PARIUS
A Publication of the Antigua & Barbuda Defence Force

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SECURING THE PRESENT
PROTECTING OUR FUTURE
Saluting the Past, Securing the Present, Protecting our Future.

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Here we are again…. Paratus is back! Volume Two of the Publication commemorates the celebration of the 30th Anniversary of the Antigua and Barbuda Defence Force (ABDF).

As the ABDF continues to serve our twin island nation with unwavering courage, skill and commitment, Paratus looked back at the development and growth the organisation has achieved over these years. It also gives a glimpse of the ABDF’s future plans. The sense of honour and patriotism which is still vibrant within our ranks today epitomize those who answered that first call 30 years ago. We are indeed grateful to the legacy they have handed down to us, and we salute in return their selfless devotion to duty and brave sacrifices in maintaining peace and order in our nation and region. The Antigua and Barbuda Defence Force has faithfully and dauntlessly attended our nation and region in the aftermath of natural disasters as well as safeguarded peace in times of crisis in territories such as Grenada, Haiti, Barbados and Trinidad.

Paratus also reveals that the professionalism of the ABDF has matured tremendously over the years. In addition to capacity building and nation building, it has also added a new facet in its growth and development, namely transforming itself into a breeding ground for top security official positions. ONDPC’s Director, Immigration Department’s Chief and Her Majesty’s Prison’s Assistant Superintendent were serving ABDF commissioned officers, who were seconded to fill the respective posts which became vacant. Paratus noted that the ABDF has indeed depth and in fact inspire its personnel as they aspire to climb the different ranks to ultimately make a positive contribution to our society thereafter. The experiences articulated in their respective articles highlight such zeal.

The mammoth work to make the production of Paratus Volume 2 a reality was made possible by the committed and dedicated Magazine Committee consisting of Ms Carel Hodge from the Ministry of National Security who tirelessly assisted and shared her expertise, Lt Bernard Duplessis, 2nd Lt Jamal Aska, Cpl Abram Browne, OS Karl Jarvis and OS Trish Ephraim. Special mention must be made to Mr Walsh Jno Baptiste, professional photographer, who assisted in taking high resolution pictures in the last minute.

The Magazine Committee expresses heartfelt gratitude to our patrons, well wishers and corporate citizens who answered our financial cry to have our production published and we thank them for their generosity.

Happy 30th Anniversary!!!
Parliament in 1981 enacted a law whereby the Antigua/Barbuda Defence Force was established as a regular Force. Prior to 1981, it was a Volunteer Unit known as the Antigua Defence Force.

Over the years, the Antigua/Barbuda Defence Force has achieved a great record in army service especially when dealing with the local community. A fine example is its joint effort with the National Office of Disaster Service (NODS). Further, the Antigua/Barbuda Defence Force can be called upon to assist in any form of trouble, thus working side by side with the Royal Police Force of Antigua/Barbuda on a regular basis.

It is a pleasure to have among the rank and file of the Antigua/Barbuda Defence Force committed men and women from various professional fields, for example, doctors, attorneys, architects, pilots, tradesmen and a strong civilian support staff.

Since its establishment, the Antigua/Barbuda Defence Force has had six commanding officers which include the present Chief of Defence Staff Colonel Trevor A. Thomas, CMG, MBE.

As Commander-in-Chief, I have had the pleasure of visiting the Defence Force camp on many occasions and I do feel tremendously honored to be part of one of my country’s most admirable institutions.

May all those involved continue to serve Antigua/Barbuda with the loyalty and dedication which they have demonstrated over the years.

Dame Louise Lake-Tack, GCMG, DStJ Governor-General of Antigua and Barbuda
It is with great privilege and pleasure that I extend congratulations to the Antigua and Barbuda Defence Force as you celebrate your thirtieth anniversary.

With pride, my government applauds the army for its efforts over the past thirty years in community development through the adoption of schools, your involvement in charitable construction projects, the assistance in the security of public institutions and the beautification of some of our landmarks.

The success of the army is also demonstrated in the molding of the nation’s young men and women into fine exemplars of discipline, respect for authority, courage and personal resilience. For this and the invaluable service the ABDF provides to our nation, you must be commended.

In a world which is faced with the menace of powerful narcotics trafficking and terrorist organizations, my government attaches great importance to our security forces of which the Antigua and Barbuda Defence Force plays a noteworthy role.

It is my government’s hope that as the ABDF celebrates thirty years of dedicated service to this nation, that your future will be guided by a desire to not only a professional military organization serving the nation, but a force that is dynamic and ready to meet the evolving security challenges of the 21st Century, and at the same time encouraging more young men and women to give service through your organization.

Congratulations! May the Antigua and Barbuda Defence Force grow from strength to strength and may God bless your endeavours, families and officers.

W. Baldwin Spencer
Prime Minister
On this the occasion of the 30th anniversary of the Antigua and Barbuda Defence Force, I wish to express my heartfelt congratulations to the past and present members of the, ABDF, notably its dedicated leadership, on the achievement of three decades of successful service to the nation of Antigua & Barbuda. Sincerely I say, “job well done”.

Indeed I commend the leadership and members of the ABDF for their critical and dedicated service to our country. We often take for granted the work of the Defence Force as their duties are not always readily seen by the public. However, we cannot forget to acknowledge the many nights the military work along with the regular police force on patrols, in an effort to keep the country safe for citizens, residents and visitors alike.

The military, especially the Coast Guard has also been essential in keeping the waters around our nation safe, in an increasing drug trafficking and terrorism environment.

As Minister with responsibility for this body, I would like to congratulate the Antigua and Barbuda Defence Force in the achievement of the publication of the commemorative 30th Anniversary Magazine. This commemorative magazine will help to foster greater knowledge of the roles and activities persons charged with the task of protecting the citizens and residents of Antigua and Barbuda.

As we look forward to 30 more dedicated years, may you the members of the ABDF continue to perform your duties with pride, discipline and honour.

Sen. the Hon. Dr. L. Errol Cort
Minister of National Security & Labour
Once again the ABDF is celebrating another milestone that is, 30 years as a Regular Force. As Chief of Defence Staff it gives me great joy and pride to be a part of this time frame, from its inception to date.

The goals and objectives that were approved by the Government in 2006, continues to be our primary focus and will remain so until all are achieved. Notwithstanding those objectives, the Force has been able to share its valuable experiences and training through such avenues as:

a. Secondment of personnel to other Government Departments.

b. Support to the NGO’s.

c. Support to the Royal Police Force on a daily basis as part of our mandate to aid the Civil Authorities.

d. Provision of instructors and manpower support to other OECS/RSS unit where and whenever required; and

e. Advisory, Technical and Manpower Support to Government Institutions.

When one considers the size of the Force and its taskings, one can only appreciate its depth of knowledge and the capacity to accomplish its taskings in a timely and effective manner. This was very evident during the hosting of Tradewinds 2011, as a mammoth task, the Force was able to execute the biggest exercise in the region ever. My heartfelt thanks, to all the men and women in the Antigua and Barbuda Defence Force (ABDF), Royal Police Force of Antigua and Barbuda (RPFAB), the Ministries of Government and Non Governmental Agencies that made invaluable contributions to the success of the exercise.

We continue to partner with and are supported by the USA, UK, Canada and China in areas such as:

a. Military Education

b. Logistical Support

c. Construction and engineering support

d. Maritime assets

e. Communication and

f. Development of expertise to cope with natural and manmade disasters.

The installation by the Canadian Armed Forces of a new state of the art computer server and the opening of their Senior Command Staff College will also enhance the military education package.

In looking forward to the future, it has been recognized that our Nation is an archipelagic State, accessible by maritime assets and sits at the northern extremity of the RSS region. There is a growing concern within the Defence and Security architecture that there is a need to build capacity to address the security gap within our maritime borders. It is therefore practical for us to focus not only on Internal Security Issues but on maritime capability to protect our maritime interest and Defence in and around our contiguous waters encompassing our economic zone. Along with this the advent of the Caribbean Basin Security Initiative (CBSI) will be of some benefit to our Security and Defence challenges.

In facing the Security Challenges of the 21st Century, I am very much mindful of the economic down turn within our respective Caribbean Nations, which has significantly impacted on our growth and modernization plans. However, as the economic situation improves, ABDF will undoubtedly find itself in a better position.

As I have mentioned in the previous edition, the men and women in uniform continue to serve the twin island nation with distinction, unwavering commitment and dedication. We must remain focus on our Core Value in whatever we do: Loyalty, Discipline, Integrity, Courage and Team Work.

My sincere congratulations to the Editorial Committee chaired by Captain France Rouxelin. Also, I must bestow my deepest appreciation for the support given by our Minister of National Security and Labour, by way of Ms Carel Hodge, who played an essential role as part of the Editorial Committee.
The Ministry of National Security & Labour was formed shortly after the March 2009 general elections. Headed by Sen. the Hon. Dr. L. Errol Cort the Ministry has purview over the Labour, Immigration, and Passport & Citizenship Departments, as well as the Royal Antigua and Barbuda Police Force, Her Majesty’s Prison, and the Antigua and Barbuda Defence Force (ABDF).

The newly incorporated Ministry is headquartered on the corner of Thames and Long Streets in the heart of St. John’s. That building houses not only the Minister’s Secretariat, but all the Employment Units of the Labour Department, the Immigration Department and the Permanent Secretary, Robelto Isaac and other ministry staff.

The Antigua / Barbuda Immigration Department continues to embrace its role as an integral part of the security machinery of Antigua and Barbuda. In order to achieve this, the department has continued to upgrade its technological capacity by incorporating the use of biometrics (finger print & photo) at the ports of entry. The department also seeks to develop its personnel by equipping them with the necessary knowledge to be able to detect fraudulent documents, prevent and detect human trafficking, efficiently and effectively deal with its clients and improve its customer relationship in support of the Tourist Industry.

Greater synergy has been forged between the Labour and Immigration Departments with their amalgamation into one ministry. This has been further strengthened with the relocation under one roof of the Employment Units of the Labour Department and the Immigration Department. Additionally, the alliance that the Labour Department has established with Social Security, Medical Benefits and the Board of Education has resulted in a much higher compliance rate on the part of both employers and employees in making their statutory contributions to those corporations, thereby providing the necessary protection to a greater number of workers.

The Labour Department continues its fight against HIV/AIDS discrimination in the workplace and has seen its staff and stakeholders participating in several workshops sponsored by the International Labour Organisation (ILO). Health and Safety in the workplace has also been high on the agenda with the Department hosting its annual highly successful Health and Safety Conference at the Multipurpose Cultural Centre in recognition of World Day for Safety and Health at Work. This conference attracts a wide cross section of public and private sector workers as well as students, and serve to sensitize them not only of their health and safety responsibilities at work but their health generally.

The Police Force continues to engage in the active training of its members. Officers of all Ranks within the force have received training locally, regionally and internationally. They have undergone courses such as: Strategic Leadership, Drug Investigations, Criminal Investigations, Communications and Crime Scenes Investigations.

The professionalism of the ABDF earned them for a 3rd time to host the extra regional land and maritime exercises known as Tradewinds in 2011. This exercise allows each host nation to assess their potential and capacity as the scenario always encompass all the possible dangers that are locally known from disaster, man made or natural, to narcotics trafficking with criminal gang related and terrorist threats.

These vital arms mentioned above, with the inclusion of the Prison and the Passport Departments, play a role in the effective functioning of the Ministry of National Security & Labour.

The Ministry of National Security & Labour congratulates the vital member of this Ministry, the Antigua and Barbuda Defence Force on its 30th Anniversary.
The post of the Force Sergeant Major (FSM), which was established in August 1981, is occupied by a Warrant Officer Class 1/Master Chief Petty Officer Class 1 (WO1/MCPO1). This individual is the one who, in the view of the Chief of Defence Staff (CDS), is considered most competent and suitable for the office. The FSM, by virtue of his rank and appointment is the most senior enlisted person in the Antigua Barbuda Defence Force. The first appointee was WO1 (Retd) Maurice C. James, BEM who held the appointment from its inception to 1 May 1999. He was succeeded by WO1 (Retd) Dannie A Nicholas, OM who held the position from 1 May 1999 to 4 November 2003. On 4 November 2003, MCPO1 Samuel C. Roberts succeeded WO1 Nicholas, OM as FSM.

To understand the responsibilities and functions of the FSM, it would be informative to first explain the rank structure of the Antigua Barbuda Defence Force, with emphasis on its enlisted personnel. The ABDF has two categories, officers and enlisted personnel, with each category having its own rank structure. Within the enlisted personnel rank structure there are seven different levels from Private to Warrant Officer Class 1. Unlike other Caribbean Defence Forces, the ABDF has only one Warrant Officer Class 1 and that individual has been appointed the FSM.

The FSM closely monitors the standard of dress, discipline, bearing and conduct of all subordinates in the Force, with particular interest being paid in the development of Non-commissioned Officers and Warrant Officers Class 2. As a result of his/her noteworthy responsibilities, the FSM is usually held in high esteem by his subordinates and Junior Commissioned Officers.

As you will appreciate, the FSM is the senior enlisted advisor to the Chief of Defence Staff and assist in strengthening the chain of command by promoting the highest standard of professionalism; and facilitating the dissemination and promotion of command policies. The FSM’s primary function is to keep the CDS informed of potentially sensitive situations and issues, as well as procedures and practices, which can affect the discipline, morale, welfare, readiness and most importantly, the mission of the ABDF.
The FSM is responsible for:

- Detailing all Warrant Officers (WOs) and Senior Non-Commissioned Officers (SNCOs) for Force duties including Base Orderly Sergeants, parades, security, etc;
- All ceremonial parades in conjunction with the G1, (Staff Officer Administration and Personnel);
- Reproducing and advising on the approved format of all parades at the Force and National level;
- Enforcing Dress Regulations and Forms of Dress worn by members of the Force;
- Ensuring that all Warrant Officers and Senior Non - Commissioned Officers are proficient in all matters relating to drill by conducting Warrant Officers and Senior Non-Commissioned Officers drill parades,
- Detailing Warrant Officers and Senior Non-Commissioned Officers as drill instructors for drill parade at the Force level for Junior Non-Commissioned Officers (NCOs) and Privates while also organizing such parades;
- Supervising and advising Warrant Officers and Senior Non-Commissioned Officers in the regard to their dress, duties and overall conduct while at any Military function;
- Maintaining a keen interest and an eye for detail in the general turn-out, bearing and discipline of all ranks;
- Assisting in the supervision of the Military Police in the performance of their duties with particular emphasis to the routine of defaulters, soldiers in close arrest and soldiers under sentence and advise the Base Sergeant Major’s (BSM) on procedures accordingly;
- Attending all Appropriate Superior Authority (ASA) Orders for Warrant Officers, Staff Sergeants and Sergeants and marching in all accused persons and witnesses;
- Accompanying the Chief of Defence Staff on all inspections and visits unless otherwise ordered;
- Being present at all interviews for Warrant Officers and Senior Non-Commissioned Officers conducted by the Chief of Defence Staff unless otherwise ordered;
- Instructing Junior Officers in all drill (including Sword Drill) when required doing so;
- The tone, discipline and proper conduct of the Warrant Officers and Sergeants Mess. The FSM will appoint the President of the Mess Committee and will ensure that proper control is exercised over all civilians allotted for work in the Mess ensuring they carry out their duties in a proper manner;
- Organizing Professional Development seminars for all Warrant Officers and Senior Non-Commissioned Officers of the Force;
- Maintaining, on a daily basis, the accurate breakdown of the Force’s strength;
- Keeping the Chief of Defence Staff informed of any unusual occurrences affecting the overall discipline and welfare of the Force.

