



ANNUAL REPORT

OF THE SECRETARY-GENERAL



2013



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2013

CARIBBEAN COMMUNITY SECRETARIAT

Guyana

2018

Caribbean Community (CARICOM) Secretariat

Turkeyen

P.O. Box 10827

Georgetown

Guyana

Tel: (592) 222 0001-0075

Fax: (592) 222 0170/71

E-mail: communications@caricom.org

URL: <http://www.caricom.org>

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Caribbean Community

July 2014

TO: The Conference of Heads of Government

It gives me great pleasure to submit herewith a Report of the work of the Community for the period January to December 2013, in accordance with Article 23 paragraph 3 of the Revised Treaty establishing the Caribbean Community (CARICOM) including the CARICOM Single Market and Economy.

A handwritten signature in blue ink that reads 'Irwin Laroque'.

IRWIN LAROCQUE
SECRETARY-GENERAL



Ambassador Irwin LaRocque,
Secretary-General of the
Caribbean Community (CARICOM)

INTRODUCTION

It was a momentous year for the Caribbean Community (CARICOM) in 2013 as we celebrated our 40th Anniversary under the theme ***40 years of Integration: Celebration and Renewal***. It was a most fitting theme given that while heralding our achievements, the process of reform of the Community was a major plank of the year's work.

The commemoration was highlighted by a memorable ceremony at which the Heads of Government re-dedicated themselves to the Principles of the Treaty of Chaguaramas at the venue and on the date that the Treaty was signed.

I joined the youths, led by the CARICOM Youth Ambassadors (CYAs), in their own celebration of the milestone when they took to the *twittersphere* to share their views on the Community and their role in cementing regional integration.

The celebratory spirit continued with the staging of CARIFESTA XI in August in Suriname. From the magical evening that was the Opening Ceremony, to the Grand Market, the Community Festivals, the Youth Village as well as on the streets and in the villages, Suriname embraced CARIFESTA and made it a great experience for all of us who attended.



CARICOM Youth Ambassadors with
Secretary-General Ambassador LaRocque
at the CARICOM Booth at CARIFESTA XI held in Suriname



Chairman of CARICOM, H.E. Mr Michel Martelly,
President of Haiti

The year began on an historic note when, for the first time, Haiti became Chair of the Community. During Haiti's six-month Chairmanship of CARICOM, His Excellency Michel Martelly, the President of Haiti hosted and presided over a Meeting of the Heads of Government (in February). President Martelly also

visited the Secretariat in March and thanked the staff for keeping the dream of integration alive.

I was pleased to lead a Secretariat team to Haiti in June where we met with representatives of the Government, the private sector and civil society and gave a full and comprehensive briefing on the activities of CARICOM. The discussions also focussed on how CARICOM's work could directly impact Haiti and actions that Haiti would need to take to fully participate in the CARICOM Single Market and Economy (CSME).

In yet another milestone, this time in health, the Caribbean Public Health Agency (CARPHA) began operating in January. CARPHA, which focusses on the public health priorities of the Region, will make an important contribution to the well-being of the peoples of our Community and to our sustainable development.



Secretary-General Ambassador LaRocque, Prime Minister of St. Kitts and Nevis and CARICOM Lead Head of Government for Human Resource Development, Health and HIV/AIDS, Hon. Dr Denzil Douglas and Executive Director of CARPHA, Dr James Hospedales, at the Agency's formal launch ceremony held in Trinidad and Tobago in July

In keeping with the historic nature of 2013, in October, the Caribbean Court of Justice (CCJ) delivered a landmark ruling with respect to the movement of citizens in the Community. The matter involved Jamaican national Ms Shanique Myrie, who claimed to have been wrongfully denied entry to Barbados. The Court held that, unlike foreigners in general, CARICOM nationals have a right to enter any CARICOM country, *hassle free or without harassment or the imposition of impediments* and stay there for up to six months. That right is subject to that person not being deemed as undesirable and not being likely to become a charge on the public purse. The Court further ruled that domestic legislation was not required for the creation of legally binding rights and obligations at the Community level.

The Court also held that, in the absence of any indication to the contrary, a valid decision of a Community Organ or Body is immediately binding at the Community level. The ruling underlines the rules-based nature of the Community and has implications for the process of decision-making in its Organs and Bodies. The ruling was very timely given the process of Reform in which the Community is engaged.

That process of Reform intensified following the approval by Heads of Government at their Inter-Sessional Meeting in February, of the outline of the first-ever Community Strategic Plan and their agreement to each appoint a Change Driver to coordinate and facilitate the reform at the national level.

We established three Commissions during the year, on the Economy, on Transportation and on Reparations for Native Genocide and Slavery.

The Commission on the Economy will explore possible avenues to put us on a sustainable path to growth. The Transportation Commission will make

recommendations regarding efficient, adequate, safe and affordable air and maritime transport services. The Reparations Commission will establish the moral, ethical and legal case for reparations by the former colonial European countries, to the nations and people of the Caribbean Community, for native genocide, the transatlantic slave trade and a racialised system of chattel slavery.

On the international front, there were a number of high profile interactions during the year aimed at furthering our international outreach and strengthening existing relations. These included discussions, in July, between CARICOM Heads of Government and the Presidents of the Dominican Republic and of Venezuela as well as the Prime Minister of Equatorial Guinea; and in May, with the Vice President of the United States.

One of the areas discussed during the meeting between Heads of Government and the President of the Dominican Republic was that country's request for membership of CARICOM. The Community suspended consideration of the request however, following a ruling in September, of the Constitutional Court of the Dominican Republic on nationality.

The ruling modified retroactively, legislation which bestowed citizenship on persons born in the Dominican Republic during the period 1929-2010. The ruling considers migrants entering the Dominican Republic since 1929 and their children born in the country, as *in transit* and requires them to obtain nationality. As a result, a large number of people of Haitian descent, born in the Dominican Republic and legally considered citizens of that country were affected. It rendered them stateless in violation of international human rights obligations.

The Bureau of Heads of Government held a special meeting on the issue and called on the Dominican Republic to adopt measures to protect the human



Prime Minister of St. Vincent and the Grenadines, Dr the Hon. Ralph Gonsalves, signs the visitor's book during his visit to the CARICOM Secretariat in September, as Secretary-General Ambassador LaRocque looks on

rights and interests of those made vulnerable by the ruling and its grievous effects.

The Community has also been seeking international support to ensure that the ruling did not stand and that the full citizenship rights of persons of Haitian descent, born in the Dominican Republic before 2010, were guaranteed.

Barbados, Grenada and the Cayman Islands held general elections in the past year. In Barbados, the Rt Hon. Freundel Stuart led his Democratic Labour Party to another term of office. In Grenada, Dr the Hon. Keith Mitchell led the New National Party to victory replacing the Hon. Tillman Thomas as Prime Minister. In the Cayman Islands, the Hon. Alden McLaughlin and his People's Progressive Movement formed the new government replacing the Hon.

Juliana O'Connor-Connolly of the United Democratic Party. I welcome these Heads of Government to the Conference of Heads of Government of CARICOM, the Principal Organ of the Community.

It was also my pleasure to welcome Dr the Hon. Ralph Gonsalves, Prime Minister of St. Vincent and the Grenadines to the CARICOM Secretariat in September. His visit was held in preparation for his assumption of the Chair of CARICOM from January 2014. During a meeting with staff, he thanked them for their work in promoting regional integration and urged them to keep the faith.

The Staff of the CARICOM Secretariat joined me in thanking Ambassador Lolita Applewhaite, Deputy Secretary-General of the CARICOM Secretariat, for her sterling service and contribution to the Secretariat



Deputy Secretary-General Ambassador Lolita Applewhaite is accompanied by Secretary-General Ambassador LaRocque as she departs the Secretariat on completion of her tenure. Looking on is Ms Nadia Ragnauth, Assistant to the DSG (R)



Dr Douglas Slater, newly appointed Assistant Secretary-General for Human and Social Development, CARICOM Secretariat

and our Community and in bidding her farewell. Ambassador Applewhaite, served as Deputy Secretary-General from July 2003 to January 2013. She also acted as Secretary-General from January to mid-August 2011.

A new Assistant Secretary-General took charge of the CARICOM Secretariat's Directorate for Human and Social Development. He is Dr Douglas Slater, former Minister of Foreign Affairs, Foreign Trade and Consumer Affairs of St. Vincent and the Grenadines. Dr Slater, a medical doctor by profession, is a graduate of the University of the West Indies (UWI). He also holds a Masters in Public Health and a Bachelor of Science in Natural Sciences from the UWI.

Conclusion

We are immensely proud of our progress over the last forty years and 2014 looks to be a pivotal year for our future. The Change Facilitation Team (CFT) has completed consultations for the draft Community Strategic Plan, the outline of which was approved by Heads of Government in February. The Community is on the threshold of yet another dynamic phase in its existence as we strive to build the prosperous, safe, viable society that improves the standard of living for all our people.



Memories of
CARICOM's 40th Anniversary celebrations
in Chaguaramas, Trinidad and Tobago



The Prime Minister of The Bahamas, Rt Hon. Perry Christie shares a light moment with the Prime Minister of Jamaica, Most Hon. Portia Simpson-Miller



Young attendees



Cultural Performances

SECTION I

**REFORM
PROCESS
IN CARICOM**



Heads of Government approved the outline of the draft five-year Community Strategic Plan at their Inter-Sessional Meeting in March. Key elements for drafting the Plan include:

- ⌘ review previous strategic and organisational development initiatives for the Community and the Secretariat;
- ⌘ build on previous strategic initiatives for the Community; and
- ⌘ widespread consultation at the national level, with a range of stakeholders using various methods and media such as discussions/interviews, online surveys and workshops. This would help with a critical element of the Strategic Plan, namely discussion and agreement within the Community on the priorities over the five-year period of the Plan.

To support the Reform Process at the national level, Heads of Government appointed Change Drivers to serve as focal points and to coordinate and facilitate matters related to the change process in their respective countries. The Change Drivers would be very senior officials, such as the CARICOM Ambassadors. In the first instance, they would coordinate the national consultations on the Strategic Plan. By the end of the year, all Member States and two Associate Members had appointed Change Drivers.

Change Drivers

MEMBER STATE	NAME & DESIGNATION
Antigua and Barbuda	H.E. Dr Clarence Henry, Ambassador to CARICOM
The Bahamas	H.E. Mr Picewell Forbes, Ambassador to CARICOM
Barbados	H.E. Mr Robert Morris, Ambassador to CARICOM
Belize	Ms Audrey Wallace, Chief Executive Officer, Office of the Prime Minister
Dominica	H.E. Mr Felix Gregoire, Ambassador to CARICOM
Grenada	H.E. Dr Patrick Antoine, Ambassador to CARICOM
Guyana	H.E. Ms Elisabeth Harper, Ambassador to CARICOM
Haiti	H.E. Mr Peterson Benjamin Noel, Ambassador to CARICOM
Jamaica	Mrs Angella V. Comfort, Director, Ministry of Foreign Affairs and Foreign Trade
Montserrat	Mr Claude Hogan, Director, External Affairs and Trade
St. Kitts and Nevis	Hon. Richard Skerritt, Minister of Tourism and International Transport
Saint Lucia	Dr Alison Plummer, Permanent Secretary, Office of the Prime Minister
St. Vincent and the Grenadines	H.E. Mr Ellsworth John, Ambassador to CARICOM
Suriname	Drs. Michel Kerpens, Ambassador at Large & Chief of the Cabinet of the Minister of Foreign Affairs
Trinidad and Tobago	H.E. Mr Mervyn Assam, Ambassador for Trade and Industry, Ministry of Foreign Affairs
ASSOCIATE MEMBERS	
British Virgin Islands	Ms Sylvia Moses, Director, International Affairs, Office of the Premier
Turks and Caicos Islands	Hon. Donhue Gardiner, Minister of Border Control and Labour



Guyana's Change Driver, Ambassador Elisabeth Harper, addresses the session of the Consultations involving the President of Guyana, H.E. Mr Donald Ramoutar, Members of his Team and the CFT

The CFT, appointed in November 2012, held marathon consultative sessions during the year to inform the drafting of the Strategic Plan. Consultations were launched in Barbados in June and continued in Guyana in August; in Antigua and Barbuda, Dominica, Grenada, Montserrat, Saint Lucia and Suriname in September; in The Bahamas, Belize, the British Virgin Islands (BVI), Haiti, Jamaica as well as St. Kitts and Nevis in October; and in St. Vincent and the Grenadines, Trinidad and Tobago and the Turks and Caicos Islands (TCI) in November.

The consultations were coordinated by the Change Drivers and included extensive discussions with stakeholder groups including Heads of Government, Leaders of the Opposition, Members of Parliament, representatives of business, labour, youth and other civil society groups, CARICOM Institutions and other regional organisations with headquarters in the Member State.

As part of the consultative process, a telesurvey was conducted in Member States and in the Associate Members along with an on-line survey of the youth, the latter coordinated by the CARICOM Youth Ambassadors (CYAs).

Restructuring of the Secretariat

Within the Secretariat, during the year there were widespread discussions with staff for buy-in, given the need for the change process to be people-centered. The Secretary-General, with the support of the CFT, formally launched the change process with staff in January. This was followed by a series of engagement sessions led by the CFT with different sections within the Organisation as well as with different categories of staff. These engagement sessions included a series of retreats for members of the Executive Management and other Senior Managers of the Organisation and for cross-sections of staff.

An internal change team was established within the Secretariat to promote staff buy-in, help coordinate change activities within the Organisation and keep staff informed. The Team comprises some forty persons drawn from the Organisation's Senior Management Committee, representatives of the Staff Association as well as nominees and volunteers from across the Offices and Directorates.

The Internal Change Team has agreed to focus on the following four areas of priority and has allocated staff to work in these areas. Developments in each area is also set out below:

- (a) A Communications Plan to support the change process: A Plan which includes both an internal and external component was drafted. Staff have been kept abreast of developments regarding the Change Process, through an internal newsletter as well as through a dedicated section on the Secretariat's Intranet;
- (b) Support for developing the Strategic Plan for the Community: This includes assisting the CFT in conducting the national consultations and in preparing its reports;
- (c) Human Resource Management: Initial focus was on strengthening Human Resource (HR) policies and procedures, development of an HR customer charter and strengthening the

Organisation's performance management system; and

- (d) The work programming process for the Secretariat: Efforts commenced at refocusing the Secretariat's Work Programme using a thematic/integrated approach with shared targets and goals across Offices and Directorates. Accompanying this will be a move towards true programme budgeting. A refocused and more integrated Work Programme is expected to be rolled out for the 2014-2015.

The CFT initiated a needs analysis of the Office of the Secretary-General. The analysis is examining the existing strengths and highlighting where gaps exist, with a view to making it more strategic in approach and orientation.

SECTION II

TRADE AND ECONOMIC INTEGRATION



Strategic Direction of the Council for Trade and Economic Development (COTED)

With a view to streamlining its functioning for greater efficiency and effectiveness and as part of the Community's focus on reform and change, the Council for Trade and Economic Development (COTED), held a strategic session in November. The deliberations took place in the context of the current regional and international environment; the prioritisation of the Community's agenda for trade, growth and development; and the operation of the Council, in particular the need for a more strategic approach to the execution of its responsibilities.

Some key concerns of the Ministers were equitable sharing of the benefits of integration; increasing intra- and extra-regional trade; more structured and regular engagement with the private sector; maximising the role of Community Institutions involved in the work of the Council; resolving the challenges of transportation to boost trade, foster growth and development and further integrate the Community; and the cross-cutting nature of energy and Information and Communications Technology (ICT). They also expressed concern about the slow pace of implementing their decisions; the lack of follow-up action; and inflexibility in treating with some matters.

Ministers identified in-country briefings as one measure to assist the execution of the Council's agenda in a more efficient and effective manner. They agreed to set up a monitoring and evaluation mechanism to track and assess the implementation of their decisions.

CARICOM Commission on the Economy (CCE)

As the challenge of economic growth continued to trouble Member States, the CARICOM Commission on the Economy (CCE) was established in September

to advise on a sustainable growth strategy for the Community. At their Regular Meeting in July, Heads of Government discussed the future of CARICOM economies. They expressed concern that the adverse economic circumstances of burdensome debt, fiscal unsustainability and low growth continued to hamper efforts to achieve self-sustaining economic growth.

The Commission is to make recommendations to restore confidence in the economic management and governance of Member States and lay the foundation for an innovative resource mobilisation strategy to support the Growth Agenda. Its immediate areas of focus are fiscal sustainability, resource mobilisation and unemployment; critical economic infrastructure services, specifically energy and information technology; and debt relief and debt restructuring.

The Commission is chaired by the Minister in the Office of the Prime Minister of Barbados, Senator the Hon. Darcy Boyce, and will report to Heads of Government in 2014.

CARICOM Single Market and Economy (CSME)

In 2014, Trade Ministers agreed on the way forward to consolidate the CARICOM Single Market and Economy (CSME). This includes harmonisation of policies and procedures, evaluation of the Free Movement Regime and timelines for implementation of outstanding matters.

With respect to free movement, they recognised that data and information-sharing on free movement and migration statistics were paramount to the success of the Regime. In that regard, a pilot project to strengthen the capacity of Member States to generate such data is being undertaken in four countries namely, Barbados, Guyana, Saint Lucia and Trinidad and Tobago. The pilot project will be completed in the coming year.

Additionally, the Community worked on the development of an exemptions regime for CARICOM Cultural industries. Proposals were advanced in discussions between Ministers of the Council for Human and Social Development (COHSOD) and of the COTED. Consultations were also held in

Member States with stakeholders in government and in the culture sector. Once this mechanism is finalised, artists operating in the CSME will be in a position to enjoy duty exemptions on their tools of trade.

Agriculture

The agriculture sector received significant assistance in the areas of small scale farming, food security and institutional strengthening, as well as sanitary and phytosanitary (SPS) measures during the year. The initial concept and the programmes in these areas were developed by the CARICOM Secretariat.

Under the 10th EDF Intra-ACP Agriculture Policy Programme for the Caribbean (CARICOM Member States plus the Dominican Republic), a contribution agreement was signed in March, between the European Commission (EC) and the Inter-American Institute for Cooperation on Agriculture (IICA) to support the sector.

The Programme, which will conclude in December 2016, will focus on three main outcomes: strengthened policy regimes and incentive schemes for small scale farmers; improved food security by increasing production and productivity of selected commercially and nutritionally valuable agricultural produce; and strengthened regional institutional capacity. The CARICOM Secretariat will administer the first component specifically, strengthened agriculture development policy and strategy. The Caribbean Agricultural Research and Development Institute (CARDI) and IICA, the other implementing partners, will administer the other components.

Additionally, under the 10th EDF, a Contribution Agreement for a Programme on SPS measures was signed in August. The Programme, which is being

implemented over forty-two months, is intended to help Caribbean countries gain and improve market access into Europe by complying with its SPS measures. It is also intended to help countries better develop their own regionally harmonised SPS measures. The Programme is part of a broader programme of support to the Caribbean Region to implement commitments under the CARIFORUM-EU Economic Partnership Agreement (EPA). IICA is the implementing Agency.

The specific objective of the SPS Programme is to increase production and trade in agriculture and fisheries which meet international standards while protecting plant, animal and human health and the environment. The Programme comprises three components: legislation; national and regional SPS coordination; and capacity building. The CARICOM Secretariat will oversee the activities related to the legislation component which will include protocols, standards, measures and guidelines in the area of agricultural health and food safety for national and regional SPS regimes. The Caribbean Regional Fisheries Mechanism (CRFM) will serve as a collaborating partner along with a designated agency from the Dominican Republic.

The Community advanced preparations for the start-up of the Caribbean Agricultural Health and Food Safety Agency (CAHFSA) during the year. The Agreement establishing the Agency was signed in 2010. CAHFSA will perform a coordinating and organising role for the establishment of an effective and efficient regional SPS regime, addressing one of the technical barriers to trade. Support



for the start-up of CAHFSA will be provided by the EU-funded SPS Project. In addition to the contribution of Member States, the Food and Agriculture Organisation of the United Nations (FAO) has provided funds to support the technical work programme of CAHFSA.



www.cahfsa.org

In advancing efforts to address the Community's food and nutrition security and with the support of the FAO, national policies and action plans in this area were completed in six Member States. They are Antigua and Barbuda, Barbados, Belize, Grenada, Guyana and Jamaica.

The FAO is also supporting a Project for *the establishment of an information and early warning system to support food and nutrition security in CARICOM* which commenced during the year. The sector is threatened by annual hurricanes, drought and floods and the spectre of climate change. Due to climate change, these cyclical natural events have increased in intensity over the recent past, making the Region more prone to temporary food insecurity. The system will be able to forecast periods

of shortages, particularly for food production and the onset of extreme events. The Project is expected to be completed at the end of 2014.

The 2013 Caribbean Week of Agriculture (CWA) was held in Guyana under the theme ***Linking the Caribbean for Regional Food and Nutrition Security and Rural Development***. Particular focus was on the coconut industry, including the varied uses of coconut; opportunities available to push the industry; and challenges to the industry, including lack of market research on the use of the product, pests and diseases.

Threat to Rum Exports

CARICOM continued to lobby for a satisfactory solution to the matter of trade-distorting subsidies being granted to the United States Virgin Islands (USVI) and Puerto Rico rum producers. These subsidies threaten the long-term viability of the rum industry in the Region. The COTED held extensive discussions on this threat to CARICOM exports of rum to the United States and the Ministers have agreed to explore all avenues to address this matter with the United States and other relevant parties.

CARICOM Ambassadors in Washington have joined the Regional effort to address this threat to the Region's rum industry, and have been lobbying US officials, including members of the US Congress.

Transportation

During the year, the transportation sector received focussed attention by both Ministers of Transportation through the COTED and by Heads of Government, who examined ways in which the sector could better support the Region's growth and development initiatives.

At their Meeting in July, Heads of Government agreed that transportation must be accorded high priority on the Community's Agenda. They established a Regional Transportation Commission (RTRC) to focus on issues related to:

- ⌘ delivery of adequate, fair, competitive, efficient transportation services at affordable costs;
- ⌘ paramount need for the safety and security of the transportation infrastructure;
- ⌘ cost and sustainability of transportation in the Region; and
- ⌘ strengthening the economic development and integration of the Region and the Member States through trade and the movement of people and freight.

The Commission comprises representatives of the countries that have Government-owned airlines,

namely The Bahamas, shareholders of the Leewards Island Air Transport (LIAT) - Antigua and Barbuda, Barbados, Dominica and St. Vincent and the Grenadines - Suriname and Trinidad and Tobago; as well as of the Caribbean Tourism Organisation (CTO); Port Authorities; Airport Authorities; Maritime Authorities; and some private sector entities.

Member States have agreed on some key issues for inclusion in a draft Revised CARICOM Multilateral Air Services Agreement (MASA). Among these are licensing requirements, insurance, traffic and transit rights, market access, subsidies, commercial opportunities and safety and security concerns. MASA provides a more liberal environment for the air carriers of participating states to operate air services in the Region. It will replace the last Agreement, signed in 2004.

In June, Transportation Ministers were presented with studies on fuel subsidies, the transportation of agricultural produce, the feasibility of a fast ferry service in the Southern Caribbean and the feasibility of establishing a single airspace. The studies were commissioned in 2012 with funding from development partners. The findings and recommendations are to be examined by the Transportation Commission.

Energy

The CARICOM Regional Energy Policy (CREP) was approved in March at the Forty-First Special Meeting of the COTED on Energy held in Trinidad and Tobago.

The Policy seeks to fundamentally transform the CARICOM energy sector by providing secure and sustainable supplies of energy in a manner which minimises energy waste in all sectors. Its objective is to ensure that all CARICOM citizens have access



to modern, clean, and reliable energy supplies at affordable and stable prices; and to facilitate the growth of internationally competitive Regional industries towards the sustainable development of the Community. Renewable energy, natural gas and energy efficiency will play important roles in this endeavour.

Energy Ministers also broke new ground for energy by establishing regional targets for the contribution of renewable energy to electricity generation at the national and Community levels. This includes, solar power, wind power, hydropower, geothermal energy, and bio-energy. Among the initial targets for the contribution of renewable energy to total electricity generation in the Community are: 20%, 28% and 47% for years 2017, 2022 and 2027, respectively.

These targets were established as part of the broader Caribbean Sustainable Energy Roadmap and Strategy (C-SERMS) being developed to provide an implementation framework for the sustainable energy dimension of the CARICOM Energy Policy.

C-SERMS is intended to also provide a more focused and sustained approach to the Region's drive to significantly increase the contribution of renewable

energy and to increase the level of efficiency of energy use across CARICOM.

C-SERMS is being developed in phases and the first phase, which began in 2011 and concluded during the year, was supported by the Inter-American Development Bank (IDB). Under Phase 1 of the C-SERMS, an outline of the Roadmap was developed.

The second phase began during the year and is supported by the Government of Germany, through the German Agency for International Cooperation (GIZ) and other agencies. Phase II focuses on capacity building for Research and Development in the sector related to sustainable development.

CARICOM Energy Week (CEW) was observed across the Community in November under the theme ***A Secure and Sustainable Energy Future begins Now: Reflect and Re-set for Clean & Green Energy, Energy Efficiency and Energy Diversification.*** CEW provides the opportunity to have useful dialogue and build awareness on issues to build energy security in the Region. The aim is to engage citizens and stakeholders at all levels, as energy issues cut across all aspects of Community life and have profound climate change and environmental implications.



Educating people about energy efficiency during CEW 2013

Activities to mark CEW 2013 included an essay competition among secondary schools and a Region-wide panel discussion via the Caribbean Media Corporation (CMC), with the panellists drawn from the energy sector.

With a view to establishing harmonised tools for energy information management, energy planning and management in the Community, a Regional Information Forum on Energy Balance and Planning Models was held in April. The Forum, which brought together energy experts from CARICOM and Latin America, was a collaborative

effort of the CARICOM Secretariat and the Latin American Energy Organisation (OLADE). A Work Plan for Energy Integration and Development was agreed upon with the main activities and measures proposed being public awareness and sensitisation, institutional strengthening, research, development and innovation and technology transfer.

At their February Meeting, Energy Ministers had requested that such a Forum take place. It was supported by the CARICOM–GIZ Renewable Energy and Energy Efficiency Technical Assistance (REETA) Project.

Services

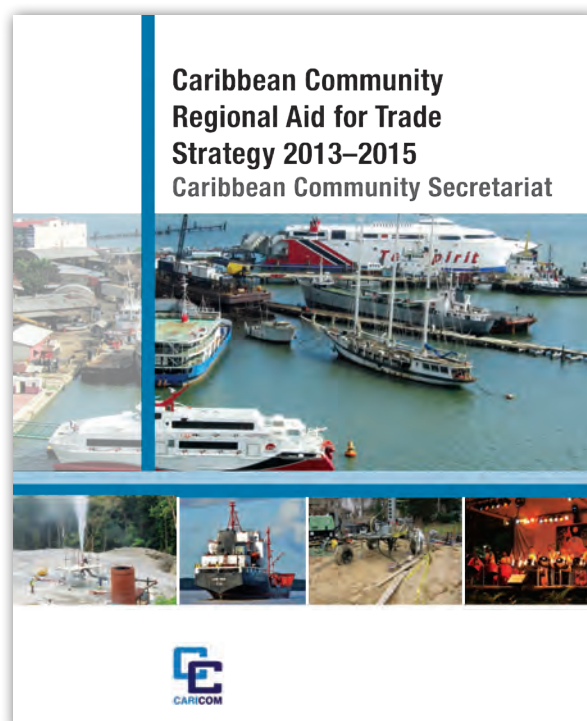
The Regional Policy for the Provision of Professional Services in the CARICOM Single Market and Economy was adopted by the COTED, in May. The Policy will promote increased intra-regional

trade in professional services by standardising and harmonising requirements and procedures for the registration and licensing of professionals. To complement the Policy, a Model Professionals Bill is being drafted.

Regional Aid for Trade Strategy

The CARICOM Regional Aid for Trade (Aft) Strategy was finalised during the Year. The Chair of the Community, His Excellency President Michel Martelly of Haiti, formally launched the Strategy in Port-au-Prince in June under the theme **Turning Market Access into Market Presence**. The Strategy is a critical tool for mobilising resources for the Region to enhance its competitiveness in the international marketplace.

Aft, which arose out of a mandate of the World Trade Organisation (WTO), is aimed at assisting developing countries to increase exports of goods and services, integrate into the multilateral trading system, as well as benefit from liberalised trade and increased market access.



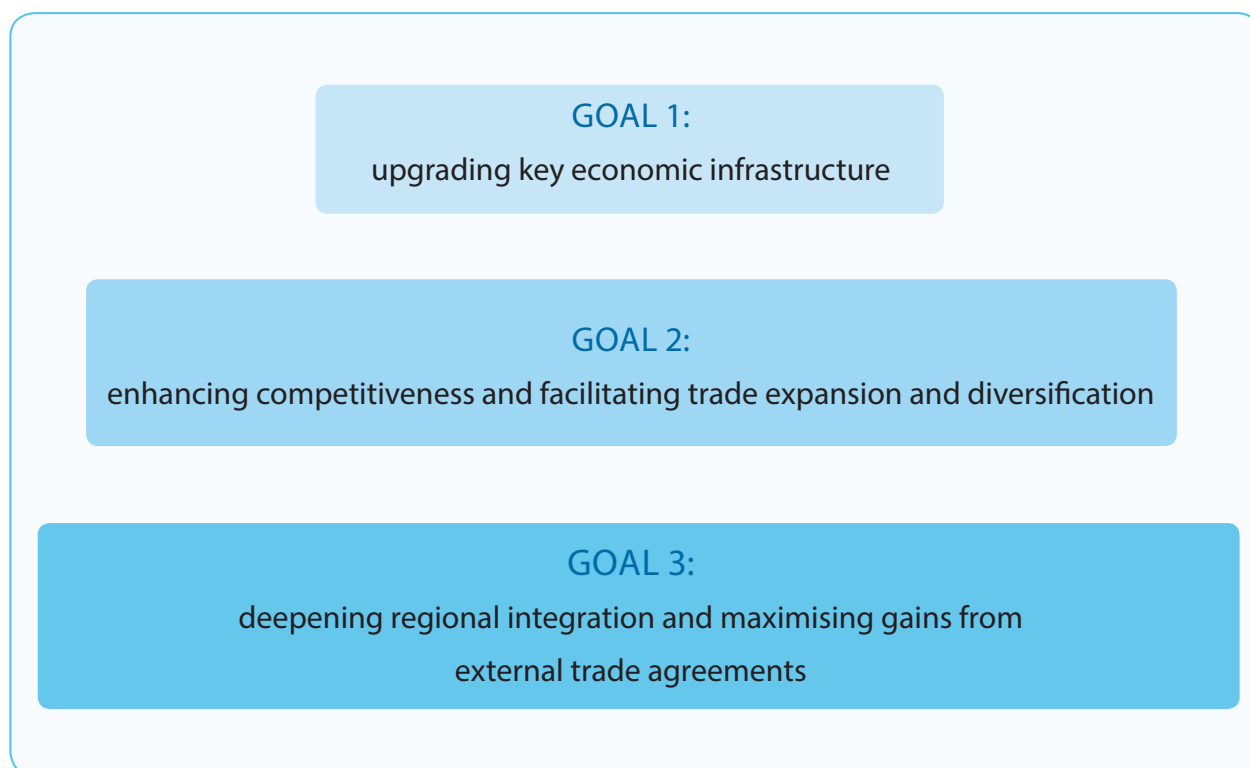
https://caricom.org/documents/5269-caribbean_community_aft_strategy_final.pdf

In 2009, the COTED had requested that the Region craft an AFT Strategy which would include a holistic and comprehensive approach towards competitiveness, adjustment and trade development. The Strategy was developed based on priorities agreed to by CARICOM Heads of Government as well as areas of consensus from broad-based consultations in Member States and the results of research/analyses.

The AFT Strategy sets out Member States' priorities for ensuring a growing and more diversified regional economy. It presents a coherent approach

to resource mobilisation, outlining to international development partners (IDPs) and investors how the Region intends to use existing and future resources.

The Strategy was developed with the support of the IDB as well as the Commonwealth Secretariat and following consultations across the Community. It sets out the following three strategic goals to guide the development of programmes and projects for increasing competitiveness, reducing inefficiencies, and deepening global and regional economic integration:



The Caribbean Export Development Agency (Caribbean Export) and the International Trade Centre (ITC) will assist Member States in implementing the Strategy. These organisations have begun to develop a project to help achieve the goals of the AFT Strategy, such as economic diversification through the acquisition of new skills, market information and capacity-building of exporters and providers of trade support services.

The CARICOM Secretariat, in collaboration with the Organisation of Eastern Caribbean States (OECS) Secretariat, Caribbean Export and the Caribbean Development Bank (CDB), will implement and monitor the project.

The COTED will oversee implementation of the Strategy and provide policy guidance.



The Caribbean Research and Education Network (C@ribNET) was launched in 2013. C@ribNET is a broadband fibre optic network which connects tertiary institutions, schools, hospitals and other educational establishments to knowledge development and research networks and platforms across the globe. It paves the way for enhanced interconnectivity and collaboration among CARICOM Member States and Associate Members as well as with countries of the wider Caribbean.

C@ribNET extends the reach for teaching and learning and supports cooperation in the areas of health, security, climate change and other collaborative research activities. Through C@ribNET countries can benefit from cost-effective access to high quality e-learning content and other knowledge resources from the Region and around the world.

With a grant of Euro €10M from the European Union (EU), C@ribNet was built by the Caribbean Knowledge and Learning Network Agency (CKLNA), an Institution of CARICOM. CKLNA is also responsible for operating and managing the Network.

Member States and Associate Members connect to C@ribNET through national research and education networks (NRENs), national collectives of education, research and government institutions offering high performance networks at a low cost.

During the year, the EU-funded Project *Enhancing Competitiveness in the Caribbean through the Harmonisation of ICT Policies, Legislation and Regulatory Procedures* (commonly called the *HIPCAR Project*) came to an end. The Project was conceived by the CARICOM Secretariat, the Caribbean Telecommunications Union (CTU) and the International Telecommunications Union (ITU), in response to requests from CARICOM States and other ICT stakeholders for a more unified approach to the subject. It was launched in 2008.

HIPCAR was designed to support the countries in improving their competitiveness by harmonising approaches to ICT development.

The main outputs of the Project were legislative texts and policy guidelines related to:

- (a) telecommunications legislation in the areas of universal access/service, interconnection and licensing in a convergent environment; and
- (b) information society issues related to e-commerce (transactions and evidence), privacy and data protection, interception of communications, cybercrime, and access to public information.

A Steering Committee was appointed to monitor the implementation of the Project and serve in an advisory capacity. The Committee was chaired by the CTU, and included representatives of the CARICOM Secretariat, the ITU, the Eastern Caribbean Telecommunications Authority (ECTEL); the Caribbean Association of National Telecommunications Organisations (CANTO); and the Caribbean ICT Virtual Community (CIVIC).

SECTION III

HUMAN AND SOCIAL DEVELOPMENT



Youth

A regional project to develop a Monitoring and Evaluation Plan as well as national implementation plans for the CARICOM Youth Development Action Plan (CYDAP) 2012-2017, commenced in March. The regional project is supported by the Canadian International Development Agency (CIDA) and the United Nations Development Programme (UNDP). It is being implemented by the CARICOM Secretariat.

The CYDAP is a holistic, flexible, institutional framework for national policy, planning and action to support the mainstreaming of adolescent and youth development. It seeks to put into concrete action, the *Declaration of Paramaribo on the Future of Youth in the Caribbean Community* adopted by Heads of Government at their Special Summit on Youth and Development in January 2010. Education and economic empowerment, protection, safety and security, health and wellbeing, culture, identity and citizenship, leadership, participation and governance, are among the tenets of the Action Plan.

The CYDAP was endorsed by the COHSOD at its Twenty-Third Meeting held in July in Guyana. That Meeting focused on issues related to Youth and Children.

During the year, eleven persons with social and/or business entrepreneurship training backgrounds were trained as facilitators to deliver workshops for young persons focusing on Creativity for Employment and Business Opportunity (CEBO). The facilitators were drawn from youth business trusts and Ministries of Youth in The Bahamas, Belize, Dominica, Guyana, Jamaica and St. Kitts and Nevis.

CEBO was developed by the CARICOM Secretariat with input from Regional stakeholders. The CEBO Workshops seek to engage, inspire and create

entrepreneurial interest and action among young people in and out of school and from all walks of life. They provide participants with a simulated business experience that involves developing business plans; utilising a small start-up loan to develop products and services for sale; and repaying their loans. CEBO training workshops and pilot projects have been implemented in six Member States to date, namely The Bahamas, Belize, Dominica, Guyana, Jamaica and St. Kitts and Nevis. Several Development Partners are supporting the CEBO initiative including the United States Agency for International Development (USAID), the UNDP, and the Governments of Italy, Japan and Spain.

Through a collaborative effort between the CARICOM Secretariat and Anima Caribe of Trinidad and Tobago, a regional initiative, ***Animating the Caribbean***, has been developed. The initiative which targets young persons, seeks to raise awareness about animation and digital media in the Region and promote the use of animation in learning environments, public education and safeguarding cultural heritage. It also provides an opportunity for the youth to acquire skills which will improve their prospects for employment.



Young people participating in an animation workshop during CARIFESTA XI held in Suriname

Three animation workshops were held during the year as part of the initiative which targeted at-risk youth in particular. Participants learned the basic principles of animation and how these principles could be used to create animated stories about their life and how they perceive their future. They were encouraged to use this tool to fuel their creativity and empower themselves via this medium. Fifty young persons benefitted from the first two workshops held during CARIFESTA XI in Suriname in August and 20 from a third workshop held in Trinidad and Tobago in October.

The *Animating the Caribbean* Workshops are supported by USAID as part of a broader CARICOM Programme on Crime and Violence Prevention.

The second CARICOM Youth Ambassadors (CYA) Internship Programme took place at the CARICOM Secretariat in February. Four CYAs from Dominica, Haiti, Jamaica, and Saint Lucia completed two-week stints within the Youth, Health, Culture and Sustainable Development Programmes of the Organisation. Interns were matched to programmes based on their training, history of employment and skills set.

The Internship Programme was designed to deepen interns' understanding and appreciation of the programmes and methods of operation of the CARICOM Secretariat and partner agencies, as well as to promote youth participation in the development, implementation and management of national, regional, and international human development policies and programmes. The Programme, which was supported by the UNDP Youth-In Project, provided important insights and exposure to the participants.

The CYAs and the Secretary-General took part in a Twitter Relay on Sunday 30 June ahead of the Thirty-Fourth Meeting of the Conference of Heads

of Government. During the Relay, the youth of the Region shared their views on the Community and their role in cementing Regional integration. It attracted participation of youth in Anguilla, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, Montserrat, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago and the Turks and Caicos Islands. Youth in the Diaspora, namely in the United Kingdom and the United States, were also among the more than 8,000 who participated in the event.



Caribbean Community Youth Ambassadors The feedback has been excellent!! Our Twitter Page needs some time to recover from all your AMAZING TWEETS. We spent the last hour tweeting about education and economic empowerment in CARICOM. In the next hour let's discuss Safety, Protection and Security in CARICOM...Remember to follow @cyapinfo, include the #caricom hashtag and your country code 😊 Happy Tweeting

Children

In July, the COHSOD reviewed the 2002-2015 Regional Action Plan for Children with a view to strengthening its monitoring and evaluation component. The Regional Action Plan seeks to enhance the legal, education, health and other social services infrastructure to provide more effective services and support for the development of our children.



In October, a campaign, **Break the Silence Against Child Sexual Abuse**, was launched. Nine Member States participated in the campaign, namely Antigua and

Barbuda, Barbados, Dominica, Grenada, Guyana, Montserrat, Saint Lucia, St. Kitts and Nevis, and St. Vincent and the Grenadines. The campaign seeks to raise awareness about the issue of child sexual abuse and secure greater child protection. To sustain the actions that the campaign generated, national networks were established in the participating Member States.

The Campaign, endorsed by the COHSOD in May, is an on-going collaborative effort involving the Regional Task Force for Child Rights and Child Protection and the United Nations Children Education Fund (UNICEF) which also sits on the Task Force. UNICEF played a lead role in formulating the campaign.

Sports

The 2010 Report on Youth Development entitled *Eye on the Future*, recommended, *inter alia*, that Member States invest in after school activities for increased use of school facilities and provide organised extra-curricular, recreational and sports activities for youth. To this end, in November and December, the first in a series of workshops was held in Anguilla, Grenada and Saint Lucia to prepare for the launch of the CARICOM After-School Activity Programme in 2014.

The Programme will provide structured sports programmes for youth in schools, particularly those who do not already participate in any organised sports. It will also promote positive social and life-skills among youth. The Programme was made possible through a partnership involving the CARICOM Secretariat, the UNDP, and the OECS Secretariat.

Another Programme – Pitch-in-School – was launched during the year. The Programme is a collaborative effort between the CARICOM



Secretary-General Ambassador LaRocque and winners of the 2013 CARICOM 10K race, Mr Denzil Ramirez (L) and Ms Tonya Nero (R), both of Trinidad and Tobago

Secretariat and the West Indies Cricket Board (WICB). It promotes cricket in schools and targets at-risk youth.

The 9th edition of the CARICOM 10K Road Race was held in July, in Trinidad and Tobago ahead of the Thirty-Fourth Meeting of the Conference. Tonya Nero of Trinidad and Tobago retained her title and the Secretary-General's Trophy. Her compatriot, Denzil Ramirez, claimed the men's crown and the Chairman's Trophy. Athletes from eight Member States participated in the race.

Health

A significant Community achievement in 2013 was the start-up of the Caribbean Public Health Agency (CARPHA) in January. Dr James Hospedales, a national of Trinidad and Tobago, is its Executive Director. CARPHA rationalises public health arrangements in the Region by combining the functions of the following five Health Institutions into a single Agency:

- ⌘ The Caribbean Environmental Health Institute (CEHI);
- ⌘ The Caribbean Epidemiology Centre (CAREC);
- ⌘ The Caribbean Food and Nutrition Institute (CFNI);
- ⌘ The Caribbean Health Research Council (CHRC); and
- ⌘ The Caribbean Regional Drug Testing Laboratory (CRDTL).



Dr James Hospedales, Executive Director of CARPHA



Mission

To provide strategic direction in analysing, defining and responding to the public health priorities of CARICOM Member States and Associate Members, to prevent disease, promote health and respond to public health emergencies.

CARPHA's headquarters is in Trinidad and Tobago.

In a continuing effort to harmonise and strengthen the CARICOM health agenda, the Regional Examination for Nurse Registration was finalised during the year. The exam was developed through a collaborative effort between the Regional Nursing Body (RNB) and the Caribbean Examinations Council (CXC) and will be launched in October 2014.

The technical aspects of the examination will continue to be supported by nursing experts and CXC will be responsible for its overall administration.

The examination will be recognised by international nurse registration bodies and will be the standard criterion for obtaining employment in nursing in many Member States. The process was supported by the Pan American Health Organisation (PAHO).

Also during the year, the RNB examined draft model legislation to standardise the regulation, registration and licensing of nurses and midwives across the Region. The legislation is intended to put in place the framework to advance the free movement of these categories of workers within the CSME. A study conducted by the RNB through the CARICOM Secretariat, highlighted key areas for standardisation to strengthen the midwifery profession. The RNB additionally, commenced work on a Regional Policy and Strategy for the Practice of Midwifery in the Region.



Secretariat staff doing medical checks as part of Caribbean Wellness Week 2013

The Community celebrated the sixth edition of Caribbean Wellness Day on the second Saturday in September. This year's theme focussed on the Youth - ***Ensuring healthy lifestyles among our youth for a brighter future.***

The Secretary-General, in his message to mark the Day, called on the youth to partner in the fight against non-communicable diseases (NCDs) by fostering greater health responsibility and awareness among peers. He pledged support in working steadfastly with Member States, Associate Members and regional and international partners to invest in the health of the Region.

Pan Caribbean Partnership Against HIV and AIDS (PANCAP)

A new Caribbean Regional Strategic Framework on HIV and AIDS 2014-2018 (CRSF III) was developed during the year. The Strategic Framework was prepared following wide-ranging consultation and extensive document review. CRSF III supports a regional health vision that includes the AIDS response, and which allows partner countries to capitalise on the investments already made, including cross-cutting and interdependent areas. It includes a set of top-line priorities and strategic actions that are tied to measurable outcomes. It adopts a less prescriptive approach to allow countries to take the lead in adapting the 2014-2018

framework to reflect their different starting points. CRSF III also encapsulates strategies to address the challenges, needs and priorities identified by countries. In addition to providing a roadmap for the regional response over the next five years, it will be used as a resource mobilisation tool. CRSF III will be submitted to the Executive Board of the Pan Caribbean Partnership Against HIV and AIDS (PANCAP) for approval in 2014.

The Joint United Nations Programme on HIV and AIDS (UNAIDS) and the US President's Emergency Plan for AIDS Relief (PEPFAR) joined forces to support country efforts during the year, for strategic HIV investment and sustainable financing. A Framework for HIV programming at country level is being utilised to help governments improve country level prioritisation, technical efficiency and decision-making for the allocation of HIV programme resources.

The First Annual Meeting of National AIDS Programme Managers and Key Partners was held in October. The Meeting was part of a process to facilitate increased country ownership by giving countries a stronger voice to determine the overall regional HIV response. It was held against the backdrop of intensified efforts by the Caribbean to meet the targets of the 2015 Millennium Development Goals (MDGs) and to position itself in the post-2015 health and development agenda.

In a bold initiative to deliver the Human Rights Agenda to persons living with HIV/AIDS, the PANCAP *Justice for All Programme* was launched in October. The Programme provides the catalyst for national conversations/consultations in selected Member States and will form the basis for accelerating the creation of an enabling environment for universal access in the Caribbean. The Programme promotes activities consistent with the UN Universal Declaration of Human Rights to which all countries

are committed. It is intended to achieve one of the goals of the Political Declaration on HIV and AIDS adopted at the June 2013 United Nations General Assembly (UNGA) High-Level Meeting on AIDS. That is, to eliminate stigma and discrimination against people living with HIV by 2015 and to uphold the human rights and dignity of all. The programme is being led by the UN Special Envoy for HIV and AIDS in the Caribbean, with support from PANCAP and from UNAIDS and funding from the Global Fund.

The programme includes the roll out of a Justice for All Roadmap which is aligned to the following four key elements: i) Increasing access to treatment including affordable medicines; ii) Reducing gender

inequality including violence against women, girls and children; iii) Promoting sexual and reproductive health and rights, in the context of self-worth; and iv) Achieving legislative reforms for modifying and repealing discriminatory laws that infringe human rights.

A Justice for All Declaration is expected to be endorsed by Ministers of Health and will be presented to Heads of Government in 2014.

In September, PANCAP welcomed its new Director, Mr Dereck Springer, a national of Guyana. Mr Springer is a public health practitioner, behavioural scientist and strategic manager.

Sustainable Development

A Regional Sustainable Development Task Force was established by Heads of Government during the year to help the Region coordinate its participation in the processes to define and adopt the post 2015 Development Agenda and the Sustainable Development Goals (SDGs). The Task Force will also coordinate the Region's preparations for the Third International Conference on Small Island Developing States (SIDS Conference) to be held in Samoa in 2014.

Saint Lucia's Minister for Public Service, Sustainable Development, Energy, Science and Technology, Dr the Hon. James Fletcher is the Chair of the Task Force which also includes representatives of Member States. Within the Heads of Government Quasi Cabinet, the Prime Minister of Saint Lucia has responsibility for sustainable development matters.

As part of the process of strengthening the CSME, efforts are being made to strengthen inter-linkages between the environment and development. One such effort is the development of a CARICOM Environmental Policy and Action Programme.

The Policy and Action Programme are to provide a structure for environmental and natural resources management, balancing the need to exploit the land, air, water, and oceans for economic development while maintaining healthy environments in the Community. The Action Programme is the first step in developing the Community Environment and Natural Resources Policy Framework. That Framework will provide the guiding principles and the long-term goals for the protection, conservation and sustainable use of the environmental and natural resources of the Community and its Member States.

The CARICOM Environmental Policy and Action Programme, which was developed following national consultations, seeks to enhance environmental sustainability as a driver of investment, economic growth, and a better quality of life. It is to be considered by Ministers of the Environment.

It was prepared with the assistance of the Government of Japan under the Japan-CARICOM Friendship and Cooperation Fund (JCFCF).

Culture

After a five-year hiatus, the eleventh Caribbean Festival of Arts (CARIFESTA XI) was held in Suriname from 16-25 August under the theme ***Culture for Development***. It was a vibrant and exciting showcase of the richness of the Region's culture, against the backdrop of the 40th Anniversary of CARICOM. In addition to the standard features of CARIFESTA, which include visual, literary and culinary arts; film, fashion and craft, Suriname introduced a new dimension titled the 'Caribbean Market Place'. Through the Market Place, young and emerging artists from the Region were brought together with booking agents, promoters and marketing experts from around the world to guide them on how to benefit from their talents. Twenty emerging artists got the opportunity to engage with fourteen arts



Bicycling to a CARIFESTA XI activity. (L-R) Secretary-General Ambassador LaRocque, First Lady of Suriname, Mrs Ingrid Bouterse and the President of Suriname, H.E. Mr Desiré Delano Bouterse



A section of the audience on Opening Night of CARIFESTA XI

presenters and industry executives at the CARIFESTA XI Marketplace.

At CARIFESTA XI, space was created for the inclusion of animation and new media technologies, given the potential of these industries to facilitate the development of a new cultural industry in the Region. A forum involving youth from Belize, Guyana, Jamaica, St. Kitts and Nevis, Suriname, and Trinidad and Tobago was organised to use animation and new-media technologies to show linkages with other art expressions such as storytelling, music, dance, drama and literature. The symbol of Anansi – the trickster spider - and other folklore figures were used in demonstrating the potential for the development of Caribbean stories through animation to transfer knowledge to the younger generation in an effort to safeguard the Caribbean's rich and diverse cultural heritage.



Anansi Night - presentation of animated films and performances about Anansi



Youth orchestra performing at CARIFESTA XI



Wyclef Jean and President Martelly perform together at CARIFESTA XI

Education

During the year, Health and Family Life Education (HFLE) facilitators received training to enhance their capacity to deliver the HFLE curriculum more effectively. The training was supported by UNICEF and coordinated by the CARICOM Secretariat.

Additionally, during the year, the Draft Regional Teachers Training Manual was made available for online use. The purpose of this Manual is to provide regional coordinators with material and resources to conduct in-country teacher-training. It was developed with the assistance of UNICEF.

In continuing efforts to help enhance the professionalism of teaching and the quality of education in the Community, consultations were conducted in four Member States on the Regional Guidelines to establish Teaching Councils. The consultations were held in Dominica, Jamaica, St. Kitts and Nevis, and Saint Lucia and followed those held in 2011 in Antigua and Barbuda, Barbados, Guyana and Montserrat.

The Teaching Councils will assist in rationalising and harmonising practices in teaching and teacher education across Member States. Standardising the teaching profession will facilitate the free movement of teachers and other education personnel in the CSME.

To improve the delivery of the Physical Education Curriculum from K-12, a Regional Physical Education Curriculum Framework was developed during the year. The curriculum is designed to be developmentally appropriate for each grade level, including children with special needs, and be integrated into and coordinated with the school curriculum. It includes clear strategies and materials for students and programme assessments.

Also during the year, capacity-building workshops were held in Belize, Guyana, Saint Lucia, St. Vincent and the Grenadines and Suriname to help these Member States realign their national physical education curricula with the Regional framework. This was a collaborative effort involving the CARICOM Secretariat, a Physical Education Technical Working Group (TWG) and the Caribbean Sport and Development Agency (CSDA).

Persons Living with Disabilities

On the initiative of the President of Haiti, the Community put a spotlight on the plight of persons living with disabilities. The true extent and nature of disabilities in the Region are not accurately known because of limited data. However, it is reported that people with disabilities represent a significant proportion of the Community's population (World Bank 2011).

In November, the President hosted a Conference to deal with the issue during which Member States agreed *to address with renewed energy and dedication the development of legal frameworks at the national level made through adherence to international and regional instruments to promote and protect the rights and needs of persons with disabilities.*

The Declaration of Pétionville adopted at the Conference, outlines a Strategy for Regional and International Cooperation to assist persons living



Delegates at the Conference on
Persons Living with Disabilities

with disabilities and special needs in the Region. It focusses on the need to build societies based on social cohesion and inclusion in which all persons, including those with disabilities enjoy the privileges and fundamental freedoms which are their human right.

Reparations for Native Genocide and Slavery

On the initiative of the Prime Minister of St. Vincent and the Grenadines, Heads of Government have established a Commission to pursue the matter of Reparations for Native Genocide and Slavery with the United Kingdom, France and Holland. The Commission, which will drive the issue, will comprise the Chairs of National Reparations Committees which all Member States have agreed to establish as well as a representative of the University of the West Indies. Sir Hillary Beckles, Vice Chancellor of the UWI is Chair of the Commission. The CARICOM Secretariat is supporting the work of the Commission in the initial phase.

Some Member States had previously established reparations commissions/committees while others

did so following the decision of the Heads of Government. By the end of 2013, Reparations Committees were operational in eight Member States, namely Antigua and Barbuda, Barbados, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago.

A Prime Ministerial Sub-Committee (PMSC), chaired by the Prime Minister of Barbados, will oversee the work of the Commission. Other Members of the Sub-Committee are the Heads of Government of Guyana, Haiti and St. Vincent and the Grenadines.

The Community's initiative seeks to establish the moral, ethical and legal case for reparatory justice from the former colonial European countries, to the nations and people of the Caribbean Community, for native genocide, the transatlantic slave

trade and a racialised system of chattel slavery. The idea and approach are to hold development conversations with the concerned European countries and to use all reasonable avenues to reach an amicable solution to this historical injustice. Focused attention will be given to the implications and legacy of slavery in some key areas including public health, education, cultural institutions, cultural deprivation, psychological trauma and scientific and technological backwardness.

In September, the first Regional Conference on Reparations was held in St. Vincent and the Grenadines during which possible strategies were discussed and the terms of reference (TOR) for the Reparations Commission was reviewed.

Several CARICOM Heads of Government also used their platforms at the United Nations to make the case for reparations in their addresses to the UNGA in September.



Dr the Hon. Ralph Gonsalves, Prime Minister of St. Vincent and the Grenadines addressing the first Regional Reparations Conference held in St. Vincent and the Grenadines, in September

SECTION IV

SECURITY



Strengthening the Regional Crime and Security Agenda and Architecture was the major area of focus at a special session of CARICOM Heads of Government during the Twenty-Fourth Inter-Sessional Meeting held in February in Haiti.

At the Special Session, they focused on both law enforcement and prevention issues and adopted the Regional Crime and Security Strategy. The Strategy provides a common platform to advance the fight against issues such as illicit trafficking, gang and youth violence, terrorism, and cyber security, while simultaneously addressing crime prevention.

The CARICOM Implementation Agency for Crime and Security (IMPACS) will play a lead role in implementing the Strategy.

A significant feature of the Special Session was the interaction between Heads of Government and the Attorney-General of the United States of America, Mr Eric Holder Jr. Among the issues discussed were measures for increased intelligence and information-sharing.

In the area of gang and youth violence, the Secretariat continued its joint programme of work with UNDP. Workshops continued this year in Belize, Guyana, St. Kitts and Nevis, Saint Lucia and Trinidad and Tobago. The aim was to build the capacity of teachers, social and youth workers in the public sector, and of leaders of Faith and Community Based Organisations as well as of Non-Governmental Organisations (NGOs) working with in-and-out-of-school youths, to design and implement programmes to address youth violence in schools and communities.

At the Special Session, Heads of Government also received the Report of independent consultants, Landell Mills Ltd, which had been contracted to undertake a review of the Community Institutions



CARICOM Chairman H.E. Mr Michel Martelly (C) speaks to the media following discussions between CARICOM Heads of Government and US Attorney-General, Mr Eric Holder Jr during the Twenty-Fourth Inter-Sessional Meeting of CARICOM Heads of Government. Hon. Kamla Persad-Bissessar (R), Prime Minister of Trinidad and Tobago and Lead Head of Government for Security in CARICOM and Mr Holder (L) accompany the CARICOM Chairman

involved in the Region's Crime and Security Architecture and Agenda to determine if they were fit for purpose and to make recommendations to enhance their functioning. These Institutions are CARICOM IMPACS, the Caribbean Disaster Emergency Management Agency (CDEMA), the Caribbean Aviation Safety and Security Oversight System (CASSOS) and the Regional Security System (RSS). While the CARICOM Secretariat is also involved in the Regional Crime and Security Agenda, that organisation was not included in the review as it had been the subject of a separate and detailed examination.

The consultants recommended, *inter alia*, that the Institutions focus more sharply on their core mandates, with CARICOM IMPACS playing a greater role in coordinating the overall delivery of the regional security programme. It was also recommended that the Institutions and the CARICOM Secretariat enhance their coordination and cooperation in delivering the Crime and Security Agenda.

SECTION V

FOREIGN AND COMMUNITY RELATIONS



COMMUNITY RELATIONS

CARICOM Song

As part of the activities to celebrate CARICOM's 40th Anniversary, a CARICOM Song Competition was launched in April for the official song of the Community to be used at ceremonial and Community-associated events. The Competition was open to the regional public and closed in June.

Key criteria were that the song needed to promote unity, inspire CARICOM identity and pride, and evoke and celebrate the history, traditions and struggles of our peoples.

A regional panel of judges comprising independent experts in music was nominated by Member States and the CARICOM Secretariat to choose the CARICOM Song. The Competition was conducted in three rounds during which sixty-three entries were condensed to the final three.

The Song *Celebrating CARICOM* was chosen as the winner. *Celebrating CARICOM* was written and produced by Ms Michelle Henderson of Dominica, in collaboration with her husband Roland Delsol Jnr as well as her band and other music colleagues in Dominica.

The second-place entry titled *My CARICOM* came from Jamaican Adiel Thomas and the third-place song was titled *One CARICOM* by Carmella Lawrence from St. Kitts and Nevis.

The CARICOM Song will be played for the first time at the Opening of the Thirty-Fifth Regular Meeting of the Conference of Heads of Government in July 2014.

Electoral Observation Missions

At the request of the Governments of St. Kitts and Nevis and of Grenada, the Secretariat fielded



Ms Michelle Henderson, winner of the CARICOM Song Competition, with Secretary-General Ambassador LaRocque

Observation Missions to the Nevis Island Assembly Elections and to the Grenada Parliamentary Elections in January and February, respectively.

A four-member Mission drawn from two Member States and the Organisation of American States (OAS) observed the elections in Nevis. In Grenada, a seven-member mission drawn from five Member States observed the conduct of the polls. The CARICOM Secretariat also participated in both of the Missions and provided logistical and administrative support.

Membership and Associate Membership of CARICOM

The TWG on Membership and Associate Membership of the Community completed its Report during the year. The TWG was established by the Community Council in 2012. Among its recommendations was that in considering the applications for Associate Membership, each country should be assessed on an individual basis to determine the specific interests and relationship with the Community.

Heads of Government will consider the findings and recommendations of the TWG in 2014.



Antigua and Barbuda's Ambassador to CARICOM, H.E. Dr Clarence Henry



Dominica's Ambassador to CARICOM, H.E. Mr Felix Gregoire



Grenada's Ambassador to CARICOM, H.E. Dr Patrick Antoine

Ambassadors of Member States accredited to CARICOM

As part of efforts to strengthen integration, Member States accredit plenipotentiary representatives to the Community. These Ambassadors to CARICOM are integrally involved

in all aspects of the Community and play a critical role in facilitating the consultative process at the national level to advance Community issues. During the year, Antigua and Barbuda, Dominica and Grenada accredