

The Diplomatic Academy of the Caribbean

Global Outlook. Real-world Impact. Caribbean Minded.™

**Reinventing Diplomatic Education:
The DAOC's Story so far, its
Future-focused Agenda, and the
Issues that Inform its Role**

Commemorative E-Booklet of the Five-year Anniversary of the DAOC

For more information on this publication, visit <https://sta.uwi.edu/daoc/>

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The DAOC is a first-of-its-kind, practitioner-focused diplomatic studies training centre. The Diplomatic Academy aims to provide high-quality, immersive learning and short-term, hands-on practical training in modern diplomacy education, as a complement to formal training and on-the-job training in that area. The DAOC is an integral part of The University of the West Indies St. Augustine Campus and the Campus' renowned Institute of International Relations (IIR), which was established in 1966 by agreement between the Government of Trinidad and Tobago and the Government of Switzerland. However, the Diplomatic Academy has a separate identity and mandate, among others.

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Location and Building

The Government of the Republic of Trinidad and Tobago contributed funds to a new building for the DAOC, which was officially opened on 21 August 2015. Located on the St. Augustine Campus of The UWI, the building adjoins the IIR.

The building plays host to the Academy's Secretariat and includes classrooms, breakout rooms, and a board room and television studio, among other amenities.



The DAOC Advantage™
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Context

In recent years, the pace of the Caribbean's involvement in momentous, high-level global policymaking has accelerated. On that stage, the Region's decision-making role has also sharply intensified. To the extent that the Caribbean has amplified its participation in and influence on how rules and norms are shaped in the international system, the Region has done so by its involvement in issue-specific and/or like-minded coalitions.

These developments have shone a light, in part, on the imperative of human resources capacity-building. The fact is the apparatuses of the foreign policy architecture of the Region, which is principally made up of small states, are compelled by the exigencies of staying on top of diplomatic 'playbooks' and unswervingly advancing wider negotiating calculus to pay close attention to the deployment of personnel in expansive international cooperation-related negotiations.

The Advent of the DAOC

Perhaps most significantly, this state of affairs induced calls for the Region's premier higher education institution, The University of the West Indies (The UWI), to further invest in the development of applicable, home-grown institutional solutions to filling human resources capacity gaps.

The UWI responded decisively to this charge, with the launch of the Diplomatic Academy of the Caribbean (DAOC) on 6 May 2014. In this backdrop, the DAOC's arrival on the scene was an auspicious moment.

The DAOC is an integral part of The UWI St. Augustine Campus and the Campus' renowned Institute of International Relations (IIR), which was established in 1966 by agreement between the Government of Trinidad and Tobago and the Government of Switzerland. However, the Diplomatic Academy has a separate identity and mandate, among others.

The idea of conducting career training for a new generation of diplomats within the IIR, which has a long and distinguished tradition of delivering graduate-level international affairs education that caters to the Caribbean and its circumstances, is not new.

The realization of the Diplomatic Academy, which stems from an exemplary partnership between The UWI St. Augustine Campus and the government of the day of the Republic of Trinidad and Tobago, bolsters the Institute's ability to offer this type of training.

Aims, Format, Methodology, Means of Action, Facilitators and Outreach

The Diplomatic Academy aims to provide high-quality, immersive learning and short-term, hands-on practical training in modern diplomacy education, as a complement to formal training and on-the-job training in that area. Its professional development-centric module-based or customized/tailor-made workshop teaching programmes, which are held over several days, guide participants in honing their diplomatic capabilities. They impart the knowledge, essential (especially soft) skills, insights and networks needed of 'global thinkers' to fast-track a career path and drive greater success in the multi-focal profession of diplomacy.

The teaching programmes are interactive and, while they are situated in an academic or disciplinary context, the approach to teaching is analytical. It is practice- and teamwork-oriented *via* techniques such as the use of real-world case studies, peer mentoring and, on a case-by-case basis, study visits, among others. The means of action are four-fold: (i) innovative and experiential sharing and learning; (ii) simulations and advanced training methods; (iii) networking with superior local, regional and international expertise; and (iv) outreach beyond the Caribbean Community (CARICOM). Traditionally, in recognition

of the successful completion of teaching programmes, participants are conferred with a much sought-after certificate of training/participation.