The FSM should also:

- Have a sound knowledge of the capability and character of all Warrant Officers and Senior Non-Commissioned Officers in the Force and bringing, to the attention of the Chief of Defence Staff, any matter affecting them;
- Be present at all Warrant Officers and Senior Non-Commissioned Officers promotion conferences;
- Represent the Other Ranks (Ors) on the Honours and Awards Committee; and
- Be abreast with the events of the Force and being able to advise the Chief of Defence Staff on any issue of ceremonial and dress for the Force. The FSM is to carry out any other duties as may be assigned from time to time by the Chief of Defence Staff.

Also, the FSM serves as a resource advisor to all Warrant Officers and enlisted personnel in the Force. He provides guidance on matters pertaining to discipline, accountability, and management of soldiers’ problems in order to obtain better cooperation and a high standard of improvement within the ranks. The FSM also assist in reviewing the activities of enlisted personnel, with special attention being paid to the Warrant Officers and Non-Commissioned Officers within their individual units and introduce correct measures where there are well documented inadequacies.

Generally, the occupation of the FSM possesses enormous responsibilities on the holder of that office and appointment. The FSM has to be ready at all times to provide the CDS or any member of Force Command with timely advice on the discipline, morale and welfare of the Force. It has been said that the FSM is that stable bridge between the Officers and enlisted personnel; however, as the FSM is seated at the summit of the enlisted, he does so under the keen watchful eyes of his superiors and subordinates of the Antigua and Barbuda Defence Force.
COMMISSIONED OFFICERS - LAND FORCES AND COAST GUARD EQUIVALENT

Colonel
Captain (N)

Lieutenant Colonel
Commander

Major
Lieutenant Commander

Captain
Lieutenant (N)

Lieutenant
Lieutenant (jg)

2nd Lieutenant
Sub Lieutenant
# Officer Cadet, Warrant Officers (WOs) and Non Commissioned Officers (NCOs) Land Forces and Coast Guard Equivalent

## Officer Cadet (Ocdt)

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<td>Midshipman</td>
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## Warrant Officers (WOs)

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<tr>
<td>Warrant Officer Class 1 – WO 1</td>
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<td>Warrant Officer Class 2 – WO 2</td>
<td>Master Chief Petty Officer II</td>
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## Non Commissioned Officers (NCOs)

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<td>Chief Petty Officer</td>
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<td>Sergeant - Sgt</td>
<td>Petty Officer</td>
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<tr>
<td>Corporal - Cpl</td>
<td>Leading Seaman</td>
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<tr>
<td>Lance Corporal- LCpl</td>
<td>Able Seaman</td>
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The Antigua and Barbuda government for the third occasion since the turn the century agreed to again host the United States Southern Command (US SOUTHCOM) sponsored premiere regional annual military exercise TRADEWINDS 2011.

The Antigua and Barbuda Defence Force (ABDF) as the Nation's lead agency, being ably supported by the Royal Police Force of Antigua and Barbuda (RPFAB), have marked another milestone for the successful hosting and conduct of the Caribbean's largest and most prestigious annual military Exercise. The ABDF co-hosted TRADEWINDS 2002 with the St. Kitts/Nevis Defence Force (SKNDF), in what was then viewed as the most complex exercise of its time, where the threat scenario and the requisite challenges for the regional security forces encompassed four islands (Antigua/Barbuda and St.Kitts/Nevis) engaging in maritime, ground and air operations. Antigua and Barbuda graciously acceded to a second opportunity for hosting a scaled down/tailored version of Exercise TRADEWINDS in 2005, as the Region's Security Forces prepared for Cricket World Cup 2007.

The purpose and history of the TRADEWINDS Exercises emanated from the United States (US) and Caricom Forces military intervention into Grenada in 1983. The disparity between the US and Caribbean Nations' Forces in the standard of training, equipment, logistics, weapons and ammunition, etc. became very apparent during the military operation. In other words, the differences made interoperability among the military forces most difficult, hence effective and efficient joint combat operations within the theatre were near impossible. The post intervention era witnessed a US Government led initiative, primarily then with the Regional Security System (RSS) countries for bilateral training and refitting programs to NATO standards of their security forces.

A critical element of the US security assistance program evolved into the TRADEWINDS Exercise, which was designed to test, maintain and improve regional security capabilities, thus reducing the requirement for future US military intervention in the Region. The larger Regional Forces (Jamaica, Guyana and Trinidad and Tobago) engaged the US government initially on a bilateral basis, and later became part of the annual Exercise over the years. The benefit was that Regional Forces could effectively integrate to address regional security and stability concerns, while possessing the capacity to function at a professional level anywhere in the world.

The TRADEWINDS Exercises continue to grow and develop annually in addressing current and future security challenges for all participating countries, inclusive of non-English regional states e.g. Suriname, Dominican Republic and Haiti, to more recently, the Central and South American countries participation. The Exercise provides the vehicle for participating nations armed forces (Military and Law Enforcement), Disaster Relief Agencies and even relevant Non-Governmental Organizations (NGOs) to plan, train and function/operate collectively to address the transnational threats to the Region, from narcotics and arms trafficking, organized crime, violent crime, internal security issues, terrorism, disaster response/relief, etc.

TRADEWINDS 2011 was held in Antigua from 2-20 March 2011. Twenty-three countries from Caricom and Latin America participated, with each country allowed a contingent of 30 personnel equitably divided into three sub groups of
ten i.e. Military, Law Enforcement and a Maritime groups. For countries who had an amalgamation of the three disciplines, then variables in numbers equating to the same sub-total were allowed. Several Coast Guard vessels from participating nations with their respective crews were welcomed as an operational maritime element of the Exercise but were not included in the stated numbers. The United States Forces with limited Canadian military personnel totaled in excess of three hundred instructors and participants.

TRADEWINDS remains most viable and relevant due to continuous evolution and restructuring the content of the Exercise on an annual basis to reflect the current and future regional security environment. The concept of TRADEWINDS 2011 returned to the traditions of the Exercise, i.e. that given a particular threat scenario, there was a two-week train up phase in the relevant military, law enforcement, and maritime disciplines, followed by a number of scripted exercises or notional events, culminating with a final 2-3 day Field Training Exercise (FTX) inclusive of a disaster related phase, with participants given the opportunity to apply their recently acquired skill sets.

Exercise 2011 was designed to ensure the traditional enhancement and strengthening of the relevant skill-sets of the individual security disciplines, however more importantly, there was a renewed focus on the exposure and the combined integration of the military and law enforcement forces into roles that were once formally and strictly defined by force type. In other words historically, the military trained for conventional military scenarios, while the police primarily stuck to law enforcement concerns. In recognition of the modern global security architecture, where there is an integration of both forces, utilizing their respective strengths to effectively address national/regional security concerns, Exercise TRADEWINDS 2011 continued on its path of renewed initiatives to expose law enforcement officers to tactics and operational procedures of the military, while the military personnel learned tenets of law enforcement methods and the legal requirements thereof.

Military instructors from the United States, Canada, Belize and Guatemala exposed regional law enforcement officers along with their military counterparts to military staff procedures and decision making process, combat marksmanship, military patrols, military intelligence, military operations in urban terrain, martial arts, jungle training, etc. While Special Agents from the US Federal Bureau of Investigation (FBI) and the Naval Criminal Investigative Service (NCIS) provided courses and seminars to selected military personnel along with law enforcement officers on Gangs, Major Case Management, Crime Scene Investigation and Management, Surveillance, Riot Control and use of non-lethal ammunitions, etc.

The US Coast Guard imparted courses on Maritime Operational Center Procedures, Maritime Law Enforcement, Small Boat Operations and Maintenance, Incident Command Structure, Fleet Operations, etc. Additionally, the US military provided a certified 2-week Search and Rescue (SAR) course to Antigua/Barbuda (host country ONLY) participants in the Handling of Hazardous Material (HAZMAT) and SAR procedures and techniques. Participants were drawn from the ABDF, RPFAB, Emergency Medical Service (EMS) and the National Office of Disaster Services (NODS).
The ambitious and busy schedule of the Exercise did not deter the completion of what has become a TRADEWINDS tradition, i.e. the “Community Relations Project” (COMREL). Members of the visiting and national security forces were engaged in the repainting of the Clare Hall Secondary School; and conducting minor renovations and some repainting to the Grays Green Pre School and Community Center.

TRADEWINDS 2011 culminated with the customary Distinguished Visitors Program from the 17th – 20th March 2011. This program provided an opportunity for Ministers of Defence or National Security, or Chiefs of Defence or Commissioners of Police from participating countries to personally engage each other on relevant topics and exchange ideas, visit their personnel in the field, review aspects of the training and highlights of the Exercise, participate in the Exercise Closing Ceremony (ARG on 19th March), meet the local press, conduct “a way ahead” discussion for the Exercise, and enjoy a “Cultural Event” with the troops; all within a three day period; this too was successfully achieved.

TRADEWINDS 2011 ended on a high note of satisfaction in achieving its aim, i.e. to improve cooperation and interoperability of partner nations (PNs) in responding to regional security threats and enhancing PNs capability to conduct Stability, Counter Illicit Trafficking Activities (CITA), and Humanitarian Assistance and Disaster Relief (HADR).
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Global Banking Solutions
The ABDF in its first thirty years of existence adopted a highly liberal training philosophy. This has allowed for the development of a highly professional military organization with the capacity to adopt, overcome and transition. It is expected that within our next thirty years, the Force’s ability to remain flexible, to adopt and overcome may be driven by a greater sense of liberalism.

From 1981 to present ABDF personnel have been trained in Guyana, Jamaica, Trinidad and Tobago, Barbados, Belize and St Kitts and Nevis with our regional partners. Internationally we have partnered with the armed forces of the United States of America, Canada, England, China and most recently Brazil; we have also developed and maintained a relationship with France with whom we have had a number of soldier exchanges. Without a question our wide ranging relations have allowed us to see the best practices of our partners and adapt those that meet our national needs.

The driving force behind all training is expected to be an evolving threat environment buoyed by transnational issues (terrorism, the illegal narcotics trade, the proliferation within our environment of small arms and light weapon along with human smuggling). Without question the intent to move towards a maritime (marine) force will lend significantly to addressing the threat environment; it is anticipated that it will also entail a shift in the training focus.

Much of our efforts will also be directed towards the development and diversification of the Force’s middle management (NCOs’). We are currently confronted by what might be considered a human resource deficit within this group. This portion of the Force’s leadership is aging and it is anticipated that within the next decade a significant amount of knowledge and experience will be lost.

How do we address this issue of developing highly trained personnel while giving soldiers the opportunity to gain the necessary experience needed to lead? Without question to overcome this challenge we must use a variety of methods. These methodology adopted should allow for the training of our personnel while infusing juniors into posts where they can gain critical experience. This desire is however tempered by limits in the funds available to get soldiers into and through the training environment.
A well known, well tested and tried method comes to mind as a possible solution to our dilemma; the mobile training team (MTT). Training a large number of soldiers for a fraction of the cost is not only attractive to participants but also to those who manage the budget. This is indeed an option that will be more closely explored and utilized in the coming years.

During the early years of the ABDF MTT’s were used as a means of getting personnel to the desired level to lead as well as to manage the Force’s limited resources. This methodology proved most efficient particularly during the preparation of ABDF contingents to participate in Operation Urgent Fury in Grenada. In later years the Force was able to capitalize on this relationship to develop the Commando school at the Crabs Training Area as well as with the development of a senior NCO programme. One might suggest that the draw of saving cost while achieving our training objectives and keeping personnel in country to address our operational requirements may be the key ingredient in adopting this option.

Without a doubt the operational tempo of the Force has intensified over the past ten years both domestically and regionally. Personnel have been deployed to Grenada, Barbados, St Vincent and the Grenadines and Haiti; while locally we have sustained operations in support of the civil authority since 2007. In all this, what must be sustained and cannot be neglected is the fitness of all soldiers. The soldier’s fitness is the key ingredient that will allow the Force to maintain its flexibility and operational tempo. The United States Army both during the Korean conflict and currently during the Afghanistan conflict has identified the soldier’s fitness as one of the key ingredients that will lend to their eventual mission failure or success.

Our thrust towards adapting to the new environment must not be an excuse to forget or move away from the basic soldier skills. Indeed one would suggest that the evolving environment should lend towards the intensification of training to improve basic skills. As a Force we must work towards improving our shooting, first aid, communication skills, and physical conditioning. The dynamics of the environment requires each soldier to think more, work harder, move faster while maintaining his aggression and decisive nature.

Every effort therefore has to be made at the Unit level to improve the tactics techniques and procedures (TTP) used by personnel; a fact that becomes more important as we spend more time in an urban environment.

It is therefore my conclusion that with the increase in the operational tempo (over 2000 man hours in annual joint mobile patrols) units must find innovative ways to ensure that soldiers continue to train and maintain their operational readiness. Every opportunity has to be taken to conduct physical training, to conducting shooting and reaction drill and to continuously familiarize soldiers with the rule of law as it pertains to them. Through the constant review and refining of these standards will the ABDF grow on the foundation of our first thirty years?
Since the period of European discovery/conquest this region known as the Caribbean (West Indies) has been at the cross roads of the illicit trade in every form. From the movement of African slaves (indentured workers) and Muscovado in the 16th and 17th centuries to the current issues of narcotics, the illegal movement of arms and ammunition and human trafficking/smuggling.

