

G. ARTHUR BROWN LECTURE

**STIMULATING THE FLOW OF OUR CREATIVE POTENTIAL**

BY

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BANK OF JAMAICA

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Governor  
Excellencies

I regard it as a signal honour to have been invited to deliver this Second Lecture designed to commemorate the sterling leadership the Hon. George Arthur Brown provided for the Bank of Jamaica and to perpetuate the legacy of one who set the gold standard of public service.

His importance as a pioneer in our administrative system and the iconic leadership he brought to our national institutions cannot be exaggerated or mistaken for hyperbole.

As we celebrate the 50<sup>th</sup> year of our Independence, we applaud the significant strength which the Bank of Jamaica has provided since the birth of our nation and heartily congratulate them on the completion of their own Golden Anniversary.

On my retirement I had sound advice from a former Commonwealth Prime Minister (whose departure, unlike mine, was due to the verdict of the electorate), that past Prime Ministers must practise the art of frequently saying no. I readily confessed to the Governor, Brian Wynter, that in this case I clearly could not follow well meant counsel.

Despite competing pressures, my decision to leave the pavilion and come to the crease today, was driven by the need for us as a people to pay due homage to one of the most exemplary and devoted public servants with whom Jamaica has been blessed. It was also driven by my desire to once again pay public recognition to his sage advice and his adept expertise freely given to all the Leaders of our country.

I cannot overstate the value to me and by extension the people of Jamaica, of the special privilege I enjoyed of constant personal access over the years to his guidance, friendship and his unwavering support and encouragement in the performance of my Ministerial duties.

I will never forget our last conversation on the verandah at Vale Royal, when he shared a story which gave him a compulsion to write his memoirs. Sadly that was not to be, but it leaves me to speculate how much else will be lost to the annals of our history because some peculiar bit of information may have been placed only in his confidence and therefore resided only in his amazing memory.

The organizers of this event gave me the liberty of selecting the topic. Granted the range of his skills and contribution to Jamaica, the Region and the International Community, the choice was not easy. I decided not to venture into the spheres of banking, high finance and certainly not into IMF domain.

For reasons which will soon become evident, the subject of my “text” today is –  
*“Stimulating the flow of our Creative Potential”*

G. Arthur Brown won the first Award of the Issa Scholarship. After he brilliantly completed his academic studies at the London School of Economics, he moved steadily up the ladder of the Civil Service by his proven outstanding diligence and professional ability.

His appointment as the first native Head of the Central Planning Unit, which Norman Manley had established, was to launch his illustrious career for new orbits. Whenever N. W. Manley mentioned the draft of Jamaica’s Five Year Development Plan, he waxed warm in praise of Arthur Brown.

As Michael Manley later put it –

“My father would speak of him in tones of awe (and awe did not come easily to him) and for good reason.”

In my own experience, no public servant could surpass Arthur Brown. He was visionary, resourceful, boundless in energy and incisive of mind. Throughout his entire career despite the increasingly powerful positions he held and the heavy weight of his responsibilities, his quiet demeanour never changed.

He comported himself with modesty and unfailing courtesy to all with whom he interacted. He exuded quiet confidence and authority without ever displaying a scintilla or arrogance or self-importance.

Last Tuesday in Parliament, I said that

“in the halls of academia, the fields of law, religion, science, arts and diplomacy, the professions, in industry and commerce, we have raised sons and daughters of who are among the world’s highest achievers whether serving our own country or making their contribution as overseas residents.”

There is no finer exemplar of one who used every ounce of his creative potential in the display of those tremendous talents than G. Arthur Brown.

These were universally recognized –

William Draper III, the Administrator of the UNDP described him

“as the best man I have ever worked with in my career both in the private and public sector.”

### **The Early Model**

G. Arthur Brown commenced his seminal contributions to charting the strategy for national development at a time when the prevailing economic orthodoxy was based on the Lewis dual-sector model in which surplus labour from the traditional agricultural

sector is transferred to a modern industrial sector. This of course was an appropriate model for the 1950s, when agricultural products represented 85% of Jamaica's exports (1950), and the goods-producing industries still contributed 46% of Jamaica's GDP (1962) (as compared to 24% in 2011).