On an as-needs basis or on-demand, the Academy's teaching programmes draw on scholar-practitioner facilitators from within and outside of the Caribbean. They are practiced professionals. On account of illustrious careers in their respective fields, they are well-placed to provide first-hand insight into the subject matter under study. Some of those programmes may also bring together the strengths of IIR's faculty and other top-level experts, who bring an accomplished, tertiary-level teaching and research background to bear.

Depending on the target audience's teaching delivery preference, programmes can be undertaken on-campus or arrangements can also be made for the Academy's team to deliver same off-site. Use of distance technology in some future programmes may be possible, although face-to-face interaction is invaluable. The language of instruction is English.

This diplomatic learning and training facility also strengthens the University's capacities for research/analysis, knowledge-sharing, advocacy, and partnerships and dialogue on the relationship between diplomacy and the Caribbean broadly conceived, with the goal of helping to facilitate policy-relevant awareness-raising on international affairs issues of import (and that are topical) to the Region.

Much done...

At its outset, the DAOC delivered on an impressive array of teaching programmes, covering such topics as international organizations and multilateral diplomacy, diplomacy and intelligence, summit diplomacy, rising powers, protocol and diplomatic law, defence diplomacy, economic diplomacy, climate diplomacy, among others. Of late, two offerings are routinely in high demand: *Protocol and*

Diplomacy and The Art of Corporate and Diplomatic Communication. And the Academy has continued apace with its outreach, principally *via* its collaboration with the IIR to convene the *Diplomatic Dialogues* series. This series is geared towards scholars and practitioners of diplomacy from the Caribbean and farther afield.

Since the Diplomatic Academy first opened its doors, to date, hundreds of persons and dozens of organizations drawn from its stakeholder community have benefitted from its teaching programmes, co-hosted symposia and general outreach.

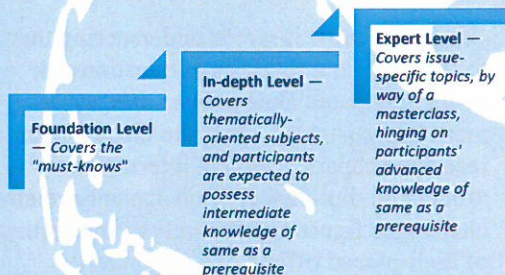
The DAOC prides itself on *what* it uniquely has to offer, *how* it goes about doing so and what it has accomplished so far, despite some institutional setbacks and operational challenges that have cast a long shadow over its ability to sustain its initial momentum.

... and Much to do: Strengthening *The DAOC Advantage*TM and the Academy's Future-focused Agenda

The Diplomatic Academy derives its *character* from its global outlook, real-world impact and Caribbean mindedness which, in sum, constitute *The DAOC Advantage*TM. Going forward and building on significant progress that has already been made in advancing the great ambition shown at its start, the DAOC will strengthen this *advantage*. Lessons drawn from its past are instructive.

Notably, it will strive to strike up even deeper and more sustained collaborative institutional relationships, so as to better harness synergies, continue to secure buy-in and leverage resources for mutual benefit. At this juncture, the Academy will capitalize on available resources in order to become more fit for purpose. As the DAOC moves ahead with a roadmap for renewal, it will build-out a demand-driven, results-oriented agenda and work programme, while streamlining and rationalizing its programme offerings.

In terms of its core mission, the Diplomatic Academy will systematize a multi-rung or three-tiered approach to its teaching programme, as follows:



Further, the Academy will be better positioned to meaningfully serve as a trusted and respected public intellectual broker in its regional and thematic areas.

While it is fitting to shine a narrative spotlight on the DAOC to commemorate its five-year anniversary, in doing so, it is apposite to devote some attention to: (i) a conceptual outline of the dynamics of the 'Caribbean in the world'; and (ii) key contemporary trends *vis-à-vis* wider global developments and regional strategic responses.

After all, as intimated above, the Diplomatic Academy was not established in the abstract by its progenitors.