A review of statistics provided by the Implementation agency for crime and security (IMPACS), United Nations office For Drugs and crime and local agencies (ONDCP and RPFAB) all indicate an upward trend in the movement of narcotics (cocaine and marijuana are of particular note), small arms and light weapons and the trafficking/smuggling of persons (this being a contentious issue with each countries view based primarily on domestic law).

**OVERALL FIGURES FOR THE PERIOD 2006 to 2009**

<table>
<thead>
<tr>
<th>Year</th>
<th>Illegal firearms seized kg</th>
<th>Marijuana seized kg</th>
<th>Cocaine seized kg</th>
<th>Total narcotics seized kg</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>1921</td>
<td>73,483.22</td>
<td>5,764.57</td>
<td>79,247.79</td>
</tr>
<tr>
<td>2007</td>
<td>1879</td>
<td>115,612.00</td>
<td>3,492.35</td>
<td>119,104.35</td>
</tr>
<tr>
<td>2008</td>
<td>1534</td>
<td>126,389.13</td>
<td>3,417.22</td>
<td>129,806.35</td>
</tr>
<tr>
<td>2009</td>
<td>1895</td>
<td>66,476.07</td>
<td>3,458.65</td>
<td>69,934.72</td>
</tr>
<tr>
<td>Total</td>
<td>7229</td>
<td>381,960.00</td>
<td>16,133.09</td>
<td>398,093.51</td>
</tr>
</tbody>
</table>

Figure 3— Illustrates the overall figures for Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, Saint Lucia, and St. Vincent and the Grenadines, Suriname, Trinidad and Tobago for the period 2006-2009. Source IMPACS

**ILLICIT ACTIVITIES**

Depending on whom you may ask the list of illicit activity conducted in the region is extensive and may in some cases not involve criminal matters. They may range from the trafficking in exotic birds and other animals to the trafficking in illegal arms and ammunition. Some bodies (OECD) go as far as to mention matters of money laundering and fraud. This wide spectrum of classification has resulted in the widening of the range of matters that the security forces and in turn governments are confronted with. For my purpose I have confined my discussion to the issues of narcotics trafficking, the trafficking in small arm and light weapons and the issue of trafficking in persons (referred to in some cases as human trafficking/smuggling or even illegal migration). In reviewing the efforts to address the illicit activity my attention will be on some wider regional issues. Though these regional attempts are the focus they should not be considered in isolation as there are wide ranging attempts at the Global level to address Transnational Crime and the organizations that manage them.
COCAINE TRAFFICKING

According to UNDOC world drug report 2010 Trafficking in cocaine constitutes a security threat, financing organized crime and insurgencies in a number of countries, including the FARC in Colombia and the Shining Path in Peru. Cocaine trafficking is also linked to corruption. The UNDOC report highlights that trafficking in cocaine both thrives on corruption and breeds corruption. The 2010 report emphasized that rising trafficking of cocaine via countries neighbouring the cocaine production centres in the Andean region has led to rising levels of corruption.

Source UNDOC report 2010

The traditional/typical route for Cocaine is from Colombia to Mexico or Central America by sea (usually by Colombian traffickers), and then onwards by land to the United States and Canada (usually by Mexican traffickers). The US authorities estimate that close to 90% of the cocaine entering the country crosses the US/Mexico land border... According to US estimates, some 70% of the cocaine leaves Colombia via the Pacific, 20% via the Atlantic and 10% via the Bolivarian Republic of Venezuela and the Caribbean. This reference indicates that the Caribbean is the gateway to at least on third of the traffic that leaves Colombia. This high volume of Cocaine can have and one might suggest has had a significantly negative impact on the countries of the Caribbean basin. The basin has been affect socially, economically, politically and one may argue even structurally.

MARIJUANA TRAFFICKING

One would suggest that unlike the United States marijuana has been and remains the drug of choice and the primary concern for many within the Caribbean basin. Countries such as those within the OECS struggle to address the many issues that come about on a daily basis as a result of marijuana. According to the UNDOC 2010 world drug report this (Cannabis) remains the most widely used illicit substance in the world. Indeed it is arguable that marijuana trafficking as an "industry" is a significant contributor to the gross domestic product of many "basin" countries. It is often suggested that it is the main source of foreign exchange for several countries in the region.

<table>
<thead>
<tr>
<th>Country or territory</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anguilla</td>
<td>No Report</td>
<td>1.217 kg</td>
<td>34.826 kg</td>
<td>226.423 kg</td>
<td>No Report</td>
<td>No Report</td>
</tr>
<tr>
<td>Antigua and Barbuda</td>
<td>339,000 kg</td>
<td>712,000 kg</td>
<td>2069,550 kg</td>
<td>94433,000 kg</td>
<td>6,200 kg</td>
<td>78,600 kg</td>
</tr>
<tr>
<td>Barbados</td>
<td>3000,000 kg</td>
<td>2278,000 kg</td>
<td>3400,000 kg</td>
<td>No Report</td>
<td>4854,880 kg</td>
<td>No Report</td>
</tr>
<tr>
<td>Saint Vincent and the Grenadines</td>
<td>1700,000 kg</td>
<td>2979,000 kg</td>
<td>1371,346 kg</td>
<td>No Report</td>
<td>1559,700 kg</td>
<td>47,596 kg</td>
</tr>
<tr>
<td>Jamaica</td>
<td>26600,000 kg</td>
<td>29952,140 kg</td>
<td>17654,000 kg</td>
<td>37198,685 kg</td>
<td>37439,910 kg</td>
<td>35507,400 kg</td>
</tr>
<tr>
<td>Trinidad and Tobago</td>
<td>2180,003 kg</td>
<td>1513,000 kg</td>
<td>354,650 kg</td>
<td>2250,758 kg</td>
<td>3792,000 kg</td>
<td>3711,000 kg</td>
</tr>
<tr>
<td>Sub-Total</td>
<td>83383.420 kg</td>
<td>42668.940 kg</td>
<td>44712.050 kg</td>
<td>143495.000 kg</td>
<td>54435.800 kg</td>
<td>46063.990 kg</td>
</tr>
</tbody>
</table>

Source: Annual Report Questionnaire if not otherwise indicated. Australia: sum of seizures reported by national, state and territory law enforcement agencies.

Map 23: Cannabis cultivation in the world: an inventory of evidence collected between 1998 and 2008
WEAPONS TRAFFICING

The most obvious impact of the trafficking in SALW on the Caribbean Basin has been what appears to be an unprecedented increase in the level of gun related crime throughout the region. One can argue that at no period before in modern Caribbean history has the level of gun related incidents been so high. Table 1 above indicates the volume of weapons seized in a number of English speaking Caribbean islands between 2006 and 2009 both years inclusive. It is alarming that for a region that does not manufacture either arms or ammunition that within such short period law enforcement was able to seize over 7000 weapons.

ISSUES AFFECTING/IMPACTING ANTIGUA

Without a doubt transnational issues to include; narcotics trafficking, weapons trafficking, the trafficking/illegal migration of persons along with money laundering and its related appendages have within recent times had the most significant impact on the way in which we have organized in order to address our many issues. The issues noted above has resulted in the formation of a third security agency within the national architecture; it has resulted in key leadership from within the Defence force being directed (seconded) to other agencies to lend to more efficient management: it has resulted in an overhaul of the management of the Police force, a organization which was considered for a long time as moribund requiring resuscitation; it has lent to a realignment of ministries to ensure that those departments critical to effect efficient action on matters of security are under a single umbrella.

This realignment and reform of the sector has brought with it noticeable results which are considered a move in the right direction. Jointness has become the call of the day; from planning to implementation the security sectors appears to be focussed on a singular objective. A critical component in this realignment however has to be the continued development of the appropriate legislation to support jointness; it is essential that such legislation is progressive while protecting members of the security Forces and at the same time establishing appropriate checks and balances to ensure transparency.

ACTIONS BEING TAKEN TO ADDRESS THE ISSUES

It has been recognized within the region and by regional partners that the volume of illicit activity within the region is significant enough to merit the investment of vast resources. The establishment of the Implementation agency for crime and security (IMPACS) is part of the regional response to the illicit traffic. The adoption of this regional structure came about as a result of the recognition on the part of the heads of government that activities are interlinked and multi-dimensional. IMPACS builds on the adhoc security architecture that was operating throughout the region prior to cricket world cup 2007. This new structure has been designed to facilitate a collective response to the issues of crime and security among the member states of the CARICOM region.
International support towards the regional effort has come from the United States of America through Caribbean Basin Security Initiative. The CBSI might be considered the latest pillar of the US security strategy focused on citizen safety (CBSI home page). Unlike IMPACS the CBSI addresses issues across the wider Caribbean basin; recognising that the region shares common problems that require common though not identical solution. Under this initiative is highlighted the need for a holistic and not situation specific solutions to regional security issues. The partners in this initiative are attempting to adopt a three pronged approach to deal with the threats facing the CARIBBEAN.

The programme attempts to reduce illicit trafficking (counter narcotics operations and reducing SALW) with a programme of advance public safety and security and the promotion of social justice. This approach recognises that there are significant differences throughout the region in those areas highlighted and attempts to bring balance in solving the problems.

<table>
<thead>
<tr>
<th>Year</th>
<th>No of persons arrested</th>
<th>Drug seized</th>
<th>Value of drug seized</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>0</td>
<td>4553 lbs</td>
<td>12,854.400</td>
</tr>
<tr>
<td>2006</td>
<td>0</td>
<td>0</td>
<td>n/a</td>
</tr>
<tr>
<td>2007</td>
<td>26</td>
<td>6824 lbs cannabis 5 kilos cocaine</td>
<td>22,950.200</td>
</tr>
<tr>
<td>2008</td>
<td>23</td>
<td>1438 lbs cannabis 16 kilo cocaine</td>
<td>2,737.309</td>
</tr>
<tr>
<td>Total</td>
<td>49</td>
<td>8262 lbs cannabis 21 kilo cocaine</td>
<td>47,541.909</td>
</tr>
</tbody>
</table>

What is the way forward? How does the region address these issues? How do countries in the present global context fight what is considered to be the greatest threat to their survival while providing the needed resources to feed its people. As noted above these challenges are beyond the financial capacity of most of the regions and requires a well thought out regional approach. It is strongly suggested as well that the international community needs to play a leading role in resolving/mitigating/recovering/assisting the region in this fight. One point is clear, this region is, according to UNDOC, DEA, IMPACS and other agencies statistics a major transhipment point for all forms of illegal/illicit trafficking. One final statement, the time has come for the evaluation of all available options to solving or resolving the challenges that are presently confronting us. Free movement, decriminalization, are options that should be considered by all parties involved in this “war on” transnational crime.

**THE WAY FORWARD.**

By Captain Telbert Benjamin
“A man who joins the army, whether as an officer or as a soldier, does not cease to be a citizen. With a few exceptions, the ordinary law of land remains unaffected. If he commits an offence against the civil law he can be tried and punished for it by the civil courts. In respect of civil rights, duties and liabilities the ordinary law in general also applies to him, although a few privileges are granted to him and certain restrictions are imposed upon him for the purpose of enabling him the better to fulfill his military duties…” British Manual of Military Law

One object of military law is for the maintenance of good order and discipline among members of the army and in certain circumstances civilians who live or work in a military environment. This is done by supplementing the ordinary criminal law and the civil judicial system with a special code of discipline and a special system for enforcing it. This is necessary in order to maintain, in time of peace as well as war, the operational efficiency of an armed force, which one has to accept has been specially trained. It is for this reason that acts or omissions which in civilian employment may amount to no more than a breach of contract like failing to attend work or an industrial strike becomes in the context of the army life punishable offences.

The office of the Staff Judge Advocate (SJA) is responsible to provide legal support to the Chief of Defence Staff, Commanding Officers and Staff Officers of the Antigua and Barbuda Defence Force. The SJA acts as a liaison to the civil judicial system and to provide legal advice to military personnel. The duties of the office of the SJA can be summarized into three areas.

These are advisory, prosecution and operational law. In the area of advisory the SJA would provide advice to members of the force of their legal rights within the force and also to assist with matters involving the civil courts, the SJA also provide advice to the Attorney General’s Office on matters where the force would enter into civilian contracts, in the matter of prosecution the SJA would review and make recommendations in relation to charges which are to be tried summarily by the Appropriate Superior Authority or by Courts Martial. In the area of operational law, the SJA would review the Force’s policies and doctrines to ensure that it operates within the given framework of domestic and international law.
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HADEED GROUP OF COMPANIES
During the month of January 2011, the Antigua Barbuda Defence Force (ABDF) underwent a major overhaul of its IT systems. Its existing system was replaced by a state of the art one, that has propelled the ABDF to the next level within the IT arena. This was made possible again by the Canadian Government through the Military Training Assistance Programme (MTAP). They understood the Chief of Defence Staff’s intent from the inception and their commitment and dedication demonstrated that they had captured the IT vision of the ABDF.

REPLACEMENT AND MIGRATION

Prior to its facelift, the then existing server system has been kept operational under the dexterity and ingenuity of the ABDF IT team who has been going on refresher courses offered by the Canadian Government every year in order to hone and sharpen the ever changing skills required. Organisational and individual user group needs within the ABDF network keep on evolving due to daily operational exigencies which result in the necessity to redesign the existing network infrastructure.

It was unanimously decided that a more robust and scalable configuration was required for the ABDF user community, as daily network resources became very critical in the day-to-day operations.

Discussions with the MTAP Caribbean Portfolio Manager of the Canadian Department of National Defence IM Group Directorate, Mr Paul Gallant, Mrs Melanie Wilson at one time and presently, Mrs Sue Mc Pherson-Fraser were frequent and all of us came to the conclusion that the ABDF existing servers had to be replaced urgently since they have surpassed their current life expectancy. Within the ABDF, there was also the constant fear that all data and information stored would be compromised because of unforeseen hardware failures which were frequent and the backing up device was not always functioning optimally and efficiently.

It was recommended that new servers be acquired to provide stability and empower ABDF to face the global IT challenges. It was also suggested that the necessary software to be procured should include antivirus and back up capabilities. MTAP Caribbean Portfolio Manager offered once again their assistance and donated the necessary hardware and software which they shipped right away.

