMS, N	-	09 Apr 10
JDF/26526	LCpl	BLACK, R	-	04 Nov 09	JDF/25803	Pte	TAYLOR, S	-	02 Jul 09	JDF/26807	Pte	WILLIAMS, R	-	09 Apr 10
JDF/23338	LCpl	McDONALD, C	-	04 Nov 09	JDF/27062	Pte	THOMAS, R	-	02 Jul 09	JDF/27570	Pte	WILSON, O	-	09 Apr 10
JDF/27011	LCpl	THOMAS, H	-	04 Nov 09	JDF/27523	Pte	McGANN, D	-	02 Jul 09					
JDF/26699	LCpl	MEDWINTER, W	-	04 Nov 09	JDF/28449	Pte	ALLEN, A	-	02 Jul 09					
JDF/27022	LCpl	WAUGH, R	-	04 Nov 09	JDF/50340	Pte	COLLINS, S	-	02 Jul 09					
JDF/26743	LCpl	MARTIN, M	-	04 Nov 09	JDF/27162	Pte	MORRISON, J	-	02 Jul 09					
JDF/26785	LCpl	STERLING, R	-	04 Nov 09	JDF/26599	Pte	HARRISON, A	-	02 Jul 09					
JDF/26240	LCpl	McFARLANE, D	-	04 Nov 09	JDF/28515	Pte	MYERS, M	-	02 Jul 09					
JDF/26748	LCpl	WALCOTT, M	-	04 Nov 09	JDF/26239	Spr	CROLL, O	-	02 Jul 09					
JDF/26831	LCpl	JOHNSON, K	-	04 Nov 09	JDF/27227	Spr	BRISSETT, D	-	02 Jul 09					
JDF/26959	LCpl	HUIE, M	-	04 Nov 09	JDF/27007	Spr	STEWART, D	-	02 Jul 09					
					JDF/26769	Spr	GRAY, P	-	02 Jul 09					



## ***THE MISSION OF WAR***

*Unexpected is what we crave  
As our movements move simultaneously with the slow wind  
Our garments are identical as the night's darkness  
Slowly, more slowly we crawl into our next mission  
The mission of War!*

*Their eyes reflect the hard, cold steel I hold in my hand  
The protector of my colleagues and I  
We will not give in  
We cannot  
We must not  
We will stand our ground  
We are on a mission  
The mission is War!*

*Cry they will  
Hate they will  
Defeat they will try  
But we stand resolute  
As the lion's power in us roar for we will not retreat  
Until we've finish our mission  
The mission of War!*

*They have sense our authority  
The great power we hold as a team  
We are one bond  
We are one spirit  
We are one body  
All on a mission  
The mission, the mission of War!*

*By: Jodian Campbell*



# ALERT

2010





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### MY SANDHURST EXPERIENCE

Lieutenant T Black, HQ



Lt T Black about to board a C130 aircraft

The Royal Military Academy Sandhurst (RMAS), in Surrey, England, was established in 1947 as a training institution for officers in the British Army and in later years, overseas cadets were allowed to train at this renowned institution. Officers attending Sandhurst are taught the responsibilities of leading and managing soldiers, as well as military tactics and weapons handling. Most importantly however, officers in training have to assimilate and display the core values of being a military officer, which include: Commitment, Courage, Honesty, Integrity, Loyalty and Discipline, the hallmarks of the Jamaica Defence Force core values. The training was infantry-based so that everyone, no matter from what regiment or corps, would have mastered the core essentials before going on to more specialized training after Sandhurst. The Commissioning Course is forty eight weeks, including breaks. During this time armies and governments from over twenty different countries around the world send officer cadets to Sandhurst for training alongside the British cadets. On arrival in the UK, overseas cadets whose basic language is not English have the option of attending a language course at the Defence School of Languages for up to thirteen weeks to improve their competence in understanding and speaking English, before commencing the Commissioning Course. It should be noted that the moment officer cadets arrive at Sandhurst they are fully integrated into platoon life in every respect. Most of the platoons on the Commissioning Course have at least two or three overseas cadets.

In January 2007, Officer Cadets Emmart Stewart, Akeen Haughton-James and I had the privilege of being added to the list of overseas cadets to attend this prestigious institution. On arrival at the Academy we were greeted by Ms Margaret Jones who informed us about her role as chaperone for the duration of our stay at Sandhurst. After our in-processing we were then placed into Companies. I was placed in Imjin Company whilst the other two Jamaicans were placed in Malaya Company. In Imjin Company there were four overseas cadets which included Officer Cadet Panthi (Nepal), Officer

Cadet Maganizo (Malaya), Officer Cadet Mahmoud (Yemen) and myself. We were then introduced to our Cadres-Company Commander Major Moores, Platoon Commander, Captain Jardine and Platoon Sergeant, Colour Sergeant Bicknell.

Throughout the first term there was very little free time, as the schedule was packed. Subject areas included an introduction to leadership, tactics, map reading, living in the field, weapon handling, drill, physical training and personal administration such as ironing, polishing boots and room layout. The focus was on teamwork and building confidence. As overseas cadets, after work hours we were given the password for the Company Commander's phone to make calls back home. Ms Jones checked on us

during meal times, and after a while we felt a part of a family. Also, it was mandatory for everyone to leave their doors open; this was done in order to build the esprit de corps of the Company and to a lesser extent the platoon, and this forged a lifelong friendship, as we sought to help each other during the pressuring early weeks of training.

During term two, we left Old College and moved into New College; here the emphasis turned more to leadership, initiative and the role of the Officer. We spent more time in Faraday Hall, the academic wing of Sandhurst, studying subjects such as conventional warfare, international affairs, and leadership psychology. As overseas cadets we had to do everything the British cadets did and therefore, in an effort to cope with the differences in language and culture which can be difficult for some overseas cadets, we had to do a Language and Academic Culture Fair class in the three academic departments based at Faraday Hall. These ensure that the academic coursework is taught in the best possible way to meet the needs of the overseas cadets. During these classes we were able to speak freely, as we weren't faced with competition from anyone who was already knowledgeable about the subject matter, and there was never a day when we left class without what was taught. We were also given a day to visit our High Commission with the Academy taking care of the cost of transportation and meals. During this visit we met our High Commissioner to the United Kingdom, His Excellency the Honourable Burchell Whiteman, O J. We were also given a chance to taste home cooked meals after being deprived for about five months, as Ms Delores Cooper, who worked at the High Commission, ensured that a Jamaican meal was prepared for us upon arrival.

While the British students put into practice what they had learnt in the second term by doing detailed planning for the Adventure Training expedition, all overseas cadets had to prepare briefing packages about their countries.

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*One of the many JDF cooks preparing a meal for the soldiers at the Force Catering Centre*

## *FEEDING THE FORCE*

*Lieutenant C Rolston, BSc, Sp and Svcs Bn*

This partnership is resulting in the JDF's cooks becoming more creative and more aware of what is expected of them if their performance is to meet the top national and international standards. The knowledge and skills that are characteristic of chefs who work with the hotel are not normally available to cooks in the JDF as major hotels typically employ chefs with international experience and training to guide their local counterparts to function at an international level. Therefore having a partnership with the hotel will enhance the level of cooking within the JDF and in turn could see the JDF becoming a training ground for the society.

Cookery in the Jamaica Defence Force (JDF) over the years has seen its fair share of glorious and in-glorious moments. At times, it seemed as if it was not worth providing the service because of the negative connotations attached to the profession within the JDF and the condescension in military circles worldwide regarding the standard of military meals. But this has not stopped persons within the JDF catering department from making partnerships with the private sector and Government institutions to see the profession grow to the highest level within the Force, and on par with national and international institutions.

A partnership, defined as a cooperative relationship between people or groups who agree to share responsibility for achieving specific goals is exactly why JDF cooks were sent to

various hotels all over the island on a mission to upgrade their cookery skills thereby transforming the standard of meals within the JDF catering department. Over the years, such partnerships were forged with the Sandals Group, Jamaica Pegasus, Couples, Hedonism III and the former Americana Hotel (now Sunset Jamaica Grand Resort).

Specifically over the last three years, a strong partnership has been forged with the Sunset Jamaica Grand Resort Hotel in Ocho Rios where cooks in training undergo week-long on-the-job attachments designed to sharpen their skills in areas such as international cuisine; Chinese, Italian and European cookery; ice and fruit carving; cake and pastry making and general cookery procedures. This partnership has evolved into a relationship where chefs from the hotel now come in to assist JDF cooks on major events. The most recent function was in 2009 at the Second Battalion Jamaica Regiment's All Ranks Christmas party, where a team came from the hotel to assist with the carving of ice and fruits for the function.



*LCpl Omar CHAMBERS receives his certificate of competence from Dr Jacqueline Goldbourne after completing the C3-C2 Cook course.*

To this end, the JDF in recent times has partnered with Government Agencies such as the HEART Trust/NTA and the National Council of Technical Vocational Education Training (NCTVET). As the national body responsible for facilitating and coordinating workforce development in Jamaica, HEART Trust/NTA provides access to

training, competence assessment and certification to all working age Jamaicans and offers career development and employment facilitation services island-wide. Training is provided both in the workplace (enterprise-based), as well as through 28 formal technical vocational and education training (TVET) institutions.

On 6 July 2009 the first batch of JDF cooks to be certified by both agencies began their assessment and after conclusion of the practical component on 14 August, are now awaiting their certification, as all were

successful in both the theoretical and practical aspects. Indeed, as a result of the successful assessment and passing of the Force Catering Centre to become a certified training centre, three members of the JDF catering department have been selected as assessors for the Heart Trust/NTA.

The partnership with the Private Sector and the Government agencies has raised the standard of cookery within the Force and made it possible for the cooks to be certified nationally and internationally while serving as members of the Force, thereby providing an avenue for them to be marketable after a career with the JDF and also making the JDF a valuable training ground on the nation's landscape.



*cont'd from page 18*

impressed by his confidence, experience and abilities and so he was offered the appointment. Soon after he and his wife, Carol Ann were on their way to their surrogate home for the next four years. The task ahead did not worry him. A possible two-three year detachment as an RSM was not seen as a challenge as it was what he wanted to do. As he became acclimatized to the new culture and responsibilities he realized that the task was indeed a challenging one. To this day he still thanks his wife for being a bastion of support throughout his detachment.

During the period of service there WO1 McKenzie became enamored with the Bermuda Regiment and ensured he was integrally involved in shaping the career and life of their soldiers. He saw it as a personal responsibility to bring his culture and vast wealth of knowledge and experience to a people he now regards as his extended family. Looking back, he highlights that the relationship was one of reciprocity. The experience of a different culture and climate, the multitude of parades he officiated and the various educational conferences he attended, have all contributed to the wealth of knowledge he took home when he returned to the JDF

He reminisces and shares that his responsibilities varied from officiating on parades to being the holder of three financial accounts. All this while simultaneously seeking to ensure one of his most important mandates; that of making certain his Bermudan successor would be adequately prepared once he returned to the JDF. Towards the end of his initial two years he was asked to stay on for another two. The JDF allowed him to remain for the additional period during which time he continued to enjoy the confidence and trust of his military superiors and many influential persons in the civilian sphere. On completion of his tour of duty he was the recipient of letters of commendation from the Governor of Bermuda, the Premier of Bermuda and the President of the Senate.

The fact that WO1 McKenzie's tour of duty was such a success and was performed with such distinction should not be a surprise however given his track record. He has been a part of the JDF family for over 35 years and prides himself on being the only

soldier left in the Force from intake 26. He has an obvious affinity for the military exhibited by his years of continued service. He currently holds the appointment of Force Sergeant Major, the top enlisted position in the JDF. Throughout his service though he has served in various units and has held a number of positions; in 1JR he served from Section Commander to Company Sergeant Major. He represented that unit in shooting and swimming competitions. He then served in the Support and Services Battalion as Unit Sergeant Major (USM) JDF Provost Unit, Depot Sergeant Major (DSM) JDF Training Depot, and Regimental Sergeant Major Permanent Staff Instructor (PSI) Third Battalion The Jamaica Regiment (National Reserve).

WO1 McKenzie has attended and successfully completed several military courses; they include the Junior and Senior Non-Commissioned Officers Cadres, in which he received the Best Student and Second Runner-up Best Student Awards, respectively; All Arms Advance Drill Course (UK), where he received a distinction; Service Fund Accounting Course; Law of Armed Conflict Instructors' Course (Trinidad and Tobago); Waterborne Operations-Trainers' Course (Puerto Rico); and The Humanitarian Challenge, Refugees and Internally Displaced Persons Course (Canada). He is decorated with the Medal of Honour for Meritorious Service, General Service (Grenada over the period October 1983 to July 1985) and the Medal of Honour for Long Service and Good Conduct. He is also now the recipient of the 1st Bar to the Medal of Honour for Meritorious Service and the 1st Bar to the Medal of Honour for Long Service and Good Conduct.

Clearly, WO1 McKenzie is a consummate professional but despite his illustrious and busy career, he has still found the time to be a devoted husband, father and grandfather.