Arthur Brown soon recognized the difficulties of "transforming agriculture in the modern world into a modern, high income-producing activity.

"The West Indies is probably the only area in the world where the staple foods eaten are not grown in the country. This policy has led to a most serious imbalance in external trade and in Jamaica's imports of food now exceeding exports of sugar and bananas.

Further, the prices of temperate foods such as wheat tend to move up at a faster rate than the prices of tropical fruits. The result is that even if consumption of temperate foods has remained static, an increasing amount of tropical food is needed to buy the same amount of temperate food.

The other result of this economic system was the absence of reinvestment of any surpluses arising from local agricultural activities. Industrialization had to be financed from imported capital, which in turn, merely set up further outflows of foreign exchange in the form of interest, dividend and debt repayment."

*Industrial Change and its Effect on the Community (1974)*

Arthur Brown believed that the potential of the Jamaican people to make the transition from an economy based on agricultural and other primary productions to an economy based on ever increasing levels of value added production would have to come through the development of the capacities of the Jamaican work force.

### **The Genesis**

Following the five-year Independence Plan of 1963, Jamaica published 3 Development Plans in 1970, 1978 and 1990.

After the National Industrial Policy received Parliamentary approval in 1996, I concluded that we needed to go much further and –

"design a long-term strategic plan, a comprehensive planning framework in which the economic, social, environmental and governance aspects of national development are integrated."

It had to be holistic – it had to span the long-term horizon 21 years – and not just the election cycle of 5 years.

Most critical – it had to involve each and every stakeholder – Government, Opposition, Private Sector, Trade Unions, Church, NGOs - granted our penchant for never-ending chat about everything and any thing –

To be truly people oriented, it had directly to involve the people themselves – Community Groups and the Diaspora.

G. Arthur Brown had said why in his own style:

“I keep referring always to the people as the key to the success, or otherwise, in the implementation of economic policies...I feel that we too often assume that the people are ignorant of these economic issues, and that they automatically press for their selfish gains at the expense of longer term growth and more permanent benefits.

“We must give high marks to the Jamaican people for holding the society together while, at the same time, preserving our democratic traditions pursuing active party politics and compromising not one inch the liberties and freedoms which have been an integral part of our society.”

That was the background of experience which spawned VISION 2030 and why the stimulation of our creative potential is anchored in its effective implementation and timely execution.

### **The Goals**

Its first goal is to empower Jamaicans to achieve their fullest potential. It “envisages a society in which all Jamaicans are empowered to participate fully in the development of their country and to develop their talents and abilities, thereby elevating their standard of living and quality of life.”

At its core, VISION 2030 seeks to spur a transition from dependence on physical resources to human resources as the driving force of our development.

It is beyond dispute, even among economic theoreticians, that “sustainable economic growth must rest on a sound macro-economic growth; by engendering a competitive business foundation that will increase productivity gains from strategic investments.” *VISION 2030*

I can still remember Arthur Brown contending persuasively in all our Councils that the considerations which affect and drive the micro-economy are of no lesser importance. You ignore them at your peril.

VISION 2030 speaks to the need to develop our human creativity as an economic resource to better compete in a globally competitive economy. Globalization, competition and technology have changed the global economic environment, requiring nations to be far more selective in areas in which they compete. Nations compete most effectively in areas in which they enjoy comparative advantage.

## **Creative Industries**

In 2010 UNCTAD valued the World Creative Industries Market at US\$600 billion with a growth rate of 14% from 2002 to 2008, while other sectors were in decline.

The creative Industries have become the leading component of economic growth, trade, innovation and social cohesion in most advanced economies with exports from developing countries representing as much as 43 per cent of their total goods exports.

According to the UNCTAD report, during the recession years traditional manufacturing industries experienced sharp downturns, while knowledge-based creative sectors proved more resilient to external shocks.

"The sports industry is growing faster than GDP both in booming economies such as the BRICS Nations (Brazil, Russia, India China and South Africa) and as well in more mature markets in Europe and North America." - *A. T. Kearney*.

## **Accelerating Economic Growth**

Jamaica's economic growth will remain stultified unless we exploit global opportunities which extend beyond what obtains with traditional industries. We need to engage a greater portion of Jamaica's youth in productive endeavours in which they have considerable talents, natural affinities and worthy aspirations.

No other sector is better suited to explode Jamaica's real economic power among its work-age population, than the Creative Industries. These are the industries of the twenty-first century in which our youth, including tertiary students, can find traction and excel. Individual creativity, skill and talent have to drive business activities with the potential to create wealth and jobs by generating and exploiting intellectual property and by innovation.

## **Jamaica's readiness**

Jamaicans are among the most talented, creative people in the world. We have a natural affinity with the arts and with artisans. Our ability to lead the world, to innovate, to bring something entirely new into the world that others want and are willing to pay for all among our most valuable traits. Our accomplishments in sports, music, cuisine and other creative endeavours are sources of pride for all of us.

Today, we greatly enjoy the successes of our sportsmen and women on the world stage. The fastest men and women in the world are Jamaicans. They bring us glory. We must convert the "sprint factory" into a "business mecca".

TIME Magazine named Bob Marley's "Exodus", the best album of the 20<sup>th</sup> century. "One Love" has become the international anthem.

The National Industrial Policy identified music and entertainment as one of five strategic clusters. Our music industry should be catapulted and protected against foreign pirates.

The natural comparative advantages that we now enjoy in sports and music have been built over decades.

We have invested in sports infrastructure that has propelled our sports onto the world stage, providing us with an exploitable comparative advantage.

Over decades, musicians have invested in their own talent, without a concerted push to promote and market the artistes and their music.

It is now incumbent on us to embark on a collective creative journey to develop and support these and other past efforts; to capitalize on the multi-dimensional creativity of our people to further develop sports and the creative industries, driving these towards becoming viable, sustainable world class businesses that create wealth, provide employment opportunities and still continue to shower us with glory.

It is time to convert our creative endeavours and innovations into thriving, global businesses that drive economic growth and provide additional gainful employment especially among our youth. VISION 2030 invites us once and for all to unlock wealth creation among young Jamaicans with ideas, talent, creativity, drive, determination and the will to succeed but who lack the means to bring these to the world market.

The combined effect of the abundance of talent that we bring to our creative endeavours, our drive for success on the world stage, and building on past investments in our human capital, will result in Jamaica having the potential to develop a large portfolio of innovative, creative products and services, for the global export market, for an expanded tourism sector and for local consumption. Creative industries can lead Jamaica to becoming a global economic super-power.

### **The Creative Industries**

The creative industries encompass a wide range of businesses.

Food, Fashion, Handicraft, Architecture, Recreation Literature, the Visual and Performing Arts, Festivals – all areas for which Jamaica and the larger Caribbean have natural advantages and for which worldwide niches should be germinated.

We hardly need to be reminded that Arthur Brown was very much a Caribbean man. He articulated the need to “further maturing our relationships with other Caribbean countries – not just English-speaking, former British colonies, as was the tendency in the past. We do not see that it is possible for us to live in the Caribbean area and to isolate ourselves from Mexico, Venezuela, Colombia or Cuba.”

When we add Haiti, the mind boggles as we include these countries in the wider space for developing our creative industries (music, sports, cultural heritage, tourism, etc).

Out of Trinidad came the only new musical instrument of the last century – the Steel Band.

“Reggae is the only music, which does not originate from Europe or North America, and yet can be heard in every country on earth”, one musicologist has written.

The spread of our creative industries should span the entire region.