In January 2011 after the Canadian IT donations were cleared from Customs, Mr Paul Gallant along with newly appointed MTAP Caribbean Portfolio Manager, Mrs Sue Mc Pherson-Fraser and an IT MTAP Technical Team spearheaded by Senior Technology Officer came to replace and migrate ABDF server system to Microsoft Server 2008 operating system.
The redesigning of the current configuration after the upgrade of the servers allowed for expansion of the existing infrastructure at Camp Blizard. Such initiative facilitates the ongoing interconnectivity between existing buildings at Camp Blizard which was enhanced with the Direct Internet Access (DIA) service provided by the local Internet Service Provider, namely LIME.

Furthermore, the improved network design provides also the ABDF with a scalable, secure network infrastructure for seamless future expansion of the Camp Blizard Local Area Network (LAN). Hence, plans of interconnecting through Virtual Private Network (VPN) protocol of Crabbs Training Area as well as the Coast Guard Headquarters in St John’s and eventually with other government departments are more realistic with the new robust system in place at Camp Blizard.

The new configuration allows also the deployment of Intranet Mail to Desktop, and eventually extranet Mail to Desktop which will cut the waste of stationery and improve swift communications between units and enhance interoperability in a timely manner.

Plans are in place to refurbish the IT Lab with a view to continue the training started years ago. The training will encompass Microsoft suite, basic Networking and security related training as well as Forensics. As per the Chief of Defence Staff’s vision to promote interoperability, the training will be opened to the local Law Enforcing Agencies and other departments within the Ministry of National Security.

As one reflect on its 30th Anniversary celebration and take stock of its progressive development, one should appreciate the ABDF roadmap in terms of Information Technology is concerned: how it has indeed positioned itself at the cutting edge and subsequently has always been Paratus ad Serviendum (Ready to Serve) its people, organisation and nation.
PROTECTING ANTIGUA AND BARBUDA’S MARINE INTEREST

The Antigua and Barbuda Defence Force (ABDF) Coast Guard with the support of local and regional agencies and government departments continue to consider itself one of the main custodians of Antigua and Barbuda’s marine interests.

Through Antigua and Barbuda’s Maritime Areas Act and as a signatory to the United Nations Convention on the Laws of the Seas (UNCLOS), Antigua and Barbuda’s marine area is divided into Internal Waters, Archipelagic Waters, Territorial Sea, Contiguous Zone, and an Exclusive Economic Zone (EEZ). From the archipelagic baseline, Antigua and Barbuda declared twelve and two hundred nautical miles as its Territorial Sea and EEZ, respectively. Both the Territorial Sea and the EEZ represent a total of 110,004 kilometer square of Antigua and Barbuda’s marine area which is more than 200 times the country’s land space.

Currently, Antigua and Barbuda utilizes this space for tourism, shipping, and fishing. Tourism is Antigua and Barbuda’s number one industry providing approximately 70% of the country’s economic activities. There is a strong interrelationship between tourism and shipping and the viability of both industries requires the support of each other. Similarly, fishing is important to Antigua and Barbuda as the industry employs about 2% of the Country’s workforce and provides one of the main sources of protein for many Antiguans and Barbudans. A depletion of Antigua and Barbuda’s fishery resources could present both economic and social implications if the country’s food security diminishes.

Maritime Law Enforcement is another dimension of maritime security that has to be addressed to prevent the misuse of Antigua and Barbuda’s marine interest. Antigua and Barbuda, like other countries within the Caribbean, is considered to be a transhipment point for drug traffickers moving narcotics mainly between South America and the larger markets of North American and Europe. In the past five years, the Coast Guard, with the supported by the Office of National Drugs and Control Policy (ONDCP), have been successful in intercepting a number of vessels with large shipments.

In addition to narcotics trafficking, the smuggling of goods is another law enforcement threat. The smuggling route is usually between St Maarten and Antigua and many small boat operators travel to St Maarten, purchase relatively cheap goods, and try to evade customs tariffs and duties by attempting to land their goods illegally.

Illegal fishing is another counterproductive practice that needs to be addressed with equal importance. The local fishing fleet have to be policed to ensure that they are operating in accordance with the Fisheries Regulations, and preventing foreign fishermen from fishing illegally in Antigua and Barbuda’s EEZ is another law enforcement challenge that requires a serious response.
Antigua and Barbuda’s maritime security approach is multifaceted where many local and regional agencies are involved. The principal local stakeholders are Customs, Immigration, Police, ONDCCP, Department of Marine Services, Port Authority, Fisheries Department, Environment Department, and the ABDF Coast Guard. Regionally, there are the Regional Security System (RSS) and Caribbean Community Implementation on Crime and Security (IMPACS) which supports local efforts in a tangible way with the various initiatives that are spearheaded by these organizations.

Many agencies and departments that are involved with maritime security and the protection of the Country’s marine resources have a law enforcement arm within their organization. However, the ABDF Coast Guard is currently the only government agency, although limited, with maritime assets and resources, to include appropriately trained personnel, to patrol Antigua and Barbuda’s marine zones in an effort to preserve and protect the Country’s interest. The Defence Act 2006 is the primary legal instrument that gives the ABDF Coast Guard its authority to enforce all laws applicable to Antigua and Barbuda within the marine area. However, the Unit works closely with the various stakeholders to effectively carry out its mandate that is primarily embedded in the areas of Maritime Safety and Law Enforcement. The effectiveness to this cooperation is based on the common goal which is to realise the most efficient maritime security regime.

The marine interests of Antigua and Barbuda are at the focal point of the country’s maritime Security programme. Antigua and Barbuda’s marine interest is currently in tourism, shipping and fishing but the viability of these industries requires a robust security system with multiple layers to mitigate any maritime safety and law enforcement related threats. With the support of key regional institutions, a number of local agencies and government departments to include the ABDF Coast Guard are the backbone of Antigua and Barbuda maritime security programme. However, an effective security programme requires the allocation of appropriate resources to provide for its robustness in protecting Antigua and Barbuda’s national interest for the long term economic and social viability of the country.

On 26 April 2011, the Brazilian Navy made history by calling four Brazilian ships to the St John’s Harbour in an inaugural visit by any Brazilian Navy vessel. Brazilian Ambassador, His Excellency Ambassador Michael Neele used the occasion to announce his retirement and this visit was therefore his last official function.

CDS Col Trevor Thomas indicated that there are plans to have a member of the ABDF Coast Guard join the Brazilian Navy training ship for a few months to undergo training. He further indicated that he was desirous of exploring other training opportunities for the ABDF.

With this visit, the foundation has been laid for future visits and a more engaging relationship between both countries, and in particular, the respective armed forces.
I was trained to become a soldier within the ABDF as of October 2000. The training was both physically and mentally challenging, as there was no separate training for the female gender. I grew to appreciate this approach.

As a mother, I try to find that balance between being the best mother I can be, and my aspirations to excel in the force.

I am one of two cooks working at the ABDF Coast Guard. Working as a cook is not without its challenges, but I’ve found innovative ways to work around the lack of necessary equipment and at times the ingredients I need to prepare healthy wholesome meals.

My goal is to become the next chief cook in the force. I love the work I do because cooking is my heart and so is making people happy with the things I create. I will always continue to put my best forward.

Anthony A OS

My name is Trish Ephraim and I am an Ordinary Seaman assigned to the Antigua and Barbuda Defence Force Coast Guard Unit. To be a female in the ABDF and more so a female in the Coast Guard Unit makes me the minority due to the small number of females enlisted in the force.

At the Coast Guard base I am assigned to the Operations Department as a member of a tightly knitted boat crew known as the Dash Crew. Because of the nature of our work the duties of the crew range from Routine Patrols to Special Operations. This means that we are subject to recall at any time, so my job can be very demanding. As the only woman currently performing such duties in the Coast Guard, my job involves frequent interaction with the opposite sex but I don’t let the gender issue phase me. Working in such an environment has taught me the critical importance of what it means to be a member of a team and the importance of earning respect, especially that of the dominant gender.

Every job has its challenges and for me, life as a Seaman is no way close to being easy. Everyone has their own reason for doing this service for our country; I draw my motivation from the love of what I do. My job is unique and interesting since no two days at work are the same so I have learned to expect the unexpected. Sure there are stuff I hate to do but that’s like every other job in the world nothing is perfect.

No matter the reason a person chooses for entering this service in order to be successful in anything you do motivation and determination is the key.

Ephraim T OS

The journey into the Antigua and Barbuda Defence Force was not one of free choice but of the reality that I had responsibilities and no income.

I reported to my unit the day after graduation with a bit of anxiety and apprehension, the thought of not knowing
what lies in store for me but I figured I could make it through twelve weeks of hell, I could make it through anything.

I started my seamanship career in the radio room and the administration office but soon realised that was not the path I wanted. I remember getting excited about being on the boat but was not allowed to, the excuse being I was not trained. I began talking to senior seamen on what was the best career in the Coast Guard and what has more opportunities. The feedback I got was that there has never been a female coxswain, so I should try that.

The Basic Seamanship Course and Maritime Law Enforcement Course were easy enough, the same with my Boatswain Mate and Coxswain C courses. The challenge really came when it was evident that I was an unstoppable force; and it played out when it was my time to receive my certification to be a coxswain when I returned to my unit. It took some time before I was put in charge of my own crew which was one of the goals I had set for myself.

I dedicated myself during the interim into learning other aspects of the Coast Guard and the Defence Force. I became an authorized diver and attended many courses, and one day I heard the words I was waiting to hear. I was told to get my crew and go to Barbuda and pick up the Barbuda Block Club and bring them back to Antigua. It was all I could do to control my excitement, I knew I had this one chance to really prove that I didn’t go on all the courses because I was next, but because I wanted to be a coxswain.

Anthony NPO

My name is Makever Roberts. I enrolled as a member within the Antigua Barbuda National Cadet Corps (ABNCC), during my time at the Princess Margaret School. I was a part of this organisation for over four years, where I held positions up to the rank of corporal. Being a part of the corps was one of my life’s goals. I learnt how to drill, dress smartly, and even provide the basic traits of teamwork. I also became exposed to people of different backgrounds and ethnicities which made me expound upon my skills of not only becoming a good leader but also becoming a good friend to others.

As a result of my experiences within the corps, I became more and more passionate about joining the force which I did right after completing my CXC examinations. I presently serve and protect my nation as a law enforcement officer at the ABDF Coast Guard and I have been doing so for over six years as an Ordinary Seaman. I have worked as a Radio Operator, Chef and even a seaman of the Dash Crew. I have gained a wealth of knowledge and experience about vessels and their nomenclatures, Search and Rescue (SAR) and how to move quickly in emergencies aboard a vessel. During my time at the Coast Guard I have also gotten the chance to travel to Richmond Virginia to study the Art of Basic Cooking, Baking, Garrison Mess and Operation Field Feeding for which I was successful.

My goals within the force are to become a professional Radio Operator and Chef. I have developed a passion for these endeavours. But not only have I learnt the arts of a Radio Operator and a Chef, but the skills to teach so I can pass on the knowledge I have acquired to others within the force. I love my job and will do all I can to make the force the best it can be through the things that I do.

Roberts S O S
I am Leading Seaman Oden Potter of the Antigua & Barbuda Defence Force Coast Guard (ABDF CG). I put my life on the line every day in the interest of safeguarding the shores of Antigua & Barbuda. Being in the ABDF CG for little over 7yrs, I have been granted the opportunity to become a coxswain. Fully aware of the risk involved and how demanding it could be, I decided to make it my career choice. Since then I’ve been on various training locally, regionally and internationally, acquiring the skills and mindset geared towards being an excellent coxswain.

During the past few years, I have encountered many challenges ranging from a calm sunny day to the middle of a tropical storm or from a routine patrol to a high speed drug interdiction chase. Through it all, my well trained crew along with myself have managed to overcome it. One may say lucky but I beg to differ, I am a coxswain and beneath it all a true well trained soldier. As a coxswain, I’m the person in charge of the boat, particularly its navigation and steering. I am also responsible for the safety and wellbeing of my crew, so consistent training is a must to mitigate the dangers.

If I could live my life a second time I’d still be Answering Duties Calls.

I am Jamie Thomas, a proud member of the ABDF Coast Guard. Being involved in sports and anticipating in different sporting clubs such as the PMS Ballers and most recently the KC Ballers, I have developed both mentally and physically.

Additionally, it has motivated me and has influenced my athletic interest and ability. I completed the Basic Recruit Course (BRC) in 2010. There I dominated the two (2) mile run among my group. To date, I am running the 10k and maintaining the first position as I did in the two mile run and have even tried out the 25k run.

As a result of my proven ability to run long distances, I have made up my mind to see how far it gets me and also to use it for the betterment of my unit, whether through operations or building moral among my colleagues and onlookers. I am a soldier of determination and as such I have promised myself to be the best in what I do not only on behalf of myself but also on behalf of the Force.

My name is Sub Lieutenant Dorian Davis. I have been a member of the ABDF since 1998 where I spent seven years as an infantier before being transferred to the Coast Guard. I was commissioned as an officer in 2007.

Throughout my career as an officer within the Coast Guard, I have been exposed to numerous training opportunities extending locally, regionally (most Caribbean countries) and internationally (USA, England and Brazil). Training takes away most of your family time especially when the training is conducted regional or international and as such with an understanding spouse and family and the support that is given, I have been able to perform at the highest level and completed each course successfully.

The training environment varies from classroom setting to field training or sometimes a combination of both. I attended the small Ship command course in England over the period Aug to Oct 07. One of the pre-requisites for the course
was that the selected individual must have at least two years experience at sea and held the position of Executive Officer (XO) on a ship. Unfortunately, I was at a disadvantage since the course was not at the basic level as I expected. Therefore, I had to burn the ‘midnight oil’ and get assistance from other persons who were more experienced than I was who were also on the same course. Although most of the material was new to me, I was able to grasp the concepts after a while and apply them to the assignments that were given. One of the greatest challenges on the course was the final two weeks which was underway. The students had to prepare passage plans every night for the next day’s voyage on the Solents, one of the busiest waterways and harbours in England and because of my lack of experience, I spent the first three (3) nights working on my passage plans ensuring that they were done the correct way. During the day I had to battle with the cold wind and rain and the constant pressure from the instructors to get my task completed.

I must say that my will power to learn and to be surrounded with persons that are willing to offer assistance, I was able to successfully complete the course in third place.

**Davis D**
**Sub Lt**

On Saturday 2nd July 2011, 18 selected personnel of the ABDF travelled to Caracas, Venezuela as invited guests to be a part of that country’s Bicentennial Anniversary celebration. Upon arrival, we were greeted by Captain Stender who dealt with logistics in the air force department. After finishing the paper works we boarded some awaiting coaster buses and were escorted to ‘Universidad Militar Bolivariana De Venezuela Academia Militar Del Ejercito’ by the national guards on motorbikes and police cars.

The rehearsal was a real ‘eye opener’ for all to see the different uniforms influenced by the different cultures. There was also a language barrier that we had to work along with between Spanish, French, Chinese, Patois, French, etc. Eventually, we all found a way to communicate with each other through gestures and arm signals which I might add was very funny at times when we’d interpret incorrectly. Firstly, we were all welcomed by a General and then briefed as to the order of the day. Subsequently, we were placed in order of the march pass and right after we did a dry-run. After paying compliments to the heads and coming off of the main stretch we were free to sing Cadences and relax a bit to the end of the march. The following days leading up to the ‘big day’ was pretty much the same.

Parade day was an awesome experience. Everyone present was at their highest peak of sharpness in their respective uniforms. After the foot march there was an armoured parade which followed which included tankers of different classes, Humvees off road vehicles, speed boats and just when we thought it was over there were fighter jets and helicopters of different sizes and classes parading overhead. The scenery was at the least measure, breath-taking.

One outstanding lifestyle we observed is that of Martial Law. The country being ran by the military contributed to the way people cooperated with each other and the way the rules were being adhered to. There were on-going patrols and several check points about the areas we visited. The malls were also protected by the noble men and women of the Defence Force. The feeling of security were at its highest measure there than any other place that I’ve visited. We truly enjoyed the experience the ABDF afforded us and sincerely welcome any future ones.

**Jarvis K**
**OS**
The Antigua & Barbuda National Cadet Corp (ABNCC) is a voluntary youth organization, sponsored by the Government & People of Antigua & Barbuda that acquires its membership from the Secondary Schools. Whilst our main objective is to provide training and personal development to the youths through military and paramilitary activities, we also embrace community activities. Our training is geared to inspire young men and women to become model citizens. Emphasis during training is often based on discipline, loyalty, leadership and good citizenship. This is often acquired through a completed training course of being an active member in the Corps. We are non denominational but it is desirable in principle that every cadet who belongs to a religious community should be a professing member.

Presently, the cadet corps is comprised of 185 active members and falls under the direct command of Major Glyne V. Dunnah, a regular officer of the ABDF. He has supporting staff from both regular and reserve officers/soldiers occupying the positions of Deputy Commandant, Adjutant/Training Officer, Unit Commanders, Regimental Sergeant Major (RSM), Company Sergeant Major (CSM), Instructors and office administrator. The commandant reports directly to the Chief of Staff of the ABDF Col. Trevor Thomas MBE. Some of the former commandants of the ABNCC are Major Herman Blackman, Lt. Col Ivor Walker and Lt. Donald Richards who served the ABNCC's from inception in 1966 to present.

The Cadets form an extended arm of the Antigua Barbuda Defence Force (ABDF) and as such falls under the orbit of the Ministry of National Security. We often provide tactical support to the military when called upon to serve. We regularly assist organizations bearing national flags and the raising and lowering of the national flags. We also assist schools and other youth organizations in their preparation for youth rally and Independence Day parade. In addition
to our assistance outreach program, we regularly assist authorized street events by way marshalling to ensure the safe usage of the public roads by the participants. The ABNCC is often used as a stepping stone for persons venturing into a military and paramilitary career.

The multi talent of the Cadets has led the administration vision to be divided into Land Force (regular cadets) and Maritime Cadets. The land force undergoes similar training in nature to that of a regular soldier in areas such as field craft, foot & weapon drills, map & compass, weapon training, rank & badges, basic first aid, protocol & etiquette, service writing, method of instructions and training seminars (talks). Our maritime cadets training are similar in nature which caters to their specific needs and in addition to some of the land force training find themselves being training in subject matter that is adapted for their area of expertise such as basic seamanship, nautical terminology, swimming, flags & signals, knots & splices, boat handling and life saving procedures at sea just to name a few. One basic ingredient that all must undergo is physical training commonly referred to as (PT). Quite recently, we have put plans in place to start our own marching band. There are two (2) members of the Cadet force who serves proudly in the joint Defence Force & Police Force marching band on occasions such as Independence Day parade or at special functions.

We are thankful to be receiving sponsorship and support from the various extended arms of the Government of Antigua & Barbuda and members of the business fraternity. Special thanks must be extended to Mrs. Anthony and the members of the Parent Association for their dedication and commitment to the Cadet Corps. We offer a special thank you to you the citizens of Antigua & Barbuda for your kind and generous donations/contributions and do encourage you to continue to support the youths of this nation of our Antigua & Barbuda.
The Boys Training School located in the Parish of St. Philips is a correctional institution designed to reform troubled youths who have found themselves on the wrong side of the law. Additionally, it is a home for a number of youths who have been neglected for whatever reason and have no place in which to call their home.

The institution is a Government run programme that falls directly under the Ministry of Education. The institution has been in existence for decades headed by a Principal complimented by a number of other staffs that manages the day to day affairs.

Since the inception of the institution it has been stigmatized as a bad place for bad boys. That notion in the mind of these boys from all indications has done no good for the institution. Although the establishment was designed for that purpose, not every child that enters that institution displays bad traits. The present principal is on a campaign to change the mindset of the general populace on the stigma that is attached to the Boys Training School. With that in mind she was instrumental in engaging the services of the Antigua and Barbuda Defence Force to begin the reformation process.

Over the period 5 July to 5 September 2010, there was a team assigned to the institution that was engaged on a rigorous path of the transformation process. During the embryotic stage the reception from both the staffs and boys was one that was viewed as been very hostile. However, as the program developed the cooperation received was very welcomed. Also during that period a process of regimentation was introduced in that the culture and ways of the military was used. Their typical day had started with reveille of which was difficult for them to get accustomed to. The physical training was another facet of which they embraced without resentment.

Notwithstanding the challenges, the program continued with two of the greatest challenges being the poor discipline and the lack of team work. However, as the program progressed some of the boys embraced and understood the importance of teamwork.

The idea of the military been employed in that type of program can reap better results once the program continues. Although the military has its ways in which to instil discipline it will take much more. It is anticipated that better collaboration with the Government and Private sector is foremost if the program is to be successful.
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I recall the first day of my Senior Command and Staff course at the Canadian Command and Staff College. The directing staff spoke to the unrelenting pressure that awaits us, that some of us will not make it and that there is the strong possibility that we can fail the course even a week before graduation. He pointed out that graduates of the Canadian Command and Staff course are in high demand and that if we were successful the knowledge gained will serve us well in all areas of life. At the time I did not lend much weight to the directing staff’s motivational speech. I must now boldly declare he was right.

While on course I enjoyed the challenges of ‘administration in the field’, in my mind a euphemistic term for placing you in the worst condition while expecting perfect results. I never anticipated that ‘combat admin’ would serve me so well outside of the military. So those sleepless night of detail planning, those long hours of coordinating and negotiating resources for the battle field admin area of five to ten kilo meters square to support the medical response, supplies lines, functional recovery area and a host of other items for the brigade (approximately 3,000 to 5,000 personnel), seem irrelevant for the future, but I enjoyed learning the processes and the challenge, never to be used again, so I through.

Upon being given orders to report to the Immigration Department on secondment as the Chief Immigration Officer (CIO), my initial reaction was typical of any military officer, we are here to serve. As the reality of this new posting began, the curtain was lifted on the magnitude of the challenge that awaited me. Surprisingly I was not nervous, my trust was in God, who never gives us more than what we can bear and who prepares us for the task. I began drawing on my military training and experience. All those lessons from command and staff college came rushing back; leadership, management, organizational structures, project projections, planning and implementation, personnel management (HR), resource management, personnel motivation, personnel performance evaluation and discipline and on and on. Yes I knew that the knowledge gained in the military would serve me, but I never anticipated that all these lessons would have such an impact and in such a practical manner. The college’s directing staff was right on the button.

Those of us who have made the military our career, appear at time to be somewhat insulated from the ‘civilian world’. We operate on the notion that mistakes may cause the loss of lives, so we take our planning serious. We find it difficult to understand why the ‘civilians’ leave so much to ‘chance’. As a result, those of us in the military who specializes in ‘ops’ (operational planning) may appear to other outside of the military as controlling, aggressive and even inflexible. In our defence, in my defence, we just don’t want to lose a life because we failed fully plan, anticipate and or consider all the options.

Some of the applied attitudes and approaches that have been inculcated by the military are best expressed by the words of General Colin Powell, “...when you are given the dirty end of a stick, turn it around, sharpen it and use as a tool...”. The military has prepared me to face the challenges no matter how difficult it may be, we keep in our mind that no problem is insurmountable, there is always a solution. Like most military officers the goal is always to complete the mission or die trying our code for this attitude is ‘Charlie-Mike’. This is the approach and attitude that I apply to the task at the Immigration Department.

Now having given you such an extensive background, I can now speak to my role as the CIO on secondment from the military. Being in charge of the Immigration Department is no unlike being in command of a military unit. One must direct both the administrative and operational activity of the department, seeing to the welfare of the personnel and the application and enforcement of the law. One must ensure that the intent of higher authority is understood, that directives are given and briefings are conducted both to the authorities and to subordinates (mid-managers and specialist personnel). Coordination and liaison must be managed with external elements (other government agencies etc. and private sector). The training, and exposure of the military is indeed a ‘force multiplier’ as I execute my role and responsibilities as the CIO.

There are critical adjustment that a military oriented manager/leader must make, for me the adjustment centred around the...
Dr. Sir Prince Ramsey is a Family Physician in private practice in Antigua. He received his early education in Antigua, Oxford and London, England. He graduated with a medical degree from The University of West Indies. For over twenty-five years, Sir Prince has lectured in every school and most churches in Antigua and Barbuda. He has lectured in over twenty Caribbean countries, the USA and Canada, free of cost, mainly on the subjects: Family Planning, STDs, Sexual Disorders and HIV/AIDS.

He has appeared on television and radio over on numerous occasions, speaking on the topic of HIV/AIDS and has written numerous articles for magazines and newspapers on the topic.

Dr. Ramsey presently treats all HIV/AIDS patients living in Antigua/Barbuda. For over seventeen years, he has not only seen them free of cost, but has also provided all of their required anti-retroviral medications before they were made available by the government of Antigua/Barbuda in 2005. His longest living patient was infected in 1983, and was diagnosed by him in 1986.

In November 2004, Dr. Ramsey attended a two-week Intensive Care Course for HIV/AIDS specialists in Mexico.

In January of 2005, Dr. Ramsey was appointed the Aids Clinical Care Coordinator for Antigua and Barbuda.

For many years when there were no specialists in Antigua in the field of Ear, Nose and Throat, Urology and Dermatology, he brought these specialists to Antigua at his own expense, providing room and lodging and office space free of charge. For over a year when Barbuda had no doctor, Sir Prince visited there every Friday and conducted free clinical consultations. When the Antigua & Barbuda Defence Force (ABDF) had no medical officer, Sir Prince volunteered his service for several years. This was also done for the policemen stationed in St. John’s in 1991-1992.

Sir Prince was the founder and chairman of the Friends of Fiennes Institute committee – Home for the Elderly and Destitute. Archbishop Orland Lindsay was Vice Chairman. This committee, among other things, raised money to buy a laundry and other amenities, and also repaired many of the buildings.

In addition, Dr. Ramsey was the first to introduce ultrasound and private X-rays to Antigua, as well as Co-founder and shareholder of the Antigua & Barbuda Investment Bank (ABIB), and a past member of the Board of Directors.

Dr. Ramsey has received many local, regional and international awards for his contribution to health, especially in the field of HIV/AIDS. These include awards from UNICEF in 2003, the Ministry of Health Antigua in 2002, and the Caribbean Family Planning Affiliation 1993.
Introduction

To God be the glory great things he has done, and with God all things are possible. I am indeed privileged and thankful for the opportunity to be part of the development of the Antigua and Barbuda Defence Force (ABDF) and the Antigua and Barbuda National Cadet Corps.

It would be safe to say that my development all started as a Cadet in the Antigua Grammar School, where my leadership training began having risen to the rank of Warrant Officer, and appointed Sergeant Major of the Cadet corps. It was there that I first came into contact with the ABDF and had my first understanding of the roles and functions of this illustrious Fraternity that has been a part of my life for the past 30 years.

Throughout my career as a professional officer, I have had the opportunity to train and mentor members of the Force, both the Regular, Reserve Units and the Cadet Corps, who have gone on to make significant contributions to the country in other areas.

Because of the professionalism of the ABDF, members are immediately introduced to the watchwords of integrity, courage, loyalty, team work and discipline upon entry into the Organization, and it is these principles that help build esprit de corps amongst our members, and which bond us together long after some members would have left the force.

Training

Constant training is the bedrock of every military organization, and it all starts when a person first enters the ABDF as a recruit where he/she is refocused to accomplish any mission or task given to him/her, under adverse conditions.

Fortunately for me, when I made the decision to join the ABDF, I was already trained to a level where as a senior Cadet, and was already assisting with the training of ABDF personnel. As a result, the transition was relatively easy, to the point where I was able to receive rapid promotion in the ABDF, having joined the Force in 1981, and moving up through the ranks, was Commissioned as a young Officer in 1987.
Leadership

As a leader one must command the confidence and respect of those persons in your charge. A good leader should always be firm but fair. The goals set and the well-being of persons under your command should always be foremost in the thoughts of a good leader. I am pleased to say that these principles, and the various courses that I was given the privilege to attend have prepared me to take on the many challenges and to always accomplish the mission.

Exposure

Thanks to Major L. E. Haywood (Deceased) who having enlisted me into the ABDF on 15th March 1981, had the confidence to promote me to Lance Corporal on 1 October 1981, and then showing further faith in my ability promoted me to Sergeant on 1st February 1982. During the period 1982 and 1984 I was given the opportunity to attend a number of regional courses which helped to enhanced my professional development in the ABDF.