The relationship between the JDF and the Bermuda Regiment has been a successful one that has provided mutual benefits for both organizations. It is one that the JDF prides itself in maintaining and one that can be anticipated to continue in the future. ●



cont'd from page 46

These were presented to the Commandant, the Adjutants, Company Commanders, Platoon Commanders et al. Our presentation was done with a view of 'selling' Jamaica, where we three Jamaicans showed the geographical location of the island in relation to the rest of the world, especially the UK, and highlighted our beautiful topography and fauna. We spoke about the Jamaica Defence Force and indicated in which Regiment/Unit we wished to serve. The Jamaican officer cadets even went as far as sharing some of our food items with them including our famous Wray and Nephew Rum which they found very potent.

In term three the focus shifted from learning about conventional war to other kinds of operation, such as counter-insurgency and peacekeeping. During this time we took part in demanding and realistic field exercises which included riot control, taking turns to be the insurgents and gathering information, just to name a few. Before the deployment on our final exercise in December 2007; most of the time was spent outdoors and therefore a control measure for all overseas cadets was a briefing on hypothermia and ways to counter this. All British officer cadets were responsible for keeping an eye on the overseas cadets, especially during the winter period. Fortunately, and because of these measures, only one overseas cadet went down with hypothermia.

Our Company Commander, Major Moores was a member of the Army Air Corps and so we were given the opportunity of a firsthand experience of

what it was like being in theatre deploying on an aircraft (C130), assaulting a position and getting back on the aircraft to return to base. This possibly once in a lifetime experience was an eye opener. In our final attack, upon reaching the line of departure we were taken into battle by an Armoured Fighting Vehicle (AFV). This was yet another experience that all overseas cadets will remember. After End Ex was called it dawned upon us all that the end was near. After breakfast in the fields we all got a chance to wear our own cap badges and I proudly displayed my Jamaica Defence Force cap badge. We were then formed up for an address by the Commandant, after which he announced the Junior Under Officers (JUOs) – the top students of the Course. Again the overseas cadets were a part of this league; three were chosen to be JUOs. From these three, one was chosen to receive the Overseas Cadet Sword at the passing out parade.

The time spent at RMAS was memorable. How can one forget the most prestigious place for training. There was never a dull moment and the overseas cadets were never left behind or allowed to feel alienated. Especially as a Jamaican I felt welcomed with opened arms and the hospitality continued until the end. RMAS made us into leaders and groomed us so that upon completion we could return to our own organizations and become builders on the foundation that had already been laid. ●

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| <ul style="list-style-type: none"> <li>• <b>Motor</b></li> <li>• <b>Homeowners Comprehensive</b></li> <li>• <b>Commercial Property</b></li> <li>• <b>Burglary</b></li> <li>• <b>Money</b></li> </ul> | <ul style="list-style-type: none"> <li>• <b>Liability</b></li> <li>• <b>Individual Life</b></li> <li>• <b>Group Life</b></li> <li>• <b>Personal Accident</b></li> <li>• <b>Group Health</b></li> </ul> |
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*Let's Talk Insurance*



## PARTNERING FOR NATION BUILDING

Staff Sergeant K Reid, 1 Engr Regt (JDF)

1 Engineer Regiment (JDF) is the arm of the Jamaica Defence Force responsible for building construction, infrastructure development and facility maintenance. This responsibility may either be internal to the JDF, as in its specific mandate for the 'planning, construction and maintenance of all JDF installations' or it may be external as in its parallel mandate to 'provide engineering assistance or advice to the Government and Civil Agencies.

Since its inception in 1992, 1 Engineer Regiment (JDF) has been involved in a number of external projects in collaboration with Government Ministries, Executive Agencies and the Office of the Prime Minister as well as a wide range of non-profit civil organizations such as Food for the Poor, and various children's homes. Foremost among the external projects undertaken have been projects involving partnerships with the Urban Development Corporation (UDC) and the National Housing Trust (NHT). These executive agencies initially sought the participation of the JDF in two landmark ventures in the years immediately preceding the turn of the millennium: the Lift Up Jamaica (LUJ) Programme under the auspices of the UDC (commencing in 1999), and Project Relocation 2000 spearheaded by the NHT. The partnerships on which these projects were founded continued through the ensuing years and from current indications are likely to proceed well into the future.

### Lift Up Jamaica – Phase 1

The LUJ Programme commenced in 1999, and had as its primary objective the provision of physical infrastructure development in inner city and rural communities. Additional objectives included the provision of worthwhile employment and on-the-job skills training and development for citizens, particularly within a target age group of 18 to 40 years. The infrastructure development primarily comprised the construction, rehabilitation or improvement of facilities such as basic schools, community centres and health centres as well as small-scale construction work involving drains, sidewalks, curb walls and perimeter walls. The JDF's role on the project included construction management (including site management) quality control functions, the supervision of skilled and unskilled labour (including on-the-job training), schedule monitoring, and in general, assisting in the

coordination of the diverse elements of the construction process.

The first phase of LUJ spanned the period 1999 to 2003 with projects undertaken across the breadth of the island. The JDF was involved in the majority of project sites, particularly those located in areas with particular security concerns. Among the major projects undertaken were the construction of the Havendale, Marine Park and Duhaney Park Community Centres; the Chin Loi Basic School in Tivoli Gardens and the Barnes Basic School in Maxfield Park. The project was an immense success, and directly led to the second iteration of LUJ in 2005.

### Lift Up Jamaica – Phase 2

The second phase of LUJ commenced in 2005, and the programme, which had an initial budget of J\$2 billion, was modelled off the first phase. However, the projects comprising this phase were primarily situated in the parishes of Kingston, St Andrew and St Catherine. As with phase 1, the JDF primarily got involved in projects being undertaken in areas that had security concerns. In total, sixty seven projects were undertaken with the participation of JDF personnel. Among the major ones were the Cumberland Community Centre in St Catherine; the Hope Zoo Improvement Project, and the construction of perimeter walls at the Commodore and Markland Cemeteries in St Andrew and at the Carnival Basic School in West Kingston. Phase 2 of LUJ ended in 2009, at which time the uncompleted projects were re-categorized under the UDC's Social Intervention Programme (SIP).



JDF Engineers help to construct a building at the Nannyville Community Centre as part of the Urban Development Corporation "Lift Up Jamaica" project.

### The Social Intervention Programme (SIP)

The SIP commenced in January 2009. In addition to seven uncompleted LJJ projects, it incorporated the GC Foster College Spectator Stands Project, with which 1 Engineer Regiment (JDF) personnel had been involved since 2008. Subsequently, the Emancipation Square Project, involving the strengthening of historic buildings in the old town square in Spanish Town, and the construction of the Simon Bolivar Cultural Centre in downtown Kingston have commenced as part of the SIP.

Currently, discussions are being held between the JDF and the UDC with respect to a number of other projects slated to occur under the SIP. This progressively deepening partnership also involves the collaboration on pre-construction planning for the construction of multi-storey accommodations in Up Park Camp and possibly other JDF installations, as well as the proposed development of a new JDF base in Caymanas.

The partnership between the JDF and the NHT began with Project Relocation 2000. The planning for the project culminated in an official Government announcement in September 1999, with actual project commencement in 2000. Subsequently the partnership extended to the Inner City Housing Project (ICHP) in 2004, as well as the construction of accommodation buildings at a JDF base in Montego Bay.

### Project Relocation 2000



The objective of the Relocation 2000 Project was to provide housing solutions for the relocation of residents of informally settled communities. The actual undertaking comprised project sites in Belle Aire, St Ann and Providence Heights, St James. Belle Aire saw the development of 130 housing solutions, while 320 were completed at Providence. 1 Engineer Regiment (JDF) provided a project team for each site, with responsibility for site management, quality control, schedule monitoring as well as

direct input in terms of heavy equipment operation and engineering surveying. The project was a reflection of collaboration involving the capital resource of the NHT, the expertise of local consultants, the previously mentioned skills and input brought to bear by the JDF and the employment of the local workforce. Hence, while accomplishing the primary direct objective of addressing the need to provide low income housing, the project also provided the additional benefits of employment within the host communities as well as the acquisition of substantial training and experience by Engineer Regiment personnel.

### The Inner City Housing Project

The ICHP commenced in 2004, and the project's objective at inception was to construct 5,000 housing units that would be earmarked for acquisition by lower income earners in the Kingston Metropolitan Area (with a J\$5 billion budget). Funding for the project was provided by the NHT. The work was undertaken by Ashtrom Building Systems Ltd and comprised the construction of three and four-storey apartment buildings using a typically equipment-intensive approach to large-scale construction referred to as 'system building.' As the name suggests, system building involves the repetitive use of an established system of construction to produce similar buildings within less time and at reduced costs.

In addition to its primary objective of providing affordable housing, the project was geared towards the provision of significant employment opportunities in the form of trade and general labour, as well as income generation for local suppliers and sub-contractors. The JDF was called on to play an integral role in the project via the input of the Engineer Regiment. The soldiers were employed primarily in construction supervision and site management roles, and their presence contributed to the maintenance of order on the sites, and the deterrence of criminal elements.

Work on the Inner City Housing Project ceased in 2008, with the JDF having had integral input in the successful completion of five major project sites. These comprised two sites along Spanish Town Road, one in Trench Town and two in Denham Town.

### Military Facility Construction

The partnership between the JDF and the NHT and the relationship established with Ashtrom Building Systems Ltd on the Inner City Housing Project carried over into the development of a new military installation at Providence in St James. The project, which involved the construction of two 2-storey barrack buildings for 'D' Company of the Third Battalion The Jamaica Regiment (National Reserve) commenced in 2004 and was completed in 2006. As with the major housing project, funding was generated through the NHT, the major work undertaken by the contractor, and management provided by the JDF. The collaboration of the JDF and NHT is set to continue with a major project involving the construction of multi-storey barrack accommodation in Up Park Camp, and possibly other JDF installations.

The JDF's partnerships with the UDC and the NHT with respect to construction projects have to date been very successful and mutually beneficial. The success to date has fostered planning for not only a continuation of the partnership, but for increased cooperation and collaboration with a view to reaping even greater reciprocal and national benefits. ●



## ENHANCING OUR TECHNICAL SKILLS

*Staff Sergeant L. Thompson, Sp and Svcs Bn*



*LCpl Cordell Sterling of the JDF Workshop receiving his student academic award for Level 2 Industrial Electronics from Mrs Grace McLean during his graduation at NTEI.*

The Jamaica Defence Force (JDF) has, over the years sought to establish relationships with reputable technical training institutions to enhance the quality services offered.

In the late 1970s a relationship with the Vocational Training and Development Institute (VTDI) was formed. Prior to 1983 the VTDI was the sole provider of localized training to the JDF Workshop personnel. In 1983 the Jamaica Defence Force in an effort to improve the level of training in the automotive sector, established a partnership with the Jamaica German Automotive School (JAGAS). This collaboration has lasted over thirty years and the JDF Workshop has since improved the technical capability of its workforce.

During the late 1980s the Jamaica German Automotive School became the training institution that offered most of the motor vehicle technology training to the JDF Workshop personnel. This pre-university standard has been acknowledged to be the highest of automotive training throughout the Caribbean. In addition to the Motor Vehicle Systems course, other sub-divisions of studies have been included, a few of which are: transmission, air brakes and dynamics. The inclusion of refrigeration and pneumatics has afforded the 1 Engineer Regiment with the opportunity to provide continued training for technicians who were proficient in the electrical and auto refrigeration field. The inclusion of the 1 Engr Regt technicians has shown how diversified the training been offered by JAGAS has become.

The National Tools and Engineering Institute (NTEI) were approached by the JDF Workshop in September 2003 so as to further improve the Telecommunication and Instrument Department (TELS). A year later Industrial Electronics was introduced as a course at NTEI with eleven candidates, both male and female from the TELS department in attendance. At the completion of the three year Electronics Training course the newly trained technicians exhibited profound enthusiasm as they showed off their skills while troubleshooting various electronic components on the job. This partnership with NTEI has created a higher level of proficiency among the Telecommunication staff. The eleven graduates, all at the rank of private have since been executing tasks with very little or no supervision. This level of training has proven efficacious.

The JDF Workshop has become both time and task efficient sub-unit demonstrating the benefits of training. The relationship shared is reciprocal, as these institutions view trainees from JDF as the most disciplined and matured, resulting in a favorable impact on the other younger students who attend the institutions. The JDF relies heavily on an efficient technical foundation for its daily operations. It is the 'nuts and bolts' in the wheel that grinds each day. ●



## BRINGING INTERNATIONAL CERTIFICATION TO JDF SOLDIERS

Mrs K Bell-Lewis, Heart Trust/NTA

When 44 soldiers from the Technical Training Institute (TTI) of the Jamaica Defence Force got their certification last August, they beamed collectively with understandable national pride. They were only the second class to graduate locally in skill areas that previously were only acquired abroad.

The soldiers had just finished a ten-month, Level Two Artisan training programme. Twenty-five participated in General Construction, ten in Electrical Installation and nine in Welding and Fabrication. Their certification means that they are now internationally recognised as professionals in their chosen fields, and allows them to offer these much-needed skills to the JDF,

which could benefit. Then a few years ago the JDF decided that it should be able to provide training internally to more soldiers without affecting the quality of teaching. Hence, the birth of the JDF TTI in 2008.