The Caribbean, as a whole, excels and has produced pioneers in dance, in craft, in fashion, in music, in literature. We must recognize the vast economic potential of these creative pursuits and find ways to maximize their global earnings. A region which has created Calypso, Mento, Ska, Reggae and Dancehall and produced artistes like Jimmy Cliff, the National Dance Theatre Company, David Rudder, Sparrow, Kitchener, Shaggy, Arrow, Paul Keens-Douglas, Peter Minshal, Rihanna, Eddie Grant, The Merrymen, Beryl McBurnie and Queen Ifrica should never have a balance of payments problem or indeed one of unemployment.

The Beatles were in the top 5 foreign exchange earners for the United Kingdom in the 60s and Abba was in the top foreign exchange earners for Sweden in the 70s. Our artistes should be on that list for Jamaica.

By the way, G. Arthur Brown was a schoolmate of the legendary Miss Lou and George Carter, the Theatre and lighting guru who joined him in the founding of the Solidarity Credit Union. The Governor was among the earliest supporters of the National Pantomime.

### **Cricket**

Mention of the Caribbean, draws us inexorably to cricket. Our 2007 Report on Governance, pointed out the important linkages between cricket, tourism and other creative activities. We urged that market development for the game should be cast in its global setting, taking into account the proximity of ethnic clumps in North America and the growing interest in cricket in Morocco, The Gulf States, South East Asia and as far away as China.

The facilities built throughout the Region for Cricket World Cup (CWC) 2007 are ideal for one of the fastest growing areas of the hospitality trade. Remember, Sport Tourism accounts for 14% of the Global Travel Industry.

The Trelawny Complex was built in time to stage the Opening Ceremony of CWC 2007, but it was never to be confined for just such an occasion. It was conceived as the embryo of a mega plant to accommodate a variety of events with international

marketing appeal and as the first seed of a development complex that would provide year round training facilities for athletics, seasonal training camps for baseball, NFL Football, NBA basketball; modern centres for sports medicine and physiotherapy – with all the supporting plant, logistics and services for a first class establishment to televise world-wide coverage of tennis, boxing and other games.

### **Jamaica's Opportunity**

- A 2009 World Intellectual Property Organization (WIPO) study confirmed the contribution made by Jamaica's copyright industries relative to GDP, employment and foreign trade. The report shows the creative sector was valued at J\$29billion and contributed 4.81% of Jamaica's GDP in 2007 and 3.3% of employment, comparing favourably with other national sectors such as manufacturing.

The creative industries offer Jamaica and the larger Caribbean feasible options and new opportunities to leapfrog into emerging high-growth areas of the world economy through:

- Developing and showcasing to the world distinctive cultural content that is indigenous to Jamaica and the wider Caribbean
- Developing sports and culture ecosystems, including critical business and technical competencies that support content creators; and
- Greater private sector participation in sports and creative ventures including ecommerce.

### **Going forward: What to do**

The constructive measures that can be taken in the short term to accelerate the growth of the creative industries have been identified in VISION 2030.

- The legislative framework must provide an enabling environment for developing the arts and culture ecosystem in active partnerships.
- Private sector leaders, especially larger businesses could help to foster demand for the products and services their businesses generate, and provide creative financing that exploit growth opportunities for mutual benefit. Effective mentoring would help to build a more capable, creative, experienced and resilient work force.

The creative industries offer private sector opportunities along the entire value chain at the creative level and at the primary and secondary investment levels.

There are opportunities to invest in talent, design, intellectual property management, promotion, export distribution and in venture capital propositions.

Private Sector firms can partner with government, with each other and with small entrepreneurial enterprises to drive large creative projects that can benefit from the financing and expertise that each company provides.

Established firms should develop a more receptive approach to young people with interesting ideas and develop an external network model of doing business that provides benefits for the established companies and the small entrepreneurial venture alike.

It will serve the interests of private sector corporate concerns to invest in an external network of people, ideas, technologies and products that are innovative, authentic and native to Jamaica. These will enlarge the economy, position the company for the future, help the entrepreneurial community to grow, nurture the creative talent in communities and thereby cement the social cohesion necessary to achieve VISION 2030.