It was Lt Col Clyde Walker who further accelerated my development in the ABDF as a young Officer. Under his Command I was given the opportunity to attend a Finance Course at Base Borden Canada in 1984, followed by my Basic Officers course at Fort Benning - Georgia, USA in 1985. In 1987 I was appointed a Commissioned Officer in the ABDF and promoted to the rank of Second Lieutenant, and subsequently became Second In Command to Lieutenant Colonel I J Walker in the Antigua and Barbuda National Cadet Corps. In 1990 I took over command of the Cadet Corps from Lieutenant Colonel Walker, and subsequently turned over command to Major Herman Blackman (Ret) in 1995. In 2004 on the retirement of Major Blackman, I was again given the opportunity to command the Cadet Corps, and presently holds that position where we have seen many improvements as we strive to build character in our youth who form part of the organization.

Under the leadership of the present Chief of Defence Staff, Col Trevor A Thomas have been provided the avenue for further growth through the various Advanced Courses and Senior appointments in the ABDF. In 1995 after the passage of Hurricane Louis, I was given the opportunity to manage the National Warehouse and was responsible for the distribution of all national relief supplies that entered into the system from the International Donor Agencies. In 1992 I completed a Logistics Course in Base Borden Canada and in 1998 I was given the opportunity to complete my Senior Staff Course. In 1999 I attended the National Defence University in USA where I completed the Defence Planning and Resource Management Seminar. I am sure that you would readily agree with me that with the exposure gained I am very much prepared me for any task in the Government Service at the senior level.

Consequently, transitioning from the military doctrine to the prison administration was quite simple since it is all about leadership and management, and the military doctrine is all about leading people and giving guidance. In the prison service there are some similarities which when approached from the civilian perspective have made the transition process quite seamless.

Conclusion:

It is with a sense of gratitude to all who have assisted in shaping my military career that I say a big thank you for giving me the opportunity to give back to this beautiful Country of Antigua and Barbuda. Last but not least I would like to take this opportunity to thank my family for being tolerant when I had to be away from home for extended periods, either on operations or exercises overseas.

I am absolutely positive that the future of the Defence Force is in good hands, and I am thankful for the part that I have been able to play in helping to shape the development of the force. As we celebrate our 30th Anniversary I offer my congratulations and wish the organization every success in its future endeavours.
Introduction:

My successes in life come not from my own strength but from God who has given me all the blessings, guidance and skills that have allowed me to become the person that I am today. I feel privileged to have played a role in the Force’s development and as I reflect, I feel a sense of accomplishment and achievement in the growth of the Force. I am also pleased to have been given the opportunity to present my thoughts and to make a contribution to this very important historical milestone of the 30th Anniversary of the ABDF. If there is one constant in life, it is change, and as one reflects on the history of the organization it is clear that significant growth has taken place.

I have been fortunate to have seen a number of persons pass through the Force, both the Regular and the Reserve Units, and who have proceeded to made significant contributions to the country in other areas.

ABDF is considered a professional organization, known for its integrity, courage, team work and discipline. The ABDF like any other military force is a building block organization. As a jeweler takes the raw stone and polishes it into a fine valuable jewel worth much more than when it was first received, so too the ABDF takes an individual whose outlook on life and experiences are not yet fully developed and produces a person that is an achiever, someone who is able to accomplish given tasks, despite the obstacles and challenges that may be placed in the way. A well-trained soldier is always expected to achieve the mission, despite the odds.

It is noteworthy that several officers from the ABDF are now at the head of other departments and organizations within the country. This is a clear indication of the depth and knowledge of the training received by ABDF officers and other ranks and a demonstration of the capacity and capability of the officers’ corps within the ABDF.

Training:

In order for the ABDF to accomplish the change in persons who enlist into the organization with poor qualities such as a lack of confidence, an inability to complete basic tasks to graduate to a soldier who thinks that he or she can achieve any given task, it requires a systematic approach to achieving and shaping the recruit into an accomplished focused person. The building block for this approach is in training. A recruit goes through a period of training encompassing subjects such as field craft, communication, map reading, marksmanship principles, first aid, survival training, team work, physical fitness, and the will to win.

Training in the ABDF has helped me to approach the execution of tasks in a systematic and logical way analyzing each project into a series of steps, each of which requires analysis, weighing the pros and cons of each, ending up with a course of action that allows for calculated and acceptable risks.

It was Sun Szu who indicated that “The more you sweat in Peace time is the less you bleed in War”. This is a fundamental statement which reinforces the concept that one must continuously rehearse and practice the appropriate drills to ensure success despite the obstacles and or challenges faced. This concept has been one
The purpose of Military discipline is to teach you obedience, loyalty, team play, personal pride, pride in your organization, respect for the rights of others, love of the flag, love of country and the will to win.

of the core principles used by me in my approach in fulfilling obligations resulting in an acceptable level of success.

It is always important that efforts be taken to set specific and measurable goals in order to verify that you have made progress and that growth can be verified through some objective means. I am often accused of demanding too much and being too exact and I have heard often times a number of individuals reflecting on their work experience with me and have thanked me for my guidance and demand for excellence. They have now come to realize and appreciate that one should always work towards excellence.

Leadership:

It was John Maxwell who said, “The first step to leadership is servanthood”. The ABDF has taught me that to lead, one must learn to follow. One learns to appreciate the issues that followers have to cope with. In giving instructions and making demands of subordinates, one reflects on the experiences of a follower and ensures that tasks are realistic and practical.

To be an effective leader one must command the confidence and respect of those persons in your charge. A good leader should always be firm but fair: The goals set and the well-being of persons under your command should always be foremost in the thoughts of a good leader.

The book The Art of War by Sun Tzu, outlines what happens when leadership is characterized by the following, “If the General is weak and not STRICT, unenlightened in his instructions and leadership; the officers and troops lack duties; and their deployment of troops into formation is askew, it is termed ‘chaotic’”. An effective leader should therefore be strict, have clarity of instructions and ensure that subordinates are kept busy to avoid chaos.

As Director of the Office of National Drug and Money Laundering Control Policy (ONDCP), I am mindful of these requirements and have established schedules and activities to harness the skills of the officers of the organization. These along with effective planning, teamwork, discipline and the dedication of the men and women of the organization can all be attributed to the organization’s several successes.

Planning/Strategy:

Those who fail to plan, plan to fail. The ABDF like other military organizations is required to have effective planners if they are to be successful in their objectives. A number of pieces must come together to ensure operational success. The military teaches you to think of all the requirements needed to ensure operational success. It is therefore easier for me to engage in any task, since one often thinks logically and logically and often thinks outside the box to ensure that there are no surprises.

A military officer is required to think strategically in order to fulfill and accomplish the given objectives. To be successful one has to consider the elements of strategy. In his book ON WAR, Carl von Clausewitz stated, the following—“that the causes which condition the use of combat in Strategy may be easily divided into elements of different kinds, such as the moral, physical, mathematical, geographical and statistical elements. The first class includes all that can be called forth by moral qualities and effects; to the second belong the whole mass of the military forces, its organization, the proportion of the three arms, etc.: to the third, the angle of the lines of operation, the concentric and eccentric movements in as far as their geometrical nature has any value in the calculation; such as commanding points, hills, rivers, woods, roads, etc.; and lastly to the fifth, all the means of supply.” This point by Clausewitz, surmises that one is required to think and take into consideration a number of factors before finalizing a course of action. This is called the estimate process or (SWOT Analysis) which is often second nature for persons who have had military training. This training has allowed me to maintain flexibility and adaptability in responding to given tasks.

Military training often develops the mind to think and operate with efficiency, despite the chaotic environment that may be surrounding the activity. I have had the privilege of assisting the country recover from several hurricanes during my period of appointment as Operations Officer for the National Emergency Operations Centre (NEOC) at the National Office of Disaster Services, (NODS) from 1989 to 2000. Whenever the country was at its lowest ebb, it was the military that provided the leadership and the support to assist the country in its recovery.

Exposure:

I am thankful that I have had the pleasure of serving under the command of the following commanding officers of ABDF who have all in some way contributed to the person I am today. I was recruited by Major L. E. Haywood in 1980 when I enlisted in the ABDF. My first real significant mission was to be given the responsibility of safeguarding, controlling and raising the Nation’s flag on attaining independence on the night of 31 October 1981. That was indeed a proud moment in my life and as I reflect on that moment I feel a part of history since I was responsible for giving the command to hoist the national flag, the symbol that represented Antigua and Barbuda had attained its independence. During this initial tenure I went to Trinidad to participate in basic officers training and trained in Canada and attended the Officers Candidate School and the Basic Infantry Officers Training Course during the period September 1983 to August 1984.

My next commanding officer was Lt Col Clyde Walker who facilitated my exposure and growth in the area of financial control, junior command experience, logistics planning and disaster operations and management. It was during this time that I was appointed Quartermaster and as Finance Officer responsible for all logistics and financial management. This appointment allowed me to interact with members of the Treasury to better understand the government’s fiscal policy, rules and procedures. During this period
The future of the Defence Force is in good hands and I am happy that I have played a small part in professionalizing the force while I now turn my attention to making a contribution in the area of law enforcement focusing on organized crime.

I also considerably improved my skills as a platoon and company commander and was appointed as Contingent commander of ABDF troops during operations in Grenada.

The present Chief of Defence Staff, Col Trevor A Thomas has provided the avenue for growth in the area of command and control, strategic planning, diplomacy and has also facilitated my academic pursuits. During this period I was appointed as Vice Chief of Defence Staff, Staff Coordinating Officer, and prepared the Pensions and Gratuity Regulations, Officers regulations, Pay and Allowance Regulations and amendments to the Defence Act. I am extremely pleased that the men and women are able to benefit from my efforts in the development of a more structured approach to pay and allowances, retirement benefits, the promotion of officers, enlistment of other ranks, and training allowances, all of which were not previously available. I reflect with a sense of accomplishment that at present Regulations now exist that govern these areas.

I was also instrumental in the development of the Medals and Decorations Regulations that have allowed ABDF members to be awarded with medals for services rendered based on specified criteria. I had the privilege of being the editor and publisher of our first magazine “The Paratus”, which also highlighted my research and record of the history of the ADF dating back to 1795.

During this period I also attended the International Defence Management Course at the Naval Post Graduate School in California, attended the Canadian Land Forces Command and Staff College, successfully completed a course in Managing Defence in a Democracy at the Defence Academy, in Shrivenham, in the United Kingdom, all of which shaped my prospective on global issues and further exposed me to international diplomacy. This was further complimented by my appointment to the Inter American Defence Board.

Throughout my military career I have served and interacted with the Regional Security System (RSS) which has resulted in me experiencing issues at a sub-regional level. On more than one occasion, I have commanded the CARICOM Battalion for Exercise Tradewinds and have been appointed as Director to develop and execute plans for the hosting of this military exercise.

I have had the privilege of being appointed chairman of the Independence Ceremonial Parade committee and the Military Tattoo committee for the 25th Independence Anniversary celebrations. I am presently the chairman for the Independence Ceremonial Parade committee for annual anniversary celebrations. It is interesting to note that I, present at the first independence parade was responsible for hoisting the Nation’s flag and now 30 years later I am the chairman of the Independence Ceremonial Parade committee.

**Discipline:**

When one uses the term Discipline, one usually thinks of punishment and reprimand for violating some Standing Order, Regulation or the Defence Act. For most individuals, discipline means punishment for an act committed or omitted but realistically it means to improve or attempt to improve the behavior, orderliness, etc, of by training, conditions or rules and to punish or correct.

Discipline is an important tool in the arsenal of an effective leader if he is to have a fighting force capable of conducting an efficient, effective and a successful war against the enemy. Whenever I exercise discipline it is to bring about a change in behavior to ensure that the person being disciplined does not corrupt the ethos of the organization.

An effective manager or leader has a duty and responsibility to ensure that subordinates under his or her command are prepared to engage in successfully accomplishing their tasks. What type of leader would send his or her troops into battle without adequately preparing them for the stated mission? General George Patton, a strong disciplinarian who was equally as adamant about preparedness, told his commanders if they did not enforce and maintain perfect discipline, they were potential murderers. It is therefore critical that every leader take discipline very seriously and exercise that discipline in fairness to the persons they lead. In time the troops will respect you and follow you to the end of the earth. I am heartened that I have been given the opportunity to lead a specialized organization at the forefront of fighting against organized crime.

**Conclusion:**

I am pleased that ABDF as a regular force is now celebrating 30 years. In reflection, those years and experiences have significantly shaped my life and have been instrumental in what I have become and where I am today. I am satisfied with my contribution to the force and I have started to make a contribution in another area of nation building. The foundation within the Defence Force has allowed others to see me as a leader and have resulted in numerous requests to play a more meaningful role in other areas. I have also contributed to the improvement of regional security as Chair of the Standing Committee of the Heads of Intelligence and other related areas.

The future of the Defence Force is in good hands and I am happy that I have played a small part in professionalizing the force while I now turn my attention to making a contribution in the area of law enforcement focusing on organized crime.
It is generally accepted that Man is tripartite—body, soul, spirit. (1 Thessalonians 5.23) reads: “And the very God of peace sanctify you wholly; and I pray God your whole spirit and soul and body be preserved blameless unto the coming of our Lord Jesus Christ. (KJV)

The body: the part of man that comes into contact with the material world, we can say that this part of man is world conscious. The soul that part comprises the intellect which aids us in the present state of existence and the emotions which proceed from the senses, this we can say is the self conscious part of man. The spirit is that part which communes with God and so we are able to apprehend and worship Him. This we can call the God conscious. It is said that God dwells in the spirit, self dwells in the soul, while senses dwell in the body.

Generally, we in the military are very good at ensuring that the body and the soul part of man are well taken care of and are developed remember generally speaking. We develop and conduct vigorous physical exercises and academic studies to take care of the body and mind. This is of utmost importance to us. This is however changing. Over the years, there are an increasing number of men and women as well as organizations, that are now focusing on developing the Spirit part of man in harmony with the body and the soul in the military.

Military Christian Fellowships (MCF) is one such organization that is reaching out to the men and women of the military to develop the spirit part of man.

The Mission of MCF is to bring the good news of Jesus Christ to military men and women, developing the third part of man, the spirit.

The MCF is non denominational it is not a church. It does not take membership away from a church or chapel. On the contrary it allows for good news of Christ to impact the military. Military Christians are encouraged to give their very best in their duty and service for the glory of God. MCF also supports the Commanders intent.

MCF prays for and support the commander, conducts bible study, assists the chaplaincy and can reach out to the men and women and their families of the military. It is an excellent initiative. It seeks to complete the holistic development of all military personal around the world.
Hunters like a challenge; most men seeking to entice the object of their attraction enjoy the chase. In my line of duty however, it is not so much about liking the challenge but about expecting it. In the business of intercepting narcotics and other illicit substances the ABDF Coast Guard, like all other law enforcement agencies, has experienced varying levels of resistance, confrontation or opposition. These levels range from targets fleeing in high-speed vessels to substances being sunk and even to the Coast Guard being fired upon. For this very reason, nothing is taken for granted and all threats or forms of resistance are considered in the planning phase of every operation.

On 21 July 2010 while on a joint operation between the ABDF Coast Guard and the ONDCP, the aforementioned resistance or opposition was strangely absent. Two vessels of varying capabilities and characteristics deployed from the Coast Guard Base that afternoon on operation. At the time of departure the intelligence was vague as is oftentimes the case. Nevertheless, as the operation went on additional information with more specifics started coming in from the intelligence sources. At first, both vessels took up strategic positions while observing and waiting. Before long we had a description of the target and other vital information. The problem encountered though was that almost every craft sighted at the moment seemed to fit that description. In my experience however, I have learned that intelligence will not always be absolute and many times the challenge is to be able to make judgement calls based on what you are seeing in the field added to your experience. Case in point; headquarters may say that we are looking for a white pleasure craft with a blue canopy, four persons on board and two outboard engines.

Everything else may fit the description of a vessel in sight except that it may have inboard engines. Those are the decisions that our officers are faced with and the above example is almost identical to what transpired on the actual operation. Do I intercept this vessel and run the risk of blowing my cover or do I ignore this vessel because it does not fit the description perfectly?

After considering all the factors, added to the fact that the target was in the exact position where intelligence suggested it would be, the officer in charge decided to intercept and what a good decision it was. With hearts pumping and adrenaline racing, the crew checked each other’s equipment and ensured that everyone was mission ready. The crew contained a balanced mix of experienced sailors and rookies who were newly inducted into the Coast Guard. It was their first operation and while they were excited, the sign of some active nerves were evident in some. With the crew out on deck and ready to go, the Coxswain approached the vessel coming alongside her with a distance of about eight feet between vessels. As we were about to introduce ourselves which is protocol, someone on the target vessel turned to the coxswain and asked in a Spanish accent “you Charlie?” wisely the coxswain responded in the affirmative, “yes me Charlie”.

All this time the target vessel’s crew had put fenders in place to accommodate our vessel alongside. Being satisfied in their mind that we were their local contact and that we had come to “pick up”, we were welcomed on-board. One look through a cabin door revealed numerous sealed packages just lying there on the cabin’s floor. I immediately gave instructions to the boarding Party to first equip the vessel’s crew with flotation devices then place everyone in handcuffs. At the same time I gave our coxswain the signal which indicated that we had found what appeared to be a controlled substance. Since we are not lab technicians, we can’t proclaim leafy substances for example, to be marijuana or a white powdery substance to be cocaine. Hence the phraseology “appears to be” is used until confirmed by a laboratory.

I know; you are asking, didn’t they recognise the military vessel? Or the men in uniforms with government issued rifles? We had the same question initially but it quickly dawned on us that to them, in their business and where they came from, so rampant was corruption that it was not abnormal to do business with law enforcement personnel. I think about it to this day. In the end, the operation yielded approximately one ton of cocaine at an approximate street value of one hundred and twenty eight million, two hundred and thirty thousand, one hundred and fifty four Eastern Caribbean Dollars, (EC$ 128,230,154). Three Venezuelans and one Columbian were detained. There have been more busts after this one but the targets were not that accommodative and we do not anticipate it happening again. It is for that reason we train for the worst case scenarios.
When asked the question “What is your favorite sport?” naturally one would expect me to reply football or cricket or one of the more popular sports in the Caribbean but it definitely isn’t any of the above. Upon my enlistment into the Antigua and Barbuda Defence Force I had no true interest in sports, until I was introduced to Shooting.

My newly found passion for this sport led me to join the ABDF Shooting Team which opened the door for me to be able to compete nationally and even regionally. My most recent and greatest accomplishment in shooting was to be able to compete in the 2011 West Indies Full Bore Shooting Competition held here in Antigua at the Crabbs Training Area as a member of the National Shooting Team. In this competition I won a trophy for scoring the highest in the T class for the two and fifteen round, another for placing first in my class on the third day of the individual shoot and seven medals for placing in the various banks for the three day duration of the individual shoot. The accomplishment wasn’t in winning a few trophies and a few medals, it was in the opportunity to be able to compete with and against some of the region’s and the world’s finest shooters. It was genuinely a humbling experience to learn from true sportsmen who were not hesitant to share their wealth of knowledge.

From the time of my enlistment to now may not be very long, but I am exceptionally proud of my accomplishments as a competitive shooter. Though competitive shooting has improved my well needed skills as a soldier, it has also taught me a valuable lesson. No matter what I do or how simple it might be, I will always make an effort to do it to the best of my ability.
I spent thirteen of the most erratic months of my life in the Trinidad and Tobago Regiment, Service and Support (4th) Battalion, Chaguaramas in a deserted area on the hill called CROWS NEST undergoing a Basic Officers Training Course. It was everything I had ever envisioned it to be in some regards and then some.

The course started off with fifteen 15 students, 5 Barbadians, 2 Belizeans, 5 Trinidad’s Tobago Regiment and 2 Trinidad’s & Tobago Airguard and myself. It gradually grew to as much as 23 students, then back down to 13 students as time went by.

The course comprised of four phases the first which was an introductory course, and close to that of a Recruit Training, my most liked, given that everything was repetitive and I had gone through a recruit training before. Yet rather annoying because I spend many night on my feet undergoing inspection after inspection.

Phase Two was the Section Commander and Platoon Sergeants phase and the phase by which drills were introduced and a number of other subject areas. A normal week in this phase consisted of PT, Room Inspections, Personal Inspections, Support Weapons and Small Arms classes, Drills, Etiquette, Tactics both theory and practical, Map Reading, Land Navigation, First Aid, Signals, Gas Drills, Range and Range Management and more PT sessions in the form of road runs. If we were good, they would allow some grass cutting to further motivate us or so they said.

Phase Three was the Platoon Commanders or Tactics phase, the phase by which we took everything which was taught to us in the previous phases and implemented them into our roles as Platoon Commanders. A Knowledge of Navigation, Tactics, Leadership, your ability to shoot…even though we were never given live rounds to use on the exercises, and being physically fit, was utterly imperative in passing this phase. Before, we completed this phase; we went to Camp Omega, home of the Special Forces to undergo a Jungle Survival course. The Jungle Survival course was by far my favourite part of the course, not because we were on our own or had the choice of not bathing for days, but because of the advantages I knew this course would have given me. This course taught me how to survive in any jungle setting, and I enjoyed every animal murdering part of it. We were educated thoroughly in survival, from shelter building, game hunting, tracking, fire starting and water procurement, just to name a few. We spent nights around the fire, bonding and laughing out lives away.

At the end of the phase we did some river crossing, landing zone cutting and repelling. We went into the jungle divided in some regards, but at the end of it all we came out bonded at the hips all 20 of us.

I spent my Christmas vacation in Barbados, where I took the opportunity to go and visit two of the bases there, where I came to realize how closely linked our Forces really were. The other half of my vacation was spent down south in Trinidad taking in that side of the island.

Phase Four was the Professional Development stage of the training by which we were exposed to the finer details of the Force, how it was managed and the way we were to carry about ourselves as Officers to be. We were taught Psychology and Counseling, Service Fund Accounting, War Studies, Administration, Logistics and a few other things worth knowing. Before the closing of this phase we took a ferry to Tobago for some well needed rest and relaxation. We went to the Tobago House of Assembly where we were finally able to settle the never ending argument on “Which island does the Flying Fish really belonged to, Tobago or Barbados?”

Upon returning to Trinidad we took time out to visit some of its sites to include, the Red House, The Pitch Lake, the Prison, the Crimes Lab where we had the opportunity to witness a few autopsies.

I enjoyed every minute of this course. It transmogrified civilians and riflemen into disciplined soldiers who possessed Army morals and ethics, with fundamental soldiering skills on that of a foundation of confidence, leadership, commitment, courage, humanity and integrity. The experience and friends gained will last me lifetimes to come.
Today’s Antigua Barbuda Defence Force, while young in its current form, stands as the inheritor of one of the oldest military traditions in the Western Hemisphere. This heritage has three distinct strands: of volunteers, of regular soldiers, and of war-raised units, each of which is reflected in today’s ABDF.

**The Volunteers**

The first volunteer unit in Antigua and Barbuda dates at least as far back as 1690, when a 400-man force was raised to wrest St. Kitts from French control. Subsequent efforts to raise volunteer units in Antigua waxed and waned according to perceived military requirements in the 18th and 19th Centuries, reaching a peak at the end of the Napoleonic period at almost 1,000 members. The Antigua Defence Force created by an 1897 act and a subsequent ordinance in 1912, which comprised an infantry company, is the ABDF’s direct lineal ancestor, and existed in various forms up to the establishment of the current ABDF. For most of its existence, War Office records indicate that the Antigua Defence Force’s strength varied between about 40 and 90 soldiers, with a mission set similar to the ABDF’s today, if less complex in those simpler times: defence of the island, response to emergencies, and aid to civil powers. As can be seen from the photograph of its badges, the Antigua Defence Force, though small for much of its existence, produced no less than three distinct badge designs, two featuring the pineapple still worn on ABDF collar badges, and one recalled in the cap badge of today’s cadets.

**The Regulars**

The history of regular soldiering in Antigua and Barbuda dates to 1795, when the first eight West India Regiments were raised. Expanded by a further four regiments in 1798, and titled 1st West India through 12th West India Regiment, these units saw action throughout the Caribbean against French and Dutch forces during the Napoleonic Period, and against the Americans in the War of 1812. Following the final defeat of Napoleon in 1815, and the settling of colonial relationships among the islands by that same time, the regiments were reduced to just two by 1825.

In the mid-19th Century, events far from the West Indies conspired to create a new, unexpected mission for the West India Regiments. Britain’s expansion into the West African region required troops for garrisons and for active service, and the first units sent from Great Britain suffered unsustainable casualty rates – often topping 50 percent – not from combat, but disease. The troops of the West India Regiments, it was found, retained residual immunity from the tropical diseases common to the region. This genetic bequest of their forebears, along with a well-established reputation for strong fighting qualities, made the West Indians an ideal answer to Britain’s West African requirements. For most of the rest of the 19th Century, soldiers from Antigua and Barbuda, along with their West Indian brothers-in-arms, served in often savage campaigns in the present-day nations of Ghana, Sierra Leone, Nigeria and the Gambia, earning battle honours for the Ashanti War and several West African campaign seasons, as well as two awards of the Victoria Cross.

Following service in the East African campaign in the First World War, the 1st and 2nd West India Regiments, combined as 1st and 2nd Battalions of the West India Regiment, were disbanded, sadly, in 1927, their colours laid up in St. George’s Chapel of Windsor Castle. One brief chapter in the remarkable history of this unique unit remained to be written, however.
When the Federation of the West Indies was created in 1959, with high hopes for a single Commonwealth West Indian nation, the West India Regiment was resurrected as its defence force. The unit adopted its old badges, as shown, for its brief existence, which ended with the dream of the Federation in 1962.

**Wartime Soldiers**

The demands of two world wars in the 20th Century inspired a response from the British Caribbean beyond mobilization of the local volunteers. The First World War saw the raising of The British West Indies Regiment in 1915, an all-volunteer unit which eventually fielded a remarkable 12 battalions of some 16,000 troops from every island in the West Indies. Battalions of the BWI Regiment served throughout the Western Front and the Middle East. Perhaps the regiment's greatest contribution to the war effort was service with Allenby's expedition against the Turks through Palestine to Damascus. In this campaign, soldiers of Antigua and Barbuda witnessed the last cavalry charge in history, an action by the Australian Light Horse to secure fresh water wells at Beersheba on 31 October 1917, and participated in the capture of Jerusalem in November and December of 1917, which led in turn to the Balfour Declaration and, eventually, to the establishment of the modern state of Israel.

Once again, the Second World War saw the volunteer units of the region contribute to a broad-based unit raised for war service specifically. This formation, titled The Caribbean Regiment in recognition of the contributions of regional colonies (British Honduras and British Guiana) not technically part of the West Indies, was similar in organizational design to the BWI Regiment of the previous conflict. The Leeward Islands, with Antigua as the leading contributor of soldiers, formed a battalion of the regiment with its own badge and shoulder title. After training at Camp Patrick Henry in Virginia, the unit shipped to Egypt in October of 1944, where it guarded Axis prisoners of war until after victory in Europe in May of 1945.

Today's ABDF soldier can take justifiable pride, not only in the current force's performance of duty and standards of excellence, but in a long tradition of service to Crown and country that spans more than three centuries.

*Mark Shields was commissioned an Infantry officer in the US Army from West Point in 1978. A long-time collector of Commonwealth and American military insignia, he is completing a book on the organizational history and badges of the Caribbean defence forces.*
LEADING THE WAY

By 2 LT J. Aska

If you can survive 62 days of some of the Army’s most intense, rigorous training, you earn the right to wear the Ranger tab. But Ranger School isn’t about just surviving - it’s about succeeding and leading your team despite struggles and stresses the Ranger Instructors (RI’s) use to challenge you. Why? Because making the wrong decision in combat is not acceptable, no matter how tired or hungry you are.

I attended the US Army Ranger School on 2nd July 2007 at the age of 19yrs. At that time I did not know what to expect, all I was told “Prepare for hell”. On the morning of 2nd July 2007 I was dropped off at 4th Ranger Battalion at 0400hrs to conduct the first of events/tests, of Ranger Assessment Period (RAP Week), the Physical Training (PT) test. In that very first day more than 50 percent of the 1002 soldiers that showed up to do the PT test have either been dropped from the course or quit.

The first event of that morning was the Push-ups test, followed by sit-ups, 5 mile run, 2 mile buddy run and a mile long obstacle course. Shortly after the obstacle course the RI’s torture the students for about 2hrs prior to the confidence tests. The torture went on for the whole of RAP week with constant tests being thrown at us.