General Construction was the first course because the JDF needs such skills for internal and national projects such as Lift Up Jamaica. As part of that course, soldiers learn theory and do practical work, including carpentry and joinery, masonry, steel fixing, occupational health and safety and measurement and calculation. WO1 Powell hopes the JDF TTI will soon train soldiers in plumbing and air conditioning, because these skills are also much needed.



*Pte Loray, NEEDHAM receives her certificate of competence from Dr. Joan Reid Senior Education Officer, Standards Masters Teacher after completing the 0-C3 Medical Assistant's Course.*

and should they choose to leave the army, are fully equipped to enter other careers.

The TTI is a partnership between the JDF and HEART Trust/NTA and has national development implications. Certainly, this is an effort that will bring added value to a wider cross section of Jamaicans in the training the agency provides.

"Soldiers were very excited about this opportunity to be officially qualified in their chosen skills areas," says Staff Sergeant Cecil Salesman, facilitator for Electrical Installation. Warrant Officer Class One (WO1) Charles Powell says that many soldiers learn skills while in the JDF, but are not certified. Traditionally, the JDF sent soldiers overseas for both military and technical training. This has been both costly and limiting in the number of persons

Apart from practical applications, WO1 Powell says soldiers are also taught "soft" skills. "They learn to combine their skill and knowledge and improve their attitude towards teaching and completing things properly...all in an effort to make a well rounded person," he explains.

This partnership with HEART Trust/NTA is seen by soldiers as an important step in promoting nation building. "The certification has not only made them marketable internationally, but it tells the world that the JDF has tradesmen certified to world standards, ready to take on whatever task is given to the Force," says Sergeant Rohan Brown, Instructor and Assessor for General Construction.

"The training offered at the JDF Technical Training Institute has in no small way equipped our trainees with the necessary skills, knowledge and attitude required to perform effectively and efficiently, not only in their respective skill areas, but in other areas as well."

In 2008, 48 participants passed the JDF TTI certification, while 44 out of 45 successfully completed training in 2009. JDF officials say the TTI is likely to become "the premier Artisan Skills Training Centre in Jamaica and the Caribbean," providing highly efficient, adaptable and effective professionals for the armed forces of the region.

This partnership with the HEART Trust National Training Agency is clearly helping to develop the career potential of JDF soldiers. ●



## RELATIONSHIPS TO SMILE ABOUT

*Staff Sergeant H LAWRENCE, Sp and Svcs Bn*

The Jamaica Defence Force (JDF) Dental Centre has been involved in three important partnerships with Orthodontist entities over the past four to five years to provide dental care for officers, soldiers and their dependents. The three Orthodontists are Tingridders of Jamaica, (Drs. Otto Beck and Nigel Knight), Island Smiles (Dr. Jeffrey Meeks), and Eurodent, which is a group of highly skilled European Dental Laboratory Technicians.

With the advances in dental technology and techniques, there is no better time to forge alliances with entities that will not only provide specialized dental services that will benefit members of the JDF and their dependents, but also seek to impart specialized knowledge to JDF practitioners in the field of Dental Laboratory Technology. Though the services are offered mainly to married officers, soldiers and their respective dependents, in some special instances, treatment can be extended to children of unmarried officers and soldiers upon recommendation. Orthodontic consultation, treatment and installation of retainers are offered to children ages 5 to 12, and in special cases children up to age 14.

Through the Tingridders Partnership, the JDF has over the years received complimentary services in the areas of consultation and construction of retainers. In addition, each year two complimentary installations of braces are given to members of the JDF, to cases identified by the Force and Regimental Dental Officers based on the severity of their cases. Island Smiles also conducts one complimentary orthodontic installation per year for the JDF. Tingridders also operates a special clinic geared

towards the breaking of thumb-sucking habits in children. This counseling is done on an individual or group basis once per month.



*Dr Otto Beck (left) from Tingridders of Jamaica examining a young patient*

The Force Laboratory Dental Technicians also benefit immensely from on-the-job training in the art of orthodontic procedures both in the practical and theoretical aspects of the field. Although JDF Laboratory Technicians are usually trained overseas at the prestigious Military Academy of Health Sciences at Fort Sam (Texas, USA), these technicians' skills and competencies are further enhanced by exposure to state-of-the-art orthodontic practices, procedures and supervision provided by Tingridders.

Whilst the JDF constructs some retainers and other orthodontic appliances in-house, a substantial amount of the retainers are currently produced at the Tingridders facility by a trained JDF Dental Technician under the tutelage of Drs. Beck and Knight. A group of technicians also benefitted from on-the-job-training conducted by Eurodent, and this training is related specifically to the construction of chrome cobalt frameworks for dentures.

Partnerships of this nature add much value to the level of care provided at the JDF Dental Centre. These collaborations have produced enhanced skills, and provided important dental care. The gradual growth in the clinic size is indicative of the need for this type of dental care, and the Force Dental Centre looks forward to these continued partnerships which will only lead to a positive future for the dental health of members of the JDF and their dependants. ●

# WORKING WITH REDTRAC

*Lieutenant M Hillary, MBA, BSc, HQ JDF*

Today, the spread of illicit drug trafficking and the illegal importation of weapons is one of the major concerns to the Caribbean Community. Combating these situations requires the adoption of large-scale measures: military, political, economic, social, financial and legal. It is important for the security forces to be equipped with the knowledge required for this task. In this light, the Regional Drug Law Enforcement Training Centre (REDTRAC) has the potential to contribute to the effectiveness of the region's security forces.

REDTRAC was established in May 1995 by the Jamaican Government and the United Nations International Drug Control Programme (UNDCP) to serve the drug control training needs of different control agencies in the eighteen English-speaking Caribbean countries and ultimately, other Caribbean nations. The centre was originally funded by the Jamaica government; however participants from other jurisdictions are now required to pay a stipend to cover tuition, accommodation and meals. To date a little over seven thousand law enforcement personnel have been trained at REDTRAC. The centre focuses on strengthening the capabilities of the Police, Customs, Port Security, Defence Forces, Judiciary, Prosecutors and other drug control bodies. Training provided by REDTRAC has greatly reduced our dependence on other countries for training, produced greater cost effectiveness in satisfying the training needs of the participating countries and improved relationship between regional law enforcement bodies and co-operation between governments.

In the past, officers from Jamaica and the rest of the Caribbean received counter-narcotics training in Canada,

the United States and the United Kingdom. This meant that only a limited number of officers could be facilitated. Additionally participants were exposed to matters deemed unnecessary for the Caribbean environment.

Initially, emphasis was placed on teaching general narcotics interdiction courses, but gradually the centre's curriculum expanded to include intelligence-gathering, financial investigations, advanced leadership skills and most recently the techniques of financial investigation - a product of collaboration between REDTRAC and trainers from the US Treasury.

REDTRAC has achieved considerable and measurable successes in a number of areas. Among these: the entity has collectively designed a regional drug law enforcement training manual, the purpose of which is to continuously remind participants about the various procedures and concepts; over two hundred officers have been specifically trained in the techniques of Instructor Training and Development, furnishing them with enhanced knowledge, skills and abilities to return to their respective countries and train others in enforcing drug laws. Also, REDTRAC has equipped itself with the capability of offering common law enforcement specialist training to agencies and departments that undertake anti-narcotics operations.

As a regional initiative, REDTRAC aims to establish a common approach to drug control strategies and has contributed to reducing the risk of geographical displacement of drug activities. The training that is provided by this regional institution has made a significant contribution to the development of counter-drug capabilities across the Caribbean. ●



*Students at the REDTRAC being guided by an instructor while conducting Law Enforcement Exercises.*



## A PARTNERSHIP FOR RESEARCH AND STUDY IN NATIONAL SECURITY

Major (Retd) Hilton A. McDavid, MEM, BDM, DSc.

### Introduction

Sometimes it is best to judge a programme by the performance of its graduates. The MSc in National Security and Strategic Studies has in the short period of its existence, provided the Caribbean with leadership in both the Public and Corporate Security Sectors. The programme was demand driven as the concentration of education and training of the Region's security forces, allied government organizations and private security firms, conducted almost entirely in Canada, the United Kingdom and the United States of America, was no longer cost-effective and wholly pertinent.

The British Government acknowledges this and in an unclassified document for the participants of the first Caribbean Security Sector Senior Command Training Programme, which was conducted in Trinidad and Tobago from January 10, 2005 to March 18, points out that 'the changes in style and particularly in cost of relevant courses of this nature in the UK, the USA and Canada have meant it is no longer possible to offer places for Caribbean professionals in the number previously enjoyed.' It was also conceded that if such training could be developed within the region it would be delivered with 'a regional feel and a focus on relevant regional issues.'

The concept of the Masters in National Security and Strategic Studies was born. The programme serves not only to complement the professional training of the senior managers of the security sector but in many instances also to provide them with the opportunity of exposure to the rigours of Graduate Studies in a field very pertinent to their day to day activities. Prior to the programme being introduced, the senior commanders in the Caribbean with Masters Degrees all had them in disciplines such as Human Resource Development and Business Administration, which may have been excellent for their resettlement prospects and did assist greatly in their current administrative and operational duties.

The programme was developed in consultation with the Headquarters, Jamaica Defence Force, the Jamaica Constabulary Force Staff College, the Sir Arthur Lewis Institute for Social and Economic Studies (SALISES) and the CARICOM Secretariat. Since the commencement of the programme in the 2005 – 2006 academic year, students have been drawn from the senior and mid-management levels of the security forces, custom services, immigration services, civil aviation authorities, other government and parastatal organisations and private security firms. To date a total of forty students have graduated, including three with distinction.

### Focus

The programme focuses primarily on providing professional graduate level academic training for students who are likely to occupy the most senior positions in the security sector agencies and allied organisations across the Caribbean, so that they may be better prepared to meet the challenges of their roles. In addition, it provides a better understanding of:

- agency roles and functions;
- the domestic, regional and international settings of national security policy;
- the concepts of military threats;
- issues of crime and violence;
- terrorism, particularly narco- terrorism;
- crisis management;
- military alliances;
- 'third level' human rights as security concerns
- national security policy and programme analysis.

The programme is delivered directly from the School of Graduate Studies and Research.

### Objectives

The programme has two main objectives. Firstly, to educate and prepare scholars in strategy and national security for positions of senior levels in government and security forces in the region, and for positions in regional universities and colleges, and research institutions. And secondly to facilitate the conduct of basic policy relevant research in crucial topics of security strategy and pertinent aspects of criminology, with a view to providing a better understanding and thus more appropriate solutions for the security problems confronting the Caribbean.

### Philosophy

The educational emphasis of the programme is placed on a policy oriented approach, as well as on critical examination of the theories and concepts that have influenced regional strategic, defence and anti-crime policies.

Particular attention has consistently been paid to emerging strategic trends that pose long-term challenges to the Caribbean security, both collectively and as to individual countries, and which raise complex trade-offs for policy makers.





*Students from the Masters in National Security and Strategic Studies programme at the University of the West Indies*

**The Academic Programme**

The faculty for the programme is drawn from seasoned university lecturers and members of the security services, in addition; two modules representing the first four weeks of lectures in the courses, National Security Policy and Programme Analysis and Security and Defence Economics, are delivered by the Faculty of the Center for Hemispheric Defense Studies, National Defense University, USA.

In June 2009 a major simulation exercised was introduced, at which senior commanders of the security forces along with staff from the Customs Department and Immigration being trained joined the students in a policy simulation exercise. The scenario of the "Guns for Drugs" trade with Haiti was used.

It is expected that this will be an annual exercise and the students and the security sector in general will greatly benefit from the interactions and knowledge and experience of the collective. The 2009 simulation was a great success.

**The Way Forward**

With the continued partnership between the University of the West Indies and the Jamaica Defence Force, and other regional stakeholders additional initiatives have been embarked upon. These are:

- Centre for National Security and Strategic Studies (CNSSS). This was launched in May 2007 by the then Jamaican Minister of National Security, Dr Peter Phillips.
- The Institute for Criminal Justice and Security (ICJS) will be an integral part of the Centre of Excellence for Crime and National Security. The Centres for Public Safety and Justice, Mona; Criminology and Criminal Justice, St. Augustine; and Criminology and Criminal Justice, Cave Hill will also be incorporated under the ICJS.

The Centre is currently still at the fledging stage but it is hoped that

it will be fully operational by August 31, 2010. The objectives are:

- a. To conduct basic policy-relevant research and crucial topics of security, strategy and criminology, with a view to providing a better understanding of and thus more appropriate solutions to the security problems confronting the Caribbean region.
- b. To educate and prepare scholars in strategy and national security for positions at senior levels in the government and security forces in the region, and for positions in regional universities and colleges, and research institutions.
- c. To improve the quality of leadership within the Security Sector and develop policies and best practices.

In early September 2010 it is hoped to introduce a series of professional development seminars and courses for practitioners in National Security and Corporate Security.

**Diploma in Security Management**

It is expected to launch the Post Graduate Diploma in Security Management in July 2010.