The Issues that Inform the DAOC's Role

(i) *The 'Caribbean in the World'*

When it comes to the Caribbean's stance relative to the rest of the world, the Region casts its gaze without. An *outward* orientation is one of the fundamental features of the foreign policy of today's Caribbean small states, their *smallness* looming large as a predicate for dependence on the wider world that, ironically, they are disproportionately exposed to. That those states rely heavily on international cooperation to address some of their most pressing public policy problems also drives that orientation, paving the way

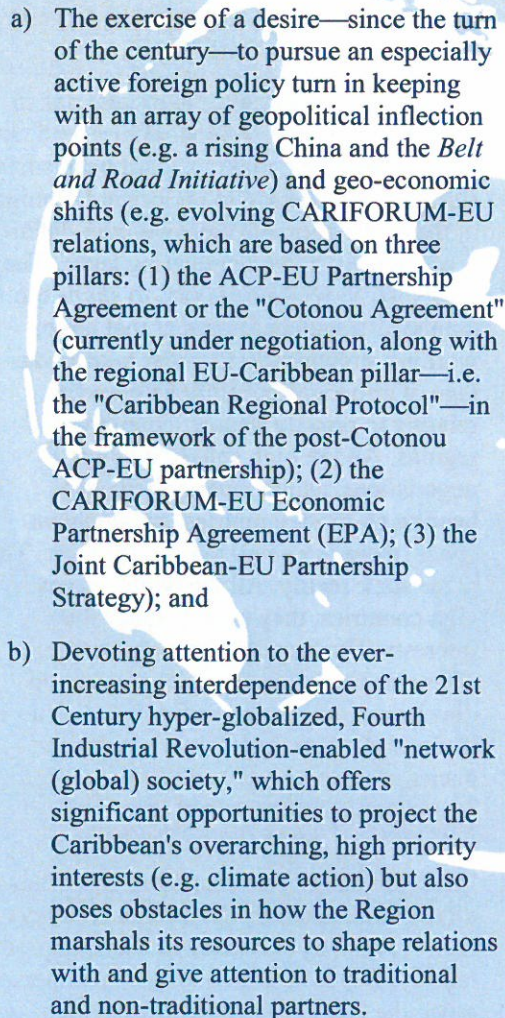
for a string of post-independence, tell-tale partnerships around foreign aid.

Further, insofar as trends and scenarios in the conduct of international affairs tend not to be of their own making, Caribbean small states must be poised to be forward-leaning in the articulation of offensive-*cum*-defensive interests at 'the negotiating table'. They must also be well-positioned to *shape* the course of events unfolding at that table, working strategically to either take advantage of or hedge against developments relating to priority sectors, countries and regions. And in high stakes, interstate negotiations, which invariably have a bearing on those countries' *development space*, there is a small margin for error. This is the stark reality. All the while, as sovereign countries, they must balance their interests. The broader situational context: These states generally aspire to a shared developmental vision. But regional cohesion is closely intertwined with the indeterminacies of endogenous and exogenous forces.

(ii) *Some Broad Considerations*

The 'vulnerability' of *smallness* can be made all the more acute by the international system, typified by interconnectivity's unpredictability. But seen from a longer-term perspective, the Region has little choice but to *lean outward*. Above all, in *playing the long game*, it must try to find its footing and build resilience amidst the growing complexity, uncertainty, instability and insecurity of the contemporary global landscape; and to do so spurred on by at-scale multilateral ways forward in the coordination of action. By dint of its small size and against the backdrop of an ever more pronounced set of issues and challenges to deal with, the probability that the Region will wield influence, garner a measure of protection and effectively promote foreign policy objectives in international politics is much higher *via* multilateralism. A key consideration is that it engenders fine-grained negotiation or bargaining—the *currency* of or *life-blood* for diplomacy.

Diplomacy has never been more important to sovereign Caribbean states than it is today, weighted much more heavily toward:

- 
- a) The exercise of a desire—since the turn of the century—to pursue an especially active foreign policy turn in keeping with an array of geopolitical inflection points (e.g. a rising China and the *Belt and Road Initiative*) and geo-economic shifts (e.g. evolving CARIFORUM-EU relations, which are based on three pillars: (1) the ACP-EU Partnership Agreement or the "Cotonou Agreement" (currently under negotiation, along with the regional EU-Caribbean pillar—i.e. the "Caribbean Regional Protocol"—in the framework of the post-Cotonou ACP-EU partnership); (2) the CARIFORUM-EU Economic Partnership Agreement (EPA); (3) the Joint Caribbean-EU Partnership Strategy); and
- b) Devoting attention to the ever-increasing interdependence of the 21st Century hyper-globalized, Fourth Industrial Revolution-enabled "network (global) society," which offers significant opportunities to project the Caribbean's overarching, high priority interests (e.g. climate action) but also poses obstacles in how the Region marshals its resources to shape relations with and give attention to traditional and non-traditional partners.