On completion of RAP week, I thought that the torture was over and I could have exhaled a bit (but I was wrong). To close off RAP week we had to complete a ruck march of up to 20km into Camp Darby (the next phase). Following Rap week we were taught Hand to hand combat, Ranger Tactics, Navigation, and all the necessary skills a ranger would need.

Surviving RAP week was already the most challenging thing in my army career. I have learnt a lot and can at least be proud that I am one of the two Antigua and Barbuda Defence Force individuals who have earned my Ranger Tab. Rangers Lead the way (All the way) “Hooah”.

The first of events/tests, of Ranger Assessment Period (RAP Week), the Physical Training (PT) test.
Established in 2001, The ABDF Band still remains the pride of the CDS and the entire force. Its service and loyalty to country has proven to be excellent through its motto “Serving through Music”, bringing joy and contentment to its listeners. This military band is comprised of approximately 90% volunteer membership. Some have had 40 years experience playing and performing extensively.

The ABDF Band has a wide repertoire by which to align itself in any social or ceremonial event with a common belief that practice does make perfect. Such instilled discipline in each member has brought about the wonderful results at every military and public performance. Presently, the band is 25 members strong and also has a good relationship with other musicians who are friends of the ABDF Band.

The ABDF Band seeks prospective members who play a brass instrument and have a competent reading ability. We are not necessarily hard on those who are a bit weak in reading for we have experts who will assist and help to sharpen that skill. This year, the ABDF Band celebrates ten years of existence and hopes to thrive on for many years to come.

The ABDF Steel Orchestra started in September 2010. This new attachment hopes to bring more joy to the hearts of all its listeners and deemed to follow the motto of the ABDF Band. Presently, members of the Antigua and Barbuda National Cadet Corps are sharpening their technical skills on these instruments. However, we hope to see an improvement in membership very shortly through the acceptance of young energized volunteer panists. We continue to look forward for your support through out the years.
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268-481-2500
Old Parham Rd., St. John’s, Antigua
My name is Robert Labadie and I am a member of the Antigua and Barbuda Defense Force, in the Service and Support Battalion (SSB). My fulltime career lies in the aviation industry as a commercial pilot. I am employed by LIAT 1974 Ltd as a Captain of the DeHavilland Dash 8 Aircraft.

I have always been attracted to the military lifestyle and the move to join the Forces was not a difficult one for me. Both the training and the nationalistic commitment involved in this decision to join the ABDF has been largely a productive one.

My formal introduction to the workings of the ABDF began during the period 5th -18 July 2009, where I attended a reserve camp at the Crabbs Training Area in Antigua. Over the past three years, the knowledge gained through this and other training opportunities, both in Antigua and abroad, has been beneficial to my own professional and personal development.

Vivid memories of that first morning at camp still resonate in my mind. At 3:30 a.m. the Corporal parading through the tents bellowing at each new recruit, “get up and get dressed for physical training in ten minutes”, was the first indication of the intense work out I was about to experience. We then proceeded to the area designated for physical training and met yet another Corporal who identified himself as the PT instructor. An incredible onslaught of physical exercises began, which included, but was not limited to, sit-ups, push-ups and jumping jacks among other things. This ordeal lasted for approximately an hour and a half, after which sweating profusely and physically spent, we were ordered to return to our tents to be dressed in full uniform, well shaven and boots “spit shine”, in preparation for breakfast in thirty minutes, which was to be followed by an inspection. We moved in formation towards the mess hall.

The intricacies of training have not always been easy. The routines of early morning sessions, long days of intense physical exercise, manual labour, sleepless nights and academic demands have posed a significant challenge. However, facing these challenges have taught me the importance of physical strength, and more importantly, mental strength.

As well, I have had the positive and pleasant experience of interacting with persons of different ranks, backgrounds and skills sets. This has been a very important part of my development. As a result of this intense training, I have become a more rounded individual and take a more “head-on” approach to challenges. This experience has taught me that most challenges are indeed “mind over matter”. Consequently, I have also found that I have achieved and exceeded most personal thresholds, which have also spilled over into my professional and personal life.

In addition, the commitment to the ABDF has instilled a strong sense of Nationalism and Service to my country, Antigua and Barbuda and to regional security. It is with pride that I wear the uniform and carry the colours of the ABDF. The Force has not only reaffirmed my sense of National Pride, but it has increased my respect and my obligation to the people of this Nation.

I would encourage anyone interested in joining the ABDF to proceed and fulfill their interests, bearing in mind that it will demand a great deal of your time and effort. Furthermore, one must recognize that making this commitment enforces the philosophy that it is always a matter of “Country before Self”. In closing I would like to say that being a member of the ABDF Reserve has been an overwhelmingly positive experience, and it has reaffirmed in my mind that discipline and order is the recipe for success in life.
The Services and Support Battalion (SSB) in keeping with the spirit of our watchword 'teamwork,' continues to provide sterling support to the Force despite the physical and fiscal challenges presented on a daily basis. This could not have been possible without the dedication and commitment of the men and women I have the honour to lead during the period of review.

Each member met our mandate each day driven by a passion for excellence, as we seek to train and maintain standards commensurate with the ever changing security threat and dynamism of the global issues that constantly shapes our future involvement in the maintenance of a safe and secure environment of the region and the twin Island state of Antigua and Barbuda.

Among our many achievements as we continue to grow as a young Force and empower our men and women with the requisite skill sets to effectively carry out our function as a military are; the development of search and rescue capacity where ten senior personnel were trained in HAZMAT/confined space search and rescue techniques; the acquisition of search and rescue equipment to effectively execute operations, Caribbean Regional Military HIV/AIDS training; the training of junior leaders in management to take up the mantle of taking the Force into the foreseeable future, as we further develop our succession plans.

Meeting our other commitments to the people of Antigua and Barbuda, the Unit continues to provide sterling support to the civic community in the areas of transportation, medical and civil engineering efforts, such as the repainting of the Clare Hall Secondary School and the Grays Green Community Day Care Centre, as we partner together in ensuring the development of our youths and the less fortunate within our society.

We the members of the Services Support Battalion take this opportunity to thank our corporate sponsors and supporters who have made our job bearable in these challenging times and look forward to their continued patronage well into the future, It’s only through our collective effort that we can make Antigua and Barbuda a greater and special place for our posterity to inherit.

Our civilian staff is worthy of mention for through their daily commitment we have been able to relegate the critical administrative function to their guarded care so we can concentrate on the business of providing the security and supportive framework to the citizenry of the country in a timely and professional manner.

Resolutely, we brave each task with pride, desiring to give back to the nation a noteworthy return on their investment through the introduction of our recently added agro-department, taking on board the initiative of ‘back yard’ gardening, while adding value to the development of our men and women through agricultural learning.

Keeping the baton passing seamless is our intent through our efforts to remain loyal and committed to the development of the Force. So it is with pride that I extend to the men and women of SSB, my very best wishes to you and your family for the support given to my command. As my most important and cherished resource I implore you to be the best you can be, for it is through our willingness to sacrifice it all that we truly gain in the end. “Paratus Ad Serviendum.”
It was the first day of May 1995 when it became official; the Police Marine Unit was no more and responsibilities for maritime security and safety enforcement and services were placed under command of the Antigua and Barbuda Defence Force (ABDF). Initially, the decision of the Government was not popular with some of the existing Police personnel but the strength and character of the Officer who was appointed the first Commanding Officer, with the support of ‘Commander’ (now Chief of Defence Staff) and the rest of the Force, enabled the transition to be conducted admirably.

Lieutenant Commander (Lt Cdr) Wayne Mykoo, a distinguished Officer of the Jamaica Defence Force (JDF CG) Coast Guard was assigned to the ABDF for a four year tour of duty and became the First Commanding Officer of the ABDF Coast Guard. The ABDF and the JDF have always shared a close relationship thus the JDF was approached to assist the ABDF in ensuring that a professional Coast Guard was established in Antigua and Barbuda.

Lt Cdr Mykoo, brought a high level of maturity, expertise and professionalism to the task at hand and ‘hit the ground running’. He immediately and effectively created an environment whereby all persons assigned to form the new Coast Guard were motivated and enthusiastic about the new initiative. Lt Cdr Mykoo worked hard on establishing systems and procedures that are still in operation today.

His work positioned the ABDF Coast Guard among the top Coast Guards in the region. The standard and image of the ABDF Coast Guard soared and a great measure of confidence was placed in this new maritime agency.

Lt Cdr Mykoo was respected by the powers that be and the maritime community as well. Lt Cdr immersed himself into the Antigua and Barbuda community and became one with the ABDF and with the general public.

His interactions with the Antigua and Barbudan people led to his now enjoying a marriage of eleven years with Antiguan Mrs Nicola Griffith-Mykoo out of which came two wonderful children, Sian and Asha. Lt Cdr Mykoo recently retired from the JDF Coast Guard and he and his family now reside in Antigua, a country he fell in love with.
The Department of Marine Services and Merchant Shipping (ADOMS) acts as the Maritime Administration of Antigua and Barbuda and offers the support of a quality Registry to a demanding clientele operating in an internationally competitive and dynamic industry. It therefore applies the most modern standards of safety with competitive fiscal and other incentives to meet the needs of the ship owner for economic ship operations. ADOMS represents a cohesive body with a modern national legislation, which seeks to enforce the international requirements into the various ship activities.

Established in 1986, with the designated Port of Registry, St. John’s, ADOMS has three offices. The principal office is located in Antigua and two branch offices in Oldenburg and Bremerhaven, Germany. Both branch offices are structured into divisions, comprising registration of ships and endorsement of seafarers’ certification in Oldenburg and inspection and investigation in Bremerhaven.

The relationship between the department of marine services and the Antigua and Barbuda Coast Guard

ADOMS is one of the Antigua and Barbuda Defence Force Coast Guard’s (ABDF CG) patrons. The Department has made a substantial contribution to the Coast Guard’s moral and welfare activities. In recent times, the Coast Guard has been the beneficiary of building material, furniture and paint, which assisted in giving the unit a much needed face lift.

Additionally, a few months ago a computer was donated and the system is currently being utilized at the Coast Guard’s Operations Centre to access the Department’s Automated Identification System (AIS) which is used for identifying and locating vessels by electronically exchanging data with other nearby ships and Vessel Tracking Service stations. AIS information supplements marine radar, which continues to be the primary method of collision avoidance for water transport. The ABDF CG has also been given access to the Department’s Long Range Identification and Tracking (LRIT) System which is used to track ships outside AIS radio range with less frequent transmission. This by extension gives them access to the global LRIT system which would enhance the Search and Rescue (SAR) effort.

The Department has recognized the need to forge closer links with the ABDF CG with a view to carrying out certain coastal obligations with respect to the maritime environment and pollution prevention within the jurisdiction of Antigua and Barbuda waters. The Coast Guard as part of its mandate currently conducts a number of maritime related tasks such as Search and Rescue, Oil Spill Response, Casualty Investigation and the broadcast of Marine Safety Information.
The ABDF CG is heavily engaged in the area of Maritime Safety as it boards and inspects vessels to ensure that they are in compliance with relevant international safety regulations. There are however, gaps in the law relating to the regulation of small crafts and there are plans to have this situation rectified under the direction of ADOMS with the support of the ABDF CG and other stakeholders. It is anticipated that the Coast Guard will become more involved with vessel inspections when the new law is passed.

At the basic level, the Coast Guard has the capacity to inspect small crafts for safety equipment and seaworthiness. There are ongoing discussions to have officers trained beyond this basic level so that personnel can acquire certification and qualification in Port and Flag State Control. This would allow ADOMS to have a wider pool of inspectors that could assist in making the inspection regime for commercial vessels more efficient.

ADOMS places great emphasis on education and as such has assisted in the sponsorship of training of Coast Guard Officers in various areas, one of which is in the area of Hydrography. ADOMS is the agency with responsibility for national hydrographic services and as such is responsible for capacity building in this regard. Coast Guard officers have received training in this field with a view to assisting the Maritime Administration in carrying out its functions as the National Hydrographic Office of Antigua and Barbuda. The Department was also involved in the sponsorship of the Commanding Officer to do a Masters of Science program in Maritime Safety and Environmental Administration at the World Maritime University in Malmo Sweden. It is the intention of the Department to continue to assist in the capacity building arena with respect to training of officers to improve efficiency in the delivery of objectives.

In the preparation process for the Voluntary International Maritime Organization Member State Audit Scheme (VIMSAS) the Coast Guard, as part of the Maritime Affairs Committee (MAC) established primarily to bring together all agencies with maritime responsibilities, has had to become further involved and the need to establish a closer relationship with ADOMS has become even more evident.

In conjunction with ADOMS, under the auspices of the MAC, the ABDF CG like all the other agencies was charged with ensuring that the various processes were well documented and in accordance with international standards. There is much room for cooperation with the Coast Guard in meeting these objectives and ensuring that Antigua and Barbuda as a Member State is successful in the VIMSAS audit.

Another major area of collaboration would be information sharing. As the focal point for the International Maritime Organization (IMO) the Department attends all major meetings of committees, council and the assembly. With a permanent representative to the IMO, ADOMS is able to gather relevant information pertinent to Coast Guard activities which once communicated would ensure that a level of currency in execution of duties is maintained.

Upon the establishment of the Mega Yacht Registry the necessity for the licensing of domestic craft will fall under the auspices of this Administration. The Administration will therefore seek to forge closer alliances with the Coast Guard for them to enforce the safety and security requirements on all domestic craft and boats operating in Antigua and Barbuda waters with a lawful regime being established under the Administration.

Conclusion
Excellent synergies have already been formed between both agencies which has been a logical progression as both organizations share similar objectives. The Director and Registrar General of the Department of Marine Services and Merchant Shipping, Mr. Dwight Gardiner is very committed to the development and enhancement of this relationship and has made it his mandate to foster closer ties between the two. We are looking towards enhancing this collaboration in the future by increasing the frequency as well as the level at which the interfaces between ADOMS and the ABDF CG take place. It is our pleasure to wish the Defence Force a Happy 30th Anniversary.

Katarina McGhie
Business Development Division
ADOMS
CONGRATULATIONS

The Department of Marine Services and Merchant Shipping would like to congratulate the Antigua and Barbuda Defence Force on its 30th Anniversary. We anticipate many more years of the exemplary service to which we have become accustomed and in particular we look forward to our continued collaboration with a view to ensuring that Antigua and Barbuda meets its international maritime obligations.
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