The primary focus of the seven month programme is to provide professional graduate level training to students who are likely to occupy senior positions in the security sector agencies and allied organisations across the Caribbean, so that they may be better able to carry out their operational functions, responsibilities and roles. In addition to provide a better understanding of:

- Agency roles and functions
- Management theories
- Administration and management challenges in the public sector
- Trans-national crime and terrorism
- Legal responsibilities and liabilities
- Human rights

Key objectives of this programme are as follows:

- a. To provide the UWI with an opportunity to develop the potential of students who do not meet matriculation requirements for the MSc in National Security and Strategic Studies.
- b. To develop:
  - i. Foundation level competencies in specific core subjects necessary to ensure a high level of performance in subjects that the participants require in the M.Sc. in National Security and Strategic Studies.
  - ii. The ability to use the appropriate computer software for application and analysis.
- c. To educate National Security and Corporate Security professionals and better prepare them for senior level positions in the government and private security entities in the Caribbean. ●



## **CANADA, OUR SILENT PARTNER IN AVIATION TRAINING**

*Major B Creary, pjsc, JDF AW*



The Jamaica Defence Force, in particular the Air Wing, has embarked on a new path for sustainability of one of its most important assets; its human resources. Since the late 1990s, the Air Wing has seen a reduction in the number of its pilots due to the normal levels of attrition that affect numerous other air elements around the world. It was determined that another source to train pilots in the numbers required to compensate for this attrition was necessary to meet JDF's demand for pilots. Discussions in the subsequent years with the JDF's partner

responsible for providing flight courses concluded that the best solution was the establishment of a local flight training institution. These discussions determined that a local flight school could train the number of pilots required by the Force to combat attrition and later supply the increased number of pilots that would be required under the Strategic Defence Review.

The Directorate of Military Training and Cooperation (DMTC) in Canada has been a close ally of the JDF Air Wing for over

*cont'd on page 60*

## THE PEN IS INDEED MIGHTIER THAN THE SWORD

Lieutenant Commander D Chin-Fong, MSc, psc(n), JDF CG

The Masters Programme in National Security and Strategic Studies MSc (NSSS) - continues to produce individuals who are having a positive impact in their various organisations. Police Commissioner Owen Ellington and Lieutenant Colonel Oscar Mira, Defence Adviser to the Guatemalan government are just two such noteworthy individuals.

In September 2010 the MSc (NSSS) will usher in its sixth Cohort. Although a relatively young programme, it continues to generate widespread interest within the security industry simply because it provides security practitioners – and by extension their agencies – with the broad knowledge to craft policies and strategies critical to a nation's military, diplomatic and economic efforts to combat security threats.

Security is an evolving concept that changes with the economic, political and social relationships between nations. It has shifted from the dangers posed by nation states to non-state actors; a reliance on sheer military strength and might can be easily thwarted by a technologically nimble adversary. These conditions and more have, in essence, emphasized the need for a multi-lateral approach to security.

The MSc (NSSS) therefore maintains as one of its key characteristics, the bringing together of senior officers from the local and regional military and police services, immigration and customs services and even private security companies to the classroom with the view of not only forging partnerships, but also making security a shared responsibility. Essential to this format is the sharing of experiences, an understanding of how each agency works and the 'meeting of minds' in trying to develop policies and plans geared towards combating the region's security issues.

The programme is hosted by the University of the West Indies, Mona Campus and the attendant lecturers come from a wide cross-section of professionals in the security, sociology, management and research fields. Their formal classroom inputs are complemented by panel discussions and an overseas visit to a selected country. In sum, it provides a much needed academic and practical tool for the security practitioner. The theme for this year's Alert magazine - Partnership for Progress: Securing Jamaica and the Caribbean - is one which aptly captures the mandate of the programme and serves to reinforce and cement its relevance in these uncertain times. ●

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35 years, sponsoring many aviation-related courses for members of the Unit. The Directorate gave strong support for the establishment of a flight school in Jamaica to serve the needs of Jamaica as well as the rest of the region.

Preparations began in 2003, when DMTC sponsored a JDF flight instructor's attachment to the Canadian Forces (CF). This allowed the instructor to garner the leadership and instructional experience that would be required to successfully operate a flight school. Concurrently DMTC organized the training of other regional candidates as flight instructors, and procured courseware that was previously used by Jamaican pilot candidates in Canada. Jamaica was not to be outdone in the area of preparations for this all-important venture. The building of the facilities to house the school and the allocation of the staff was undertaken with resources within the Force, and additionally, the most critical element - that of aircraft - was procured by Jamaica. By December of 2006, the two nations, through both political and military will and working closely together, launched the first military flight school in the region, a feat that continues to receive accolades almost four years later.

The involvement of the DMTC did not end there. The Directorate continued to provide the link with the Canadian Forces necessary to strengthen the quality of instruction at the school by facilitating visits of military groups to lend their technical expertise. One such group provides Flight Standards Evaluation. This group of military standards officers visits the school on an annual basis to verify that all aspects of military flying instruction (instructional delivery, instructional and student administrative documentation, flight safety and maintenance) are done to the same exacting standards as in the Canadian Forces. Another group is the Directorate of Flight Safety. Through this element, the Jamaica Military Aviation School is able to exchange safety-related information with other flight schools throughout the Canadian Forces so that relevant lessons can be learned from each other.

JMAS is intended to serve other countries in the region and the DMTC assists with providing information on the courses offered by the school to other nations which are signatories with the Directorate. With this exposure to JMAS and its offerings, other developing nations now have information on an option for



flight school that, though less costly than training in Canada, preserves the same exacting standard and quality of training.

*Chief of Defence Staff, Canadian Forces General Walter NATYNCZYK inspects one of the JDF's DA-40 Aircraft at Jamaica Military Aviation School (JMAS) on his visit to Jamaica*

The endorsement given by DMTC in this regard lends to the international credibility of the school. Additionally, the DMTC continues to sponsor members of staff for advanced courses overseas. Such training is necessary for both the development of the individual and the school.



*The first cohort of locally trained pilots to graduate from Jamaica Military Aviation School (from left to right) Captains (then Lts) Osmar Fiddler, Melecia Sinclair and Victor Dawkins*

The Jamaica Defence Force has come a far way in now being able to train its own pilots locally without fearing that the standards to which the Force has become accustomed would be degraded. This major accomplishment would not have been possible without the assistance of the Directorate of Military Training and Cooperation. The partnership that was forged between the two entities many years before has been strengthened and it continues to grow with this new effort.

As a young institution in military flight training, the Jamaica Military Aviation School needs the assistance of its friends that have long passed this point in their evolution, so as to avoid costly mistakes. Without a doubt, the school is heading in the right direction in this regard and the invaluable assistance received from Canada has contributed greatly to enabling JMAS to become the region's 'Centre for Excellence' in military aviation. ●



# PARTNERSHIP FOR PROGRESS: A HEALTHY PERSPECTIVE

Major J Johnson, BBA (Hons), pjsc, Sp and Svcs Bn



*Pte Fedrica, GRIFFITHS receives her certificate of competence from Dr. Joan Reid Senior Education Officer, Standards Masters Teacher after completing the 0-C3 Medical Assistants Course.*

It is not a new phenomenon that partnerships help organizations to achieve results that they might not have been able to do on their own. The Strategic Defence Review (SDR) has heralded many changes within the Jamaica Defence Force which are all aimed at improving the capability of the Force. However, this results in an increasing demand for resources which seem to be ever dwindling. To supplement meagre resources, the Force has forged several partnerships with both government and non-government and private sector organizations locally and overseas. In its drive to ensure that the best level of service is available to soldiers and their families, the Medical Company (Med Coy) has also forged similar relationships. This has been profoundly beneficial and has strengthened the company's effectiveness and capabilities.

The Med Coy has a successful partnership with Heart Trust/NTA. This is displayed in the recent accreditation given to many of the courses presently conducted by the Coy – including all the Medical Assistant Courses. The first batch of Medical Assistants was certified by Heart Trust in December 2009. These courses were reviewed, modified and upgraded, thus making them comparable to courses offered by the National Training Agency. The Medical Assistants, having their courses accredited, will now be able to easily transfer this qualification to the civil sector upon leaving the JDF. The National Vocational

Qualification of Jamaica (NVQJ) which is the certification given by Heart Trust, is internationally recognized, particularly in CARICOM, Commonwealth countries and increasingly in North America.

The Coy has also initiated the upgrading of other Medical Assistants who received their training prior to this partnership. Presently, the Dental Department is on a path of receiving certification for the Dental Assistants and the Dental Laboratory Technicians. Certification is also being sought for the Pharmacy Technicians. Our partnership with the Heart Trust

NTA is by no means a one-way street. As an organization that is tasked with the responsibility as the facilitating and coordinating body for workforce development in Jamaica, it continues to benefit from such partnerships in several ways, but primarily by being able to fulfil its mandate successfully. Heart Trust fulfils its roles everyday when it ensures that local training institutes adhere to proper training standards and grants accreditation to such courses that reach the required international standard. As enunciated on Heart Trust's website, the Government's Training Agency is engaged in the critical task of creating "a Jamaican workforce, trained and certified to international standards, stimulating employment - creating investments, contributing to the improved productivity, competitiveness and prosperity of individuals, enterprises and the nation... (and)... provides access to training, competence assessment and certification to all working age Jamaicans and offers career development and employment facilitation services island-wide." The adage "No man is an island, no man stands alone" comes to mind when one examines the need for partnership in the creation of a modern medical facility. The JDF would have been hard pressed to provide a diverse, efficient and effective care unit without the help of our major partners. We are indeed appreciative of all organizations – including HEART Trust/NTA - that have facilitated this successful partnership, and which have been assisting us in achieving our goals. ●



## KEEPING THE LIGHTS ON

*Ms Audrey Williams, BSc, Corporate Communications Officer, JPS*

The Jamaica Defence Force and the Jamaica Public Service Co. Ltd (JPS) have enjoyed a strong strategic alliance for many years. In fact, prior to the privatization of the JPS, the Rockfort Power Plant was managed, maintained and operated solely by members of the Jamaica Defence Force.



*Lieutenant Colonel Desmond Edwards, Commanding Officer Support and Services Battalion (right), receiving one of four computers from Major (Retd) George Kates, Head of Risk and Asset Protection, Jamaica Public Service*

Today, the military continues to be an ally of the utility in times of need, such as after hurricanes and during times of industrial unrest. Twenty-one years ago, after Hurricane Gilbert devastated Jamaica, restoration efforts saw soldiers and JPS staff members working shoulder to shoulder to re-energize the country. More recently, the JDF extended a helping hand after Hurricanes Ivan and Dean and Tropical Storm Gustav hit the island. The JDF Air Wing was also instrumental in assisting with flyovers in remote areas, so that lines could be checked to ensure they were intact, before re-energizing them. During times of industrial unrest the utility has had to rely on soldiers to help maintain its operations.

The light and power company also relies on the support of the JDF Air Wing for its annual aerial transmission line patrol. This activity is one which allows JPS staff to inspect poles in remote areas which are otherwise difficult to access.

The relationship between the two organizations is of course, a two-way street. The Jamaica Public Service Company Ltd very recently contributed computers to the Jamaican Military Museum and Library, a repository of Jamaica's military history. This represented a boost for the archival system of this national treasure, which is a key source of information, artifacts and replicas, (dating from the time of the Tainos all the way up to Independent Jamaica).

JPS has also contributed streetlights for the Up Park Camp property, as well as providing funding for the acquisition of welding plants at the location. It is anticipated that this mutually beneficial relationship will continue to be a long and fruitful one. ●

# A Chance to **SHINE**



Our links to the community go well beyond wires and poles.

JPS is a strong supporter of youth development through sports. That's why we support community-based leagues in football, netball and basketball. Carlington and Mario, through our community football league, have developed into promising professionals. Their future looks bright!

*We believe every Jamaican athlete deserves a chance to shine.*

“ **Through the community football, good things have happened for us.** ”

Carlington Smith and Mario Harrison

## **JPS**

**Jamaica Public Service Company Limited**

**CHANGING LIVES WITH OUR *e*NERGY**



# Caribbean Junior Command and Staff College (CJCSC)

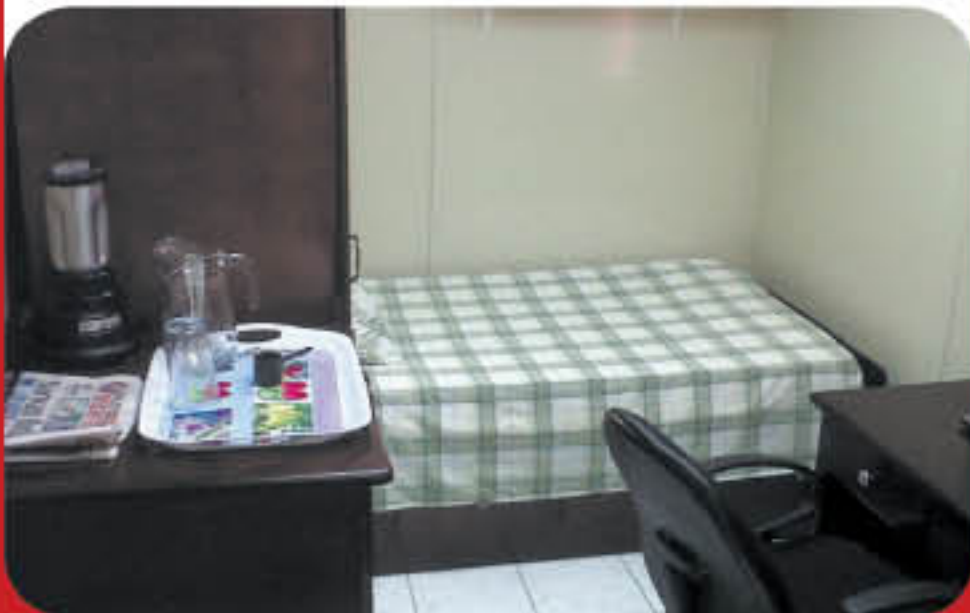


The CJCSC is centrally located. It is 46 miles to the north west of the capital city, Kingston and 12 miles to the south of the resort town of Ocho Rios. This facility is well secured with ample parking area. Great value, excellent service and gracious hospitality awaits you.