### **Creative Industries and Tourism**

Creative Industries and Tourism integration and linkages that benefit both industries deserve exploitation. The development of a comprehensive National Sports and Festivals Calendar of Events to attract tourists and Jamaicans in the diaspora along with local guests is a potential goldmine.

Plans exist to provide greater global exposure for high quality, Jamaican art, sculptures, artefacts in the hometowns of Jamaica's main visitor groups, to hotel interests for their use in rooms and lobbies and for guests to ship home as part of their vacation experience.

Many tourists visit Jamaica to experience our culture. People are fascinated with what is authentic Jamaican, the vibrancy of our culture, our cultural heritage, our music and our cuisine.

We are increasingly attracting more tourists who want to taste what is authentic to Jamaica, visitors who will enjoy our popular music, festivals, stage-shows, sporting events; our culinary delights - jerk in Boston, fish at Hellshire; the warmth of our hospitality in a developed Kingston waterfront and redeveloped Port Royal, at themed festivals with water sports that attract visitors and Jamaicans alike. It is time to propel Kingston closer to being in the same league as other creative cities, like New York, London, Los Angeles, Madrid, Shanghai.

What if we could attract just 0.5% of the growing Chinese tourism market, bringing people from Mainland China who are interested in tracing the heritage of relatives who migrated here?

There are opportunities for strategic partnerships with academia, local employers, overseas investors, and with members of the diaspora community to identify talented university students well before they graduate and to engage them on projects that help build Jamaica's innovation capacity and growth.

For example, linking Jamaican students with creative business ideas with members of the diaspora who want to invest in their homeland; linking Jamaican businesses with students from the Edna Manley College of Visual and Performing Arts to pursue creative opportunities without hampering current activities.

Jamaican commerce has benefited from government's policy to open up the ICT sector. We can also benefit from the full power of the internet ecosystem for learning, commerce, production and growth in an internet enabled environment.

Policy and productive shifts would facilitate the explosion of economic power among thousands of urban and rural citizens, especially young, creative Jamaicans, leading towards a more just, fair and equitable society, a goal that Jamaicans everywhere endorse and which VISION 2030 prescribes.

### **Science and Culture**

In any regime for the stimulation of the creative sector, the role of science and technology deserves some attention.

It must be appreciated that although Jamaicans are demonstrably creative people, they are risk averse. We have to fashion the infrastructure to move creativity into innovation and our laws and policies to reduce the consequences.

To move creative ideas into commercial and social goods and services will, in most instances, require more than individual effort.

The VISION 2030 document rightly proffers that systems of innovation are required to boost the chances of success. These are characterized by dynamic linkages among key stakeholders in economic sectors as well as financial support to translate creativity into tangibility.

During my watch, Jamaica established the National Commission on Science and Technology accompanied by a Foundation and Technology Investment Fund, to coordinate, integrate and marshal the island's science and teaching capacity to form and support such systems. These must be allowed to act as the fulcrum of creativity and innovation for national upliftment.

Modern success is based on the harnessing of rapidly unfolding scientific information and technological insights and hardware; but this also brings uncertainty, risks and failures. These must be seen as lessons and the gaining of experience on which success is eventually built.

There will be instances of entrepreneurial failure as creativity is unleashed in new ways and by new means.

So, new bankruptcy laws and regulations have to be promulgated to prevent entrepreneurship failure from curtailing attitudes of persistence in the expression of creativity and innovation in local endeavours.

In Science and the attendant intellectual discourse, the creativity of Jamaica is acknowledged worldwide. However, we are yet to make full commercial gains despite this obvious surfeit of talent. Creativity will remain attractive but unrealizable in goods, products and services to satisfy the local markets and boost exports, without the necessary technological, technical and industrial talents.

The quality and type of creativity cannot exceed the level of knowledge individuals possess. It is a fallacy to think that knowledge can be given, bought, transferred or otherwise acquired for active use without the proper individual preparation to do so. Information can be transferred but this cannot be translated into actionable knowledge for a nation's development without proper training, education and research involvement.

Since a nation's ability to grow, compete and prosper in today's knowledge led environment is dependent on science, technology and engineering, relevant education and training are therefore absolute necessities to allow innate creativity to be expressed in commercial and social ways.

The numbers and level of information and production specialists, and applied science must increase in order to have palpable effect on the nation's ability to sustain itself and compete.

A lot of "hustling" takes place on the island in efforts to survive. There is a high level of sameness and unnecessary avert competition in these operations. There are initial expressions of a propensity toward entrepreneurship, but the freshness that comes with creativity is often lacking. There is clearly a need to diversify and deepen these types of activities by the science, technology, research and development and engineering extension systems; to raise the quality and diversity of goods and services, and ultimately increase the number of jobs which will fashion them.

The Government is all but the sole provider and supporter of our science and technology systems. The private sector must rise to the challenge and increment the creative mettle to join in this essential quest for creating a knowledge industry.

It is true that some of our larger industries and business are aware of the importance of building such innovation systems; but they regularly farm out their information and

science requirements to research and development systems abroad, while relying on costly foreign consultants to provide the expertise they require. Incentives and penalties are required to redirect these practices in order to build local competencies and then find their place in both the local and foreign markets.

### **Investment in Human Resources**

Arthur Brown held to the firm belief that heavy investment in human resources was the key to successful development strategy, but human energies should be pointed to a productive direction.

In order for the society “to be released from the chains of poverty, inequality and oppression” its intellectuals should “live true to the traditions of unfettered scholarship.”

The process of public scholarship which he encouraged is reflected in the unparalleled depth of stakeholder consultation and preparation of VISION 2030.

The views, which Brown espoused in the Inaugural Grace Kennedy Foundation Lecture heralded his plea to “increase investment in those sectors which improve the health, education, skills and well-being of all members of our society.” - *Patterns of Development and Attendant Choices – G. Arthur Brown – January 1989.*

“Technological innovations”, he urged, “should impel us to reject the conventional wisdom that we should be content to accept a pattern of cheap labour, but should instead pursue knowledge-intensive business and the breakthrough in technology”.

His appeal to engage “the productive resources of all our people with their increasing skills” found resonance in the response from VISION 2030 to –

“Enhance the role of culture, creative industries, sport and our Nation Brand in national development.”

### **A Fitting Tribute**

VISION 2030, Jamaica, draws on the experiences of the previous six national development planning exercises which preceded it.

George Arthur Brown was no longer present in the flesh to be a leading author, but VISION 2030 represents a culmination of all he lived for and worked so assiduously to accomplish –

- “a plan built explicitly on the talents, determination and creative potential of the Jamaican people.”

It represents the new paradigm for economic prosperity which Arthur Brown had envisaged – “one to transform our economic model from dependence on natural,

financial and man-made capital to development based on the higher forms of capital – institutional capital, knowledge resources, human capital and cultural capital.”

*VISION 2030, Jamaica*

VISION 2030 Jamaica recognizes “the uniqueness of our Jamaican culture, and its importance for national development. The Plan seeks to ensure that the tangible and intangible forms of our cultural heritage are respected and preserved, and that their material value is expressed meaningfully through our cultural and creative industries.”

It is most fitting that VISION 2030, initiated in 2005, launched in 2007, tabled in Parliament 2009 and now in the course of implementation has survived 2 changes of political Administrations and 4 changes of Prime Ministers should be the central focus as we celebrate today the phenomenal legacy of one who was a superb Adviser of unrivalled competence and integrity to one Premier and the first six of our Prime Ministers.

There could be no greater lasting tribute to one who is a shining testament to the wealth of our creative genius.

No one can deny that Arthur Brown has earned a permanent place in the pantheon of Jamaica’s finest Public Servants.

The whole life and entire being of George Arthur Brown was devoted to releasing the capacity and unleashing the will of the Jamaican people to make this little country of ours a truly great one.

I pray VISION 2030 will stimulate the creative potential of the Jamaican people as the foundation of our national development.

Let it serve as a milestone for unity of purpose and action in building our common future and a better tomorrow.