The 'Issues at Play': A Précis

In summary, in the contemporary work of the Caribbean's *qua* CARICOM's foreign relations policy-making establishment there is a growing awareness that this outward-looking Region is at once *more global* and *less on the margins* of the complex array of recent, non-linear global developments. Indeed, the foregoing broad considerations are illustrative of the intensification of fundamental realignments taking place in the international system, their impact on the broader architecture that undergirds our incredibly complex, globally integrated world, and the Caribbean's strategic and interest-based approaches and trade-offs.

The DAOC: Helping to Fill Diplomacy-related Human Resources Capacity Gaps

Given all this, it is worth underscoring that the strategy and interests in question risk being attenuated absent, *inter alia*, systematic and sustained efforts to close human resources capacity gaps in international affairs and diplomacy. Such capacity-related challenges figure significantly in the ability of high-placed officials to effectively leverage statecraft for strategic ends.

The DAOC can assist state/non-state actors accordingly. It has a proven track record.

Concluding Reflections

We may surely conclude that the DAOC has yielded substantial and complementary benefit to the IIR. Progress toward addressing limited institutional and human resources capacity in Caribbean small states as regards advancing the goals of their national interests can also, in part, be attributed to the Diplomatic Academy.

By providing capacity-building and skills development training in diplomacy to up and coming diplomats and to aspiring diplomats from the Region, this first-of-its-kind, practitioner-focused diplomatic studies training centre continues to make a major contribution to the effective and impactful conduct of Caribbean diplomacy.

The DAOC is deeply committed to continuing its mission to help train a new generation of diplomat from the Region. As part of that commitment, the Diplomatic Academy will put its relationship with The UWI and external stakeholders to work to further develop its value proposition.

In this way, the DAOC stands out with regard to *reinventing diplomatic education*.

Who's the DAOC for?

The DAOC's teaching programmes are best suited for junior to mid-career professionals from the circum-Caribbean, who work for government, business and civil society organizations, as well as international organizations. (The Diplomatic Academy adheres to a much broader definition of diplomat; one that comports with what Professor Andrew F. Cooper—in his edited volume The Oxford Handbook of Modern Diplomacy—refers to as "definitional stretching" vis-à-vis the changing nature of diplomacy.)

The DAOC can also work with third parties, including non-Caribbean organizations, to design customized, cutting-edge thematic and topical training grounded in disciplinary concepts. Drawing on its ready-made curriculum and access to a range of subject and area experts, the DAOC is well-equipped to offer highly targeted, in-house training. That training is geared towards addressing an organization's specific goals and/or needs in respect of gaining substantive insights into various aspects of the current and future agenda of Caribbean diplomacy & governance in public administration, public policy, and public management settings at the national and supranational levels.

Below are photos from the launching of the Diplomatic Academy, as well as an illustrative sampling of participants in its various training programmes.





SUSTAINABLE DEVELOPMENT GOALS

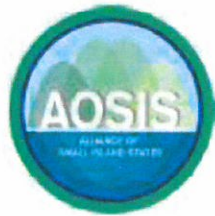
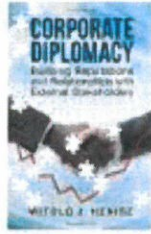
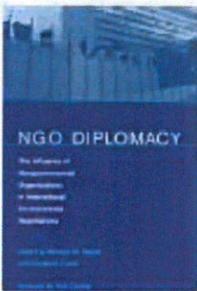


Photo courtesy of CARICOM Secretariat



The 18th Special Meeting of the Conference of Heads of Government of CARICOM, which was held on 3-4 December 2018, approved the St. Ann's Declaration on CSME. Photo courtesy of CARICOM Sec'y



The leaders of the four founder countries of CARICOM (Barbados, Guyana, Jamaica and Trinidad and Tobago) signing the Treaty of Chaguaramas, which established what was originally the Caribbean Community and Common Market on 1 August 1973.

Photo courtesy of CARICOM Sec'y



The leaders of seven Eastern Caribbean countries signing the Treaty of Basseterre, which established the OECS on 18 June 1981. Photo courtesy of OECS Commission



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