**Ideal for: Courses - Conferences - Seminars - Retreats**

**63 Air conditioned rooms**

- \* 15 with en suite bathrooms
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**Outdoor Sports Area**



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**Library services**



**High Speed and Wireless Internet available  
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**Monegue Training Camp  
Monegue PO, St. Ann, Jamaica  
Email: [cjcsc@jdf.mil.jm](mailto:cjcsc@jdf.mil.jm)  
Telephone: (876) 973-0575  
973-8046, 973-5055  
Fax: (876) 973-8052**





## PRESERVING OUR HISTORY

*Corporal S Huxtable, Sp and Svcs Bn*

From time to time institutions and organizations require help and support to function properly and to meet their goals. The assistance needed often comes from businesses, private individuals, voluntary groups and other entities that may share similar ideals and interests. With consistently supportive partners, the institution is more likely to become successful and achieve growth and progress. The Jamaican Military Museum and Library (JMML) has lived this experience and its existence today is a testimony of the kindness shown by many with an interest in the preservation of history.

Jamaica's military museum has been in existence since the early 1970s and occupied a small building on the grounds of Curphey Barracks, Up Park Camp, the home of the Third Battalion, The Jamaica Regiment (National Reserve). Though on a military compound, the facility was operated by the Institute of Jamaica. This modest museum was opened to visitors from all walks of life; however, the location proved to be too far removed from the main activities of Up Park Camp and the average man in the street. Now relocated next to the Military Police Company, Cotton Tree Gate, the museum currently occupies a larger compound and has been expanded to include a library and internet café. When it was reopened on 31 July 2006 it was also renamed the Jamaican Military Museum and Library (JMML).

The JMML has received the support of generous corporate bodies, namely the Jamaica National Building Society (JNBS) the primary sponsor of the museum's inaugural concert in 2008 and a wine and cheese fund raiser in 2010; the Jamaica Public Service Company (JPSCo.) which donated computer equipment; and the CHASE Fund which underwrote the furnishing of the library and administrative office. A partnership with the Universal Access Fund has enabled the equipping of the Internet Cafe which now features twenty state-of-the-art computer stations and provides scanning, photocopying and printing services.

Equally important are the efforts of the JDF Co-operative Credit Union Limited which, over the years, has been a valued and

consistent partner in the development of the JMML and have established their 'space' on our list of valued partners. Were it not for the Credit Union the museum would not have got off the ground when it did. A large sum of money was donated to this cause. Additional contributions were also given to start the Internet Cafe.

A group of civilian volunteers, has been a significant partner since its conceptualization. This small group of professionals volunteer their services to assist us in our various endeavours. Some of the persons have moved on, but stalwarts like Mr Merrick Needham, Mrs Eppie Edwards, Major (Retd) M McGowan and Mrs Margaret Bernal have stayed the course and continues to give unstinting and effective support in our development. Sadly the JMML family had to say a final farewell to dedicated team member in the person of Lieutenant Colonel (Retd) P Hire-Miller who recently passed on.

Other expert advice and technical support has been received from the National Library of Jamaica and the Institute of Jamaica. The National Library has provided well-needed guidance and support throughout the establishing and setting up of our Library and Internet Cafe, as well as with the library management and operations. The Institute of Jamaica is the entity that is responsible for museums in Jamaica and has provided much-needed technical support, particularly in the preservation and maintenance of artefacts.

Partnership continues to play a vital role in our development. Through partnership we have progressed from what was a small museum to a more structured, spacious and modern facility that has the capacity to accommodate more artefacts, as well as to provide a wider and more effective stream of services through our Library and Internet Cafe. Our partnership with these institutions and individuals has allowed us to progress to great heights, and although the facility is not yet completed, the progress thus far has been good. We salute our partners for their support and we look forward to continuing these relationships as we pursue our goal of establishing a facility worthy of Jamaica's rich military history. ●



## SUPPORTING THE RESERVIST

*Lieutenant Colonel (Retd) D Penso, JP, BA (Hons)*



*First Commanding Officer, 3JR (NR),  
Lt Col C A Moody, OBE, JP,  
1962 - 1965*

In 1961, the Premier of Jamaica the Honourable Norman Washington MANLEY, championed the cause for Jamaica to have a military National Reserve under the direct command of the Jamaican authorities rather than that of the then West Indies Federation. The First Battalion Jamaica National Reserve later came into being under the leadership of its first

Commanding Officer, Lieutenant Colonel C A M (Joe) MOODY, OBE, a former British Army Major with strong Jamaican family ties.

With the dissolution of the West Indies Federation and Jamaica's decision to 'go it alone' into Independence in 1962, the Jamaica Defence Force was formed. The First Battalion, Jamaica National Reserve then became the Third Battalion, The Jamaica Regiment (National Reserve) (3JR (NR)). Together with the regular (full time) First Battalion The Jamaica Regiment (1JR), they combined to form the Infantry arm of the Jamaica Defence Force. Another regular unit, The Second Battalion The Jamaica Regiment (2JR) would be subsequently formed as a most welcome addition to an overworked Jamaica Defence Force.

Those serving back then may recall the relief expressed by members of 1JR when, during Operation Quickdraw in 1966, a battalion of soldiers 'from the past' wearing 1937 pattern equipment and carrying bolt action rifles, arrived to provide relief for the Regulars who had been in position for days in a cordon and search operation in downtown Kingston. That was the first of many major mobilizations of 3JR (NR) in aid of the regular battalions, and the beginning of a partnership between the civilian employers of Reserve members and the National

Reserve element of the Jamaica Regiment. That partnership flourishes to this day with the subsequent addition of Air Wing and Coast Guard National Reserves becoming an indispensable part of the Jamaica Defence Force.

Over the years, volunteers to the Reserves have come from a number of government departments, major corporations and from a host of small companies across Jamaica. Young business owners themselves have risked the success of their fledgling businesses to offer themselves up for service in order to help keep Jamaica secure. Engineers, teachers, architects, gas station operators, dentists, doctors, pharmacists, electronic repairmen, furniture manufacturers, farmers, surveyors, and volunteers from other professions, as well as other Jamaicans and commonwealth citizens have all come in, on their own time, very often at the cost of reduced income.

Without the cooperation of civilian employers throughout Jamaica, the JDF National Reserves movement would have died a natural death years ago. It did not take long before the JDF appreciated just how much was contributed by the civilian employers who made their employees available for duty whenever the need arose. It also did not take very long for the employers to realize that exposure to military discipline was making a great difference in attitude, loyalty and productivity among many of their employees who served in the Reserves. Many reservists found themselves being promoted to supervisory and managerial positions because of the high regard in which they were held. The many letters and commendations which came to the Headquarters of 3JR (NR) praising the 'enhanced quality' of employees were a source of much pride and served as an incentive to those who were trying to balance the demands of personal civilian occupations with that of the National Reserve.

Today the partnership continues to work extremely well and the dedicated men and women of the Third Battalion, The Jamaica Regiment (NR) and other reserve elements of the JDF, continue to serve both sides with efficiency and loyalty to the greater benefit of Jamaica. The JDF has always been



Commanding Officer, 3JR (NR), Lt Col E Mills (2nd left) shares a moment with employers of the Jamaica Defence Force (National Reserve) 3JR (NR) soldiers at their Employer Appreciation Seminar held recently.

in constant demand to respond to the various threats facing our country: civil disturbances, natural and unnatural disasters, strikes and 'sick-outs' by public service personnel, search and rescue operations, to name just a few. In addition to its demanding operational duties, the JDF must constantly find time to carry out training which all military personnel must undergo in order to maintain readiness for the variety of duties. Without the patriotism and cooperation of civilian employers, the partnership between regular and reservists would suffer, and the government would have to provide a much larger and more costly regular military force in order to satisfy Jamaica's security needs.

The alliance between the JDF and the civilian employers can be expected to continue to work well into the future or for as long as the national security situation demands it. Jamaica owes a big 'thank you' to all the companies and employers whose patriotism and sacrifice continues to make the system work so well.

To close without saying the other 'thank you' would be most remiss and so I extend my own thanks to all who have served in 3JR (NR) over the years and have sacrificed their own time for the national good. Special mention must also be made of the 'regulars', Permanent Staff Instructors (PSI), Training Majors, Quartermaster Officers and Administrative Officers who also helped to mold us all into adequate 'Sunday Soldiers', as we were once called long ago. They have all

made great contributions to 3JR, which over the years have time and time again demonstrated that it is up to the demands of the partnership with its JDF 'regular' colleagues and will forever remain 'Always Ready.' The pleasure and personal satisfaction which I derived from being a part of this wonderful organization, the JDF, knows no bounds and will be a personal source of pride for years to come. ●

## *DO YOU KNOW*

### *That Warrant Officer*

*Class 1 Harry Gordon was the first Jamaican to be appointed regimental sergeant major in the regular Force. He enlisted in the military in Jamaica in 1949 and his early display of his passion for ceremonial drills gave him the necessary exposure which resulted in him being sent to the All Arms Drill School at Pirbright in the United Kingdom. He excelled at Pirbright and returned to Jamaica with a course grading of B+, and in 1965 he was promoted to the rank of warrant officer class 1 and appointed regimental sergeant major of the First Battalion The Jamaica Regiment. He also has the distinction of being the regimental sergeant major of the ceremonial guard mounted by the First Battalion at Edinburgh Castle in Scotland in 1968; this was the first time a non-British unit was honoured with the duty of guarding the Castle. He served as regimental sergeant major of the First Battalion until 1973 when he was granted a commission. He retired from the JDF in the rank of major in 1992.*



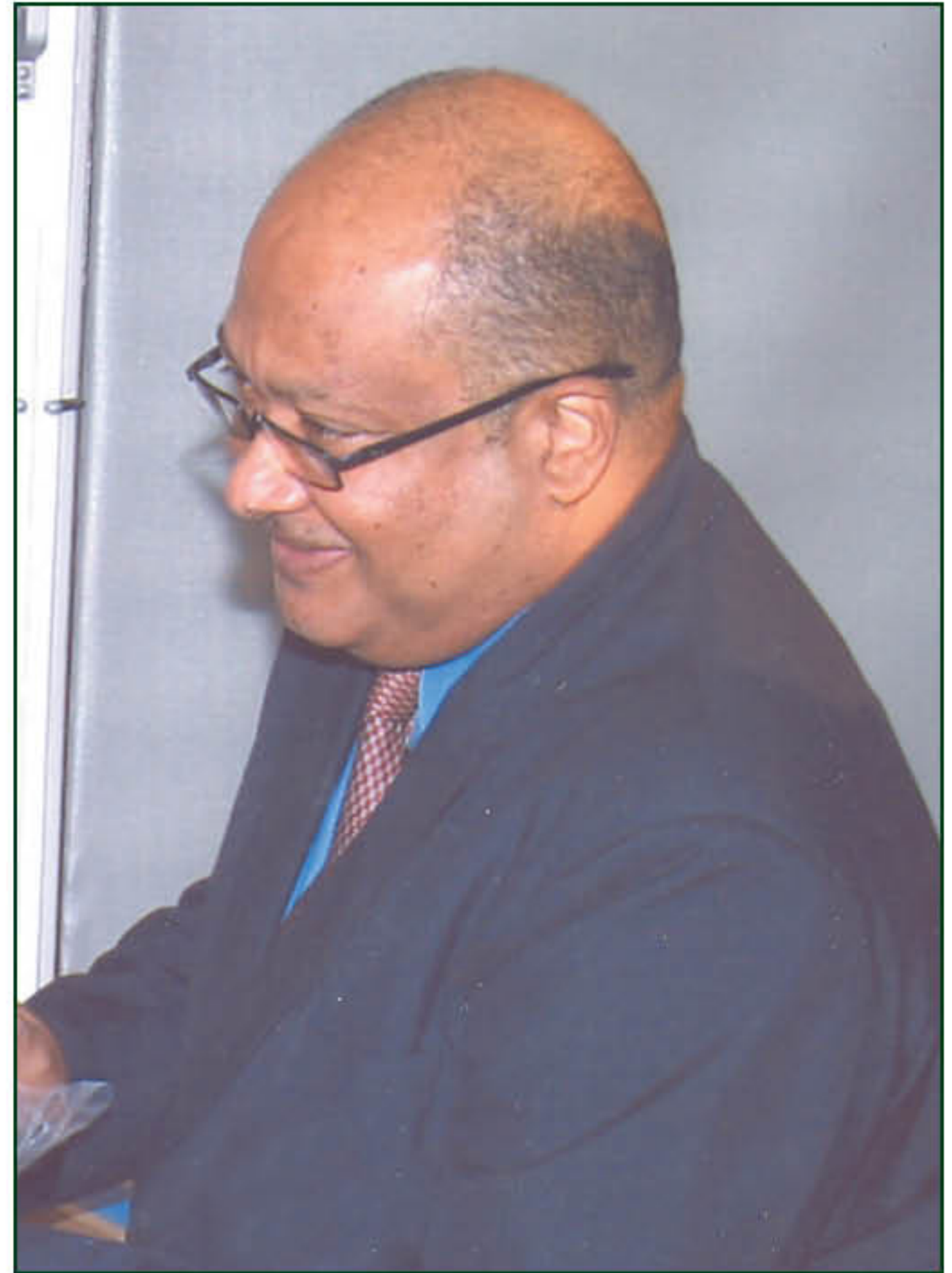
## A LIFE OF SERVICE

### THE MANY HATS OF MAJOR (RETD) RICHARD REESE

*Major R Blackwood, pjsc, 1JR*

For over thirty four years, Major (Retd) Richard Reese has been a living, breathing embodiment of the motto, “lead, follow or get out of the way”. From an illustrious career spanning thirteen years in the JDF, to various senior management appointments within the public and private sectors (Office of Disaster Preparedness and Emergency Management, National Housing Trust, Homeowners’ Building Society, Kingston Restoration Company, Jamaican Urban Poverty Project, Private Security Firms, Department of Correctional Services, Ministry of National Security, and Office of the Prime Minister), he is no stranger to hard work and dedication.

Major Reese graduated from Wolmer’s Boys School in 1973 and joined the Jamaica Defence Force in 1974. While in the JDF, Major Reese served in various appointments including the post of Officer Commanding the Jamaica Defence Force Supply Depot (JDF SD now the Logistics Company). While there he was able to forge a number of important alliances with suppliers to the JDF by building trust and strong bonds of friendship. These relationships allowed the JDF to access well-needed supplies and equipment by partnering with several agencies, citizens and organizations. Major Reese was able to ensure that suppliers were paid in a timely manner and this proved to be mutually beneficial in that the needs of the Force were



*Major (Retd) Richard Reese*

met and suppliers for the most part were able to sustain their operations.

As Officer Commanding, Headquarter Company First Battalion the Jamaica Regiment (HQ Coy 1JR) one of his major achievements was the managing of the logistic support for the JDF detachment which formed part of Operation Urgent Fury and helped restore democracy to the island of Grenada. Major Reese also managed the rescue and relief efforts following the devastating floods which occurred in the parish of Clarendon in 1986. He was also successful in integrating the efforts of political representatives, Non-Governmental Organizations (NGOs), and the business community. These valuable relationships were built and maintained until 1987 when he retired from the JDF.



After leaving the JDF, Major Reese went on to join the private sector. But like any true public servant he wanted to continue to serve his country and in 1987 he was duly appointed as Emergency Operations and Relief Coordinator at the Office of Disaster Preparedness (ODP) now the Office of Disaster Preparedness and Emergency Management (ODPEM). He later held the post of Deputy Director for this organisation. According to Major Reese, at the ODPEM he found similar challenges to those he faced in the JDF, as there was much work to do and limited resources with which to do it.

In September 1988 one of the most destructive hurricanes in Jamaica's history, 'Gilbert,' hit the island. Major Reese now had to resort to his military management skills to coordinate the rescue and relief efforts and his vast experience in the JDF and the relationships he had built during his time as the Officer Commanding the JDF SD proved invaluable. Many of the suppliers to the ODPEM knew him from his time in the JDF and his reputation and trustworthiness proved vital in crediting millions of dollars of building materials, equipment and food supplies for the government's relief efforts.

After leaving the ODPEM in 1990, Major Reese went on to join the National Housing Trust as Senior Director Regional Operations, before moving on to the Department of Correctional Services (DCS) where he would face some of his most significant challenges to date. Major Reese was appointed as the Commissioner of Corrections in 2003 and in this post; he embarked on several programs to enhance the operations of the DCS. One of these was the alliance forged between the DCS and the Harvard Law School which saw the birth of the Students and Staff Expressing Truth (SSET) program. Another was the Nova South Eastern University/Health Through Walls annual medical mission to the island's correctional centres. A HIV/Aids prevalence study was also successfully conducted with the assistance of a researcher Dr. Katherine Andrinopoulos from the Johns Hopkins University, Maryland, USA

Major Reese also spearheaded a program between the DCS and a number of schools and local communities where inmates were used to provide labour for community and national projects such as the maintenance of highway 2000. At all times, Major Reese maintained his close ties with the JDF which proved crucial as the army was called on from time to time to bolster security for the DCS.

Major Reese's next foray into public service came with his appointment as Permanent Secretary in the Ministry of National Security in 2008. During his tenure there he worked acidulously on building a strong relationship with a number of non-governmental and public interest organizations such as the human rights advocacy group, 'Jamaicans for Justice' (JFJ). The relationship building with JFJ sought to establish working terms of reference that relate to the security forces conduct on the issue of human rights. Major Reese also brokered an arrangement with the Ministry of Health, major funeral homes and the JCF Legal Medicine Unit which resulted in the clearance of outstanding autopsies and ensuring that the processing time was reduced from 8 weeks to 5 days allowing for a more efficient system especially as it related to homicides involving the security forces. He was also instrumental in expediting the planning approvals for the establishment of a Public Morgue.

Undoubtedly, Major Reese has left an indelible mark on the public sector in his own right and is a true exemplar to all civil servants. He has through his long career in service to the nation relied on establishing effective partnerships with external agencies and organisations.

It was John F Kennedy who said "ask not what your country can do for you but what you can do for your country". Major Richard Reese has personified the sentiments of that charge and is a shining example of selflessness at a time when the country truly needs it. ●



## MARCHING IN STEP WITH THE JCCF

Lieutenant Commander (Retd) R Powell, JCCF

From as early as the 1940's, military stalwarts and visionaries were cognizant of the need to invest in the youth as they attempted to cope with the challenges of a fragile and changing society. In an address at a parade of boys from a unit of Army Training Corps, pioneers leading to formation of the 1943 Army and Air Cadet Force (AACF), retired British Army officer, Brigadier-General T Denis Daly MC, mapped the vision by expounding the need to '.... give mental, moral and physical training .... so as to form character and bring out the qualities of self-confidence, self-respect and the ability to face and accept responsibility and bear out the principles of patriotism and good citizenship...' This vision led to the formation of the AACF in 1943, an organization that has since developed to become the Jamaica Combined Cadet Force (JCCF).

In November 1995, a parenting partnership between the Jamaica Defence Force and its youthful counterparts in the JCCF was again cemented by a directive penned by then Colonel S E Saunders, now Major General and the Chief of Defence Staff, and issued from the headquarters of the JDF to all arms of the JCCF. This initiative not only accelerated military support, which had included the posting of senior non-commissioned soldiers to the staff of the JCCF Headquarters, but also opened new avenues for direct linkages and support from major units of the JDF. The document highlighted the need to '...ensure that the organizational relationships achieve mutually beneficial end results by way of quality support provided by the JDF' and further advises that HQ JDF will be monitoring the activities of the various affiliations with a view to ensuring that the very standard of support is provided and maintained. This last point is even more salient, bearing in mind the need to 'instil proper values and attitudes in the nation's youth as well as the JDF's need to continuously nurture its primary recruitment field.' Core values

of discipline, courage, honour, commitment, integrity, and loyalty, form the culture of the mentoring programme, and soldiers and sailors exude great pride as they volunteer their time and energies to help guide the young cadets and shape them for adulthood. This partnership has resulted in character-building traits that have propelled many young Jamaicans into a quality life filled with adventure and the honing of several enviable skills. Many corporate institutions are now following suit in attempt to help shape the country's youth and prepare them for life's challenges.

The JCCF now comprises over three thousand officers, adult leaders and cadets serving in the six infantry battalions, as well as a band and catering corps, a medical corps, an aeronautical unit and a support and services battalion. While core infantry topics such as fieldcraft and map reading prepare the cadets for survival and an appreciation of their geographical environment, drills help to bring out qualities of pride, alertness and obedience, which are the building blocks for effective team-work.

The mandate of the JCCF Sp and Svcs Bn, comprised of marine and engineering units, has now expanded into artisan skills and thus adds to the menu of opportunities for our youngsters to develop and prepare for life. For the future, the JCCF would like to see a gradual but significant increase in its membership island-wide as it continues to help produce Jamaicans who are not only of sound moral character, but also have a menu of skills and experiences that will stay with them for life. It is anticipated that the JDF will continue to be a key partner as the JCCF endeavours to mould the minds of future generations. ●



Members of the JCCF marches past in slow time during the Founders' Day Parade in 2008



# A CHAT WITH MERRICK

*Captain B Jarrett, MA, MBA, BA (Hons).HQ JDF*

As far as Jamaican broadcast personalities go, the name Merrick Needham is a legend in the industry. So significant is his reputation, his voice and his persona, that you could be forgiven for doing a double take the first time you meet the diminutive seventy-six year old. But don't let any misconceptions about his size linger for long. Encapsulated in all of his 5' 5" frame is fifty years of broadcast, public speaking, and military protocol experience. So considerable is his breadth of experience that he is often an authority that the JDF turns to for things related to military protocol. Indeed, Merrick Needham is not only a walking, talking encyclopedia on a wide range of subjects and issues, but a very engaging and engrossing one at that.

As I sat and waited for him at the Jamaica Officers Club for our lunch time interview, it dawned on me that I had no idea what to expect from this meeting. I knew that I wanted to focus on the close relationship between Merrick and the JDF, but I also knew that such a colourful character and such an incisive mind needed to be picked for much more than just a narrative of his extensive professional CV detailing the work he does for us. But as the old saying goes, "...be careful what you wish for." An interview with Merrick Needham is an event. We talked about how he came to Jamaica in the 1940s as a child wartime evacuee from London and about his subsequent schooling at Priory on Hope Road. We joked about him getting off the bus a few stops too early and that if he had only waited a bit longer, he would have gone to an even better high school located at 189 Old Hope Road!

"In those days, Priory was where the snob children went," he recalled. "Yes, there was the great Jamaica College a couple miles up the road, but Priory was small and intimate and I enjoyed my days there". After secondary school Merrick took a job at Radio Jamaica just after it had taken over the tiny government station ZQI, and even before it became Radio Jamaica and Rediffusion (RJR). He worked as an assistant librarian in the station before being given his first big break when he was allowed to announce just off-peak time signals. From those humble beginnings of saying "This is Radio Jamaica. The time is..." Merrick's eloquence, articulation and 'that voice' soon made him a household name in Jamaican radio.

*Merrick Needham and his wife Camille at the Lady's Dinner Night hosted by 2JR Officers at the Officers Mess, Moneague Training Camp on 14 January 2010*





But it was in 1953 that his love affair with all things military started. "Its funny, but I never particularly wanted to be a soldier, and as a radio programme director, I could earn more. But I always admired the precision, organization and ceremonial aspects of military life."

In 1953, nineteen-year-old Merrick Needham was given the honour of being an outside broadcast commentator for The Queen's visit. This was the first visit to Jamaica by a reigning monarch and Merrick grabbed the opportunity with both hands. "I think I did a fairly good job on that occasion and soon I was commentating on the annual Queen's Birthday Parade and from that point on, my relationship with the Jamaican military developed".

Over fifty years later, that relationship is still going strong. Today, Merrick assists the JDF on a number of projects. "I do so many things with the JDF that it would be impossible to categorize them all", he says. "I proof and post-edit external JDF publications such as Alert magazine, the 2JR commemorative magazine and the Intake One Hundred (100) publication. I also occasionally work closely with the JDF to develop significant internal documents including the new ceremonial manual. I give input on military protocol and traditions and I'm always happy when I get a call seeking clarification or advice on some obscure military custom or memorabilia."

As Merrick speaks about his work with the JDF, his whole face lights up. This is clearly a man who loves what he does. "I'm an avid reader," he admits. "I never need to leave my house for reference sourcing because my home library is very extensive. I have hundreds of books at home." In an era when the Internet has threatened the very existence of libraries, Merrick is clearly a traditionalist, almost favouring fax machines over his email account as a preferred communication tool. But there is one piece of technology that he never leaves far behind. Literally tethered to his belt loop via what looks like an old shoe lace is a very basic Nokia cell phone. No camera, email or Bluetooth mind you, just a good old-fashioned way to send and receive calls. Merrick stopped our interview on numerous occasions to make calls, not because he was multitasking or doing any other more important business, but rather to check with various sources for authenticity and verification of what he was telling me. He is a very meticulous man. Down to his wedding anniversary which he checked with his wife Camille. Meticulous and even brave I should add!

"The work I do with the JDF and the good relationship I have with them comes from over fifty years of experience and knowledge, as well as from paying close attention to detail. It started formally with the 1983 Tattoo when Col Trevor MacMillan asked that I be the narrator, and the relationship just grew from then on."

The 1983 military Tattoo display staged at the Polo Field at Up Park Camp, was a major event and managing four military bands, including one from the UK, plus three regimental corps of drums, totalling 200 musicians, drummers and buglers, plus another 800 people and an assortment of vehicles, aircraft and animals was a daunting enough task for anyone. Merrick spent many hours meticulously creating the very detailed twenty-plus page narrator's script himself, incorporating timings, action and music. More recently, Merrick was a founding member of the JDF Website Committee which was formed in 1997 and plays an important role in ensuring that information on the site is accurate and authentic. He also worked on the launch ceremony for the website that year. A founding member of the JDF Museum Committee as well, Merrick is an invaluable resource in helping to identify, categorize and archive artifacts and historic military memorabilia.

Merrick's value to the JDF doesn't just lie with his extensive knowledge of military history, practice and culture. He is also an expert logistician, at one time coordinating all the government's major international conferences and sometimes leading a 400 man task force. Then he returned to London for three years as the Commonwealth Secretariat's Chief Executive Officer (Conferences) until responding to a personal request from then Prime Minister Seaga to return to Jamaica. On occasion, he has been called on to assist in the numerous ceremonial events involving the JDF. In July 2004 for example, Merrick had a peripheral support role in the JDF's organization and management of the State Funeral for former Prime Minister Hugh Shearer.

Merrick Needham's value to the JDF cannot be measured simply in terms of the tasks he does. This is clearly a man who not only loves his work, but also has a lot of admiration, respect and love for the Jamaican military. The majority of what he provides to the JDF is done on a volunteer basis and his contribution is best appreciated when it is considered in totality. Merrick Needham brings to the JDF, fifty years of history, knowledge and experience. Most importantly though, he brings a level of affection, goodwill and friendship that simply cannot be quantified, priced or bought. We are indeed lucky to have him by our side. ●





# SHAPING THE FUTURE

*Mr. H Gardener, NYS Programme Director*

Of the world's more than one billion youth aged between 15-24, 86% live in developing countries, where they account for approximately 30% of the population. There are important aspects of youth projects that distinguish them from other investments in people. (Knowles and Behrman 2004)

1. The changing positions in decision making from the parental family, to the youth themselves.
2. Youth are engaged in a number of important transitions often including formal education, initiating sexual relationships, establishing residence outside of their parenting household and becoming married/starting families.
3. The longer term impacts of the decisions made by youth during this transition require a life cycle approach in the economic analysis of youth projects.
4. Youth are more often involved in forms of behaviour that are likely to affect the welfare of others in society, in addition to the effects on themselves.
5. Youth are a large politically visible and sensitive group, usually without any formal voice and therefore susceptible to disruptive activities that are costly to society

The National Youth Policy 1994 represents Jamaica's first comprehensive policy on youth. This was developed from the Draft National Policy (1995) and the 1992 paper 'Vision of Youth.' Among the priority areas identified by the policy was the absence of collaboration and coordination within the youth sector. Another outcome of the policy was the re-introduction of the National Youth Service (NYS) in 1995, out of the need to develop leadership skills and the enhancement of social skills among our youth.

Apart from the National Policy on Youth, Jamaica is also signatory to many international treaties on youth development.

1. UN Millennium Development Goals.
2. UN Convention on the Rights of the Child.
3. 1994 International Convention on Population and Development.
4. The 2001 Declaration of the UN General Assembly Special Session on HIV/AIDS, for reducing infections among young persons.

Although the NYS was an outcome of the 1994 Policy, its real genesis was in a series of broad based consultations which was done across the island in 1994, based on deteriorating standards of discipline and

pro-social behaviour, and a general breakdown in accepted values and attitude in the society. One of the unanimous recommendations coming from the consultations to address youth antisocial behaviour and lack of respect for authoritative structures and national symbols/ institutions, was the reintroduction of the NYS programme.

The organization became a statutory body in 1998 and is mandated under the National Youth Service Act of 1998 with the following objects:

1. to facilitate the provision of work experience for young persons with a view to their employment;
2. to encourage participants to develop – (a) a sense of responsibility and service to the country; and (b) self respect and respect for authority;
3. to promote among participants, values of discipline, democracy, citizenship and co-operation.

The National Youth Service is defined as an organized activity in which young people serve others and the environment in ways that contribute positively to society. Participants usually serve full time for six months to two years and receive financial support from the Government or NGOs sufficient to enable them to serve. (Eberly and Gal 2006).

As young persons approach adolescence they alternate between the roles of children and adults. It is important that during this period they are entrusted with responsibility to function in adult roles while it is incumbent upon society to provide the necessary support for them to do so. This philosophy captures the ethos of the Jamaican experience in terms of youth in national service and the role of the military in such an experience.

The work of the Jamaica Defence Force in the National Youth Service programme is threefold:

1. Maintaining general discipline and good order in the residential camps.
2. Management of general logistics including planning and execution of activities.
3. Shepherding of the young persons by serving as positive role models and mentors to participants under their care.

Contrary to widely held beliefs, the most important role the JDF plays as a component of the National Youth Service programme is encapsulated in (3). This is based on the current social indicators. Statistics from the Registrar Generals Department suggest high levels of fluid arrangements in terms of the Jamaican family structure (absence of fathers and high levels of births outside of wedlock), coupled with the fact that our Early Childhood and Primary Education system has predominantly females attending; (in excess of 90%); it stands to reason that our children are not being exposed to much positive male influence during the formative years of their lives. It is important to know the significant impact that the presence of the military, especially the males, have on these participants, as one participant relates.

"Sir mi neva know sey soldier could a deal with youth so good. Cause



when mi si dem bwoy dey a fire wi want fire gun pon dem an tun over dem, juss base pon how them treat wi when dem a work di ends. But Jah know sey mi no mind if mi could a get fi join it when mi finish.

If we should take the wider implications of this statement, it means that the National Youth Service programme is a major vehicle for building trust between the youth and the security forces, an important ingredient in the tackling of crime and the building of social capital, in these volatile communities where participants reside. This is evidenced by the fact that the National Youth Service is one of the top providers of recruits to the Jamaica Defence Force alongside the Jamaica Combined Cadet Force.

The military has been an invaluable partner to the new NYS since its reintroduction in 1995. This collaboration has seen over 30,000 youth being trained and placed in various areas of public life, where they have provided significant public benefit

In closing, I would like to suggest that the work of the military in the National Youth Service programme is in no way a deviation from the role of a military in a modern democracy and may be our most important crime fighting strategy yet. This is based on the number of young lives

affected over the period and the fact that the participants themselves are the greatest ambassadors of the programme, with statistics showing that every youth that exits the programme impacts at least ten other young persons.

It is up to society to decide how we engage our youth. Do we engage them productively in peace, or do we engage them as obstacles to peaceful co-existence in war? ●

### DID YOU KNOW

During the 19th century while yellow fever was raging in Jamaica, it greatly affected the troops stationed in Up Park Camp (it is said that in 1838 an average of one soldier died everyday from this disease). This resulted in the building of the military camp at Newcastle in the hills of St Andrew. Officers of the British army, who were warned for possible posting to Jamaica, drew lots among themselves to decide who should be posted as it was felt that such posting would certainly result in death.

## PROTECTING OUR MARITIME RESOURCES: A COLLABORATIVE APPROACH

Sub Lieutenant L Wynter, JDF CG



Aerial view of main Cay, Pedro Cays.

Collaboration is a process in which two or more persons or organizations work together towards a common goal by sharing knowledge, pooling their efforts, learning and building consensus. Teams that work collaboratively stand a better chance of achieving success and efficiencies. They also have access to greater resources and achieve greater recognition and reward. The existing relationship and joint effort between the JDF CG and the Fisheries Division of the Ministry of Agriculture and Fisheries exemplifies the type of recognition and reward that can be obtained from such collaboration.

According to the Ministry of Agriculture and Fisheries, the fisheries sector has provided a livelihood for thousands of Jamaicans for many years, and has contributed significantly to Jamaica's economic growth. In 2007 alone, the Fishing Industry in Jamaica contributed \$ 2.986 billion to the country's Gross Domestic Product (GDP). Total exports from the industry amounted to 1,363,693 kg, valued at US\$ 83.4 million in 2007 and accounted for 10 per cent of all agricultural exports. This industry contributes to direct and indirect employment of over 40,000 persons and significantly impacts the economy of many fishing communities while making

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## THE JDF AND THE JAMAICA LEGION:

### WORKING TOGETHER IN UNITY

By Lt N P Notice, Sp and Svcs Bn and WO2 G Flake, 3JR

There are many men and woman who have served this country in the far reaches of the world. Many have died in cold distant lands and have not had the chance to see the cause for which they were fighting materialize. Indeed, such is the fate of war. The blood shed and the giving spirit of these our comrades, still resonate in the society and for those who still live with us, we owe a debt of gratitude and care.

The Jamaica Legion was founded in late 1949 and from its inception was affiliated to the British Commonwealth Ex-Service League, the parent body of most, if not all, ex-serviceman's welfare associations within the Commonwealth. Its motto is 'Service not self' and it is the mouthpiece of 16,000 ex-servicemen and women. The Legion's aim is to see that no ex-serviceman or ex-service woman or their dependents suffer hardship or live in want. The operation of the Jamaica Legion is administered by a council consisting of elected, nominated and co-opted members and presided over by a chairman. The President and Grand Patron is his Excellency The Governor-General, and the First Vice President is the Chief of the Defence Staff.

For years the Jamaica Defence Force has maintained strong ties with the Jamaica Legion. This relationship has resulted in a number of senior ex-JDF officers serving as Chairman of the Legion and at present, retired JDF Colonel T D Lewis holds the post. The Jamaica Defence Force also plays an integral part in coordinating various fund-raisers undertaken by the Jamaica Legion, among which are yearly events such as a Walkathon and the National Poppy Appeal. The National Poppy appeal is launched each year with "A Concert-in-the Garden" at Curphey Place, adjacent to Up Park Camp and the Headquarters of the Legion.

This Concert is a grand affair where ex-service men and women have the opportunity to reminisce with their serving counterparts while being serenaded by the music of the Jamaica Military Band. Here, The Governor General is presented with the first Poppy of the annual appeal as he makes his contribution to the ex-service men and women.

"A Concert-in-the-Garden" is coordinated each year by the Chairman of the National Poppy Appeal. Over the years, this post was held by the Commanding Officer of the Support and Services Battalion, but this was recently changed as the incumbent Chairman is Lieutenant Colonel A F Sewell, Commanding Officer of the Second Battalion The Jamaica Regiment.



Under the direction of Lt Col Sewell a new initiative was launched, with the focus of bringing about a greater awareness of the relevance of the poppy among the general populace. This has led to the launch of a series of road shows which took the information to the people, thus motivating them to give back to the veterans who have given so much to us.

These shows were held in Kingston and Montego Bay and public reception has been encouraging. In spite of the harsh economic climate people still contributed as generously as they could.



Taking the poppy appeal on the road was synonymous, by the account of many of the persons, with taking a trip down memory lane. Many elderly persons explained that they had not seen the poppy since they had left school and so it was a very nostalgic experience.

The poppy appeal was also well received by the younger generation who saw it as a new fashion statement. The Jamaica Legion Walkathon was also well supported by the general public as the turn-out for the event was reflective of the entire range of age groups. The walkathon was held at Emancipation Park and was a tremendous success due to the donations made by the various sponsors.



The JDF is committed to the continued support of the Jamaica Legion as it seeks to assist in the raising of funds through the Poppy Appeal and other initiatives to care for needy ex-servicemen and women. Doing so allows the JDF to play its part in seeing to the needs of those who have served before. Long may this partnership continue. ●



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an indirect contribution to the livelihoods of over 200,000 Jamaicans.

The Jamaica Defence Force Coast Guard provides the resources and expertise to assist the Fisheries Division to regulate the industry, enforce the lobster and conch regulations, conduct search and rescue missions for missing fishermen and educate Jamaican fisher-folk about life at sea and safe navigation.

The Fisheries Division is the governmental body mandated to regulate Jamaica's fishing industry which faces several significant challenges. These include over fishing, by-catch discarding, environmental degradation and illegal fishing. One of the policy tools used by the Division is the enforcement of a closed season during which no fishing, hunting or capturing of a specified species is allowed. This policy is largely enforced by the Jamaica Defence Force Coast Guard and the Fisheries Division. These restricted periods coincide with the peak breeding seasons of the specified species, and are so instituted to allow the animals to mature and revive its population. The Queen Conch is one such specie that is protected by law.

During its routine patrols in Jamaica's Exclusive Economic Zone (EEZ), the JDF CG seeks to prevent the harvesting of conch during closed seasons and by foreign vessels especially in the Pedro Bank area. The Pedro Banks have a large population of Queen Conch and Caribbean Spiny Lobster and is often the area of focus for illicit fishing activities. On a number of occasions, foreign vessels have been found violating Jamaica's fishing laws and these have often resulted in the seizure of thousands of kilograms of contraband (fish, conch and lobsters) and the prosecution of these violators in the local courts. Evacuation of fisher-folk from the Pedro Cays prior to the arrival of tropical storms or hurricanes is also a responsibility of the JDF CG and such evacuations are treated with the highest priority during the annual hurricane season.

Another area of collaboration between the two entities is in the protection of fish sanctuaries. These are no-fishing zones reserved for the growth and stabilization of fish populations. The degradation of habitats makes it critical to establish marine protection areas. In 2009, the Ministry of Agriculture and Fisheries officially designated eight areas around the Jamaican coastline as fish sanctuaries. These are:

- Orange Bay, Negril
- Bluefields Bay, Westmoreland
- Malcolm Bay, St. Elizabeth
- Salt Harbour, Clarendon
- Parts of Galleon Harbour, St. Catherine

- Three Bay Area, Old Harbour
- Montego Bay, St. James
- Discovery Bay Lagoon, St. Ann

In spite of these efforts, the problem of depleting marine resources has continued, due to increased fishing pressure and land-based nonpoint-source pollution, among other stressors. In response, the Fisheries Division has initiated several strategies to try to address these difficult problems and thereby ensure sustainable yields. To this effect, the JDF CG, by virtue of its strategic outstation locations, is able to offer assistance to the Fisheries Division by providing manpower and transport for fisheries officers to and from the cays. The JDF CG base at Pedro Cays in particular plays a pivotal role in the enforcement of the fisheries laws. Similarly, at Station Black River, JDF CG personnel assist in the inspection of vessels and catch to ensure compliance with Jamaican laws and regulations.

There have also been incidents and reports of fishermen using explosive devices to harvest fish, a deadly, shortsighted and illegal practice that causes severe damage to reefs and decimates fish populations. Patrols are routinely carried out by the JDF CG specifically to target perpetrators of this practice. Similarly, fishermen have been robbed of cash, catch, engines and even boats at sea by armed men, a serious threat with potentially deadly consequences and one which the JDF CG continues to make efforts to deter.

Search and Rescue for people missing at sea is another major responsibility of the JDF CG and fisher-folk and fishing vessels account for over ninety percent of cases annually. In 2009 a total of forty three cases of missing fishing vessels were reported to the Coast Guard. These cases ranged from vessels being overdue, capsized and/or sinking.

The Fisheries Division and the JDF CG have also adopted a proactive approach to the business of seafaring and have conducted workshops around the country at fishing beaches. These workshops focus on best practices in safety at sea, navigation and survival techniques.

The JDF CG and the Fisheries Division have worked collaboratively and effectively to ensure the sustainability of our valuable maritime resources. It is a relationship which is critical to Jamaica's economic future and one which must be further developed as we partner for the progress of our island nation. ●





# GETTING ON TARGET

*Second Lieutenant A Duhaney, BA, 2 JR*

The relationship between the Jamaican and British governments is characterized by strong bonds of friendship, alliance, mutual trust and unity of vision in regional and global objectives. To that end our two nations therefore stand unified in the promotion of peace, democracy, freedom and prosperity. We are also faced with dilemmas that demand a concerted effort, consultation and cooperation. Thursday, 9 October



2009 marked another milestone for the strong partnership that continues to exist between the Jamaica Defence Force (JDF) and the British Government with the commissioning into service of a Firearm Range Simulator donated by the United Kingdom.

The state-of-the-art machine, valued at approximately \$105,905 (J\$14.2 million) was installed at the JDF Training Camp at Moneague, St Ann, and according to former British High Commissioner Jeremy Cresswell, this gift is "a continuation of collaboration between the British Government and Jamaica in the area of security and justice".

Having the right tools to train soldiers is central to our effectiveness on the job. This computerized training aid, the

second of its kind in the JDF, provides a controlled environment to hone our marksmanship and control skills.

The advanced technology incorporated into the system allows for quick, easy control over varying conditions. Furthermore, the time-tested virtual reality technology simulates the multi-dimensional reality of real-world situations that soldiers encounter. Whether the need is to train new recruits or refresh the skills of seasoned veterans for a mission, this simulator will assist in fulfilling one of the JDF's most critical mandates, which is to assist the police in the maintenance of law and order in civil society.

Firearm Range Simulators are quickly becoming an efficient alternative method of weapons training, perfectly complimenting training done on live-fire ranges. This is primarily so because it is more cost effective, environmentally friendly and presents the opportunity to train in realistic scenarios. Loud noise, spent cartridge waste, noxious burnt-powder odors, repetitive reloading, environmental constraints, high costs and overall danger are all substantial challenges in the use of live or blank ammunition during training. These lend more credence to the use of a simulator. Simulator training also beats the traditional firing range training in that the practice sessions can extend for longer periods, and may be done irrespective of the weather.

Training today's soldier demands precise understanding of a complex operational environment to which partners like the British have long been thoroughly exposed. They have developed the expertise to deal with many of the challenges which we are currently faced. It is therefore imperative to develop and protect these partnerships and further expand them, as the help provided will greatly augment the JDF's continued transition into a modern capability-based force, as outlined by the Strategic Defence Review. Especially because of financial constraints being experienced, partnerships are critical to the JDF mobilizing and meeting its objectives.

We salute the British Government's continued assistance in our development, through the donation of the simulator and in the many other ways in which they support our mission. ●



# PARTNERING FOR CRISIS MANAGEMENT

*Lieutenant K Arthurs, BSc, HQ JDF*

From tsunamis along the Indian Ocean to terrorist attacks in New York and London, we live in an era when catastrophes and calamities have devastated cities and civilizations across the globe. It has become increasingly apparent that interagency cooperation, communication and coordination is paramount to successful disaster mitigation and crisis management. The dynamics of maintaining interagency partnerships can sometimes seem like 'herding cats', characterized by having to reconcile competing interests and differing priorities. None-the-less, harmonizing the interests of varied governmental entities is of vital necessity. With this in mind, the Jamaica Defence Force is expected to play an important coordinating role in the overall governmental approach to disaster preparedness and emergency management in pursuit of a safe and secure environment for Jamaicans.

The current situation obliges the JDF to support collaborative action as a response to new and recurrent threats. It should be understood though, that such a response requires the breadth of vision, speed of action, and management of resources that can only be accomplished through synchronized planning at multiple levels. Simply put, it requires successfully bringing together those agencies and entities that are to function in critical areas in defence and/or restoration of our country. Such interaction does in fact take place. However, meaningful action must be reinforced through consistent and well supported activities such as simulation exercises that test response and highlight weaknesses, as well as capacity building seminars that pinpoint the limitations of various entities and suggest ways to improve capabilities.

Arguably the mandate of disaster management rests with the Office of Disaster Preparedness and Emergency Management (ODPEM). However, such a task requires capabilities beyond those of any single agency, particularly as capacity to respond to the needs of victims clearly rests outside of a single domain. It is also worth pointing out that while ODPEM assumes the lead in mitigating the effects of natural disasters such as hurricanes and earthquakes, it relinquishes that leadership when addressing threats of a non-traditional nature. For example, in the event

of a wildfire, terrorist attack or epidemic outbreak, the Jamaica Fire Brigade (JFB) and the JDF and Ministry of Health (MoH), respectively, are expected to be first responders, with ODPEM functioning as a support entity. These roles must be understood and false assumptions retired in order to avoid inevitable chaos.

It is perhaps not enough though, that members of the security community liaise weekly, or even daily in a vacuum which excludes important national partners outside the community. Such exclusion could have serious consequences should Jamaica have to contend with a natural or man-made disaster



*The Haitian Presidential Palace Post The 12 January 2010 7.0 Magnitude Earthquake*

of a magnitude which results in mass casualties and injuries which requires the involvement of non-security affiliated entities such as the JFB, the MoH, the National Works Agency (NWA), the Jamaica Public Service (JPS) and the National Water Commission (NWC). At that point it would be too late to identify available resources or lack thereof so as to address response, rescue and restoration efforts.

We must also retire ideas which suggest that some types of disasters are improbable and that Jamaica need prepare only to counter the effects of the occasional storm. The 21st century has already been unforgettable for us in the Western Hemisphere. The world was shocked by terrorist attacks in the U.S.A. in



2001 and as recently as this year a catastrophic earthquake in Haiti reminded us that effective crisis management will be critical to the ever evolving dynamics of disasters. In the case of the latter, one massive earthquake followed by 52 aftershocks affected over three million people – killing over 230,000, injuring over 300,000, and making over a million homeless.

Is Jamaica prepared or equipped to respond to such disasters? And if so, to what extent and with what speed? Is there contingency planning above the intra-agency level in preparation for such eventualities? Are there government-wide standards for information sharing among agencies? How effective is the communications network that links government entities? Are initiatives being undertaken to increase the capability of individual entities; what capabilities do in fact currently exist? Are entities aware of the skill sets available among their partners; are these skill sets understood to be national resources and how accessible are they in any case? These are but a few of the most critical questions that must be answered if progress is to take place.

A number of recommendations may be advanced to address the inherently challenging interagency partnership. The bottom line however is that those individuals with both the capacity and capability to allow such harmonization must understand and accept that partnership is not merely a catalyst for progress but more practically, it is a requisite for the maintenance and defence of progress already achieved. Additionally, 'will' and 'action' must be married; for will without action is only rhetoric and action without will cannot be sustained.

One concept which is increasingly being spoken of internationally, not as a cure-all, but rather as a first, important response to the challenges of interagency collaboration, is the 'whole of government' approach. This concept encourages team-based approaches to problem solving, proposing that institutions work across portfolio boundaries as a response to particular issues. This though, will not be attainable overnight. Instead it requires the development of a culture that understands and supports collaborative solutions. Significant to this process will be institutional representatives working together in committees or task groups. Most importantly, they must understand that their roles are not to defend territory but rather to seek solutions in the national interest. The country depends on these representatives to find new and better ways of working together to deliver results that in turn may mean the saving of thousands of lives.

The Greek soldier/playwright Aeschylus suggested eons ago that 'there is advantage in the wisdom won from pain'. This sentiment has survived the ages and continues to hold sway in many facets of life. However, the perspective in some developing countries, including Jamaica, is that lessons learnt through pain can be unforgiving and lead too far down a road of peril to permit recovery in the short-term. Therefore it would be wise for Jamaica to learn from the experiences of others; to plan diligently for the unexpected, and prepare a response should it occur. As always, the nation continues to look to the JDF to take the lead in providing a safe and secure environment for all its citizens and as usual we cannot afford to disappoint. ●

## DO YOU KNOW

*Did you know that for more than a decade after the formation of the JDF in 1962 soldiers were paid 'over the table'? They were mustered each Thursday according to their sub-unit or company, and the paying officer, normally an officer or warrant officer, would, with the assistance of two witnesses selected at random from among the soldiers, pay the soldiers in accordance with the Acquittance Roll prepared by the pay office, and the soldiers' pay books. The Acquittance Roll and the pay books showed the sum of money to which each soldier was entitled. Names were called in alphabetical order and the soldier would, on his name being called, march up to the pay table and salute the paying officer (if he was a commissioned officer). After collecting his pay under the watchful stare of the witnesses, he would count it as quickly as possible and, if it was correct, he would say "Pay correct, sir", then salute (if applicable), turn to his right and fall out. Very often the paying officer was the*

*officer commanding the sub-unit or company and the pay parade gave him the chance to see his soldiers individually; it also gave him the chance to assess, among other things, the quality of the hand salute within his command. The recruits at the JDF Training Depot, Newcastle, were also paid over the table. The parade was normally conducted in the canteen. It was very difficult, especially in the first few weeks of training, to march and halt on the highly polished floor with the well studded ammunition boots and so many of the recruits, in the process of halting, crashed into or kicked over the pay table. The offenders were, after the usual bollocking from the instructors, sent to the end of the line. This system of pay came to an end when the headquarters decided to pay the soldiers fortnightly through a bank which established a branch in Up Park Camp primarily for this purpose. Monthly pay through a bank was instituted in 1986.*



# LAST POST

PERSONS WHO DIED WHILE SERVING WITH THE JAMAICA DEFENCE FORCE



• Military:

JDF/28299	LCpl	PINNOCK,	O A - HQ JDF	26 May 08
JDF/28170	Pte	WILLIAMSON,	F G - Sp and Svcs Bn	08 Jul 08
JDF/27292	Pte	SAMUELS,	G O - 1 JR	25 Jul 08
JCA/1486	Capt	J W GORDON	- 2 JR	08 Oct 08
JDF/28772	Pte	THOMPSON,	D - 1 JR	09 Jun 09
JDF/27861	Pte	WILLIAMS,	J - 2 JR	08 Sep 09
JDF/28592	Pte	DALEY,	K - 1 Engr Regt (JDF)	26 Dec 09
JDF/28627	Pte	LEE,	T - Cbt Sp Bn	05 Feb 10
JDF/28607	ORD	GRANT,	A - JDF CG	18 Feb 10
JDF/28991	ORD	JHAGROO,	T - JDF CG	23 Mar 10
JDF/28783	Pte	GREEN,	M - 1 JR	24 May 10

• Civilians:

Mr Ronald	SPENCER	- 1 Engr Regt (JDF)	31 May 08
Mr Glenroy	McKENZIE	- 1 Engr Regt (JDF)	28 Aug 08
Mr Ameal	McEWAN	- Sp and Svcs Bn	08 Oct 08
Ms Sylvia	TOMLINSON	- Sp and Svcs Bn	24 Nov 08
Mr Leslie	WILSON	- 1 Engr Regt (JDF)	13 Nov 09
Mr Leroy	BINGHAM	- Sp and Svcs Bn	01 Mar 09

'Alert' offers belated condolences to their families, comrades and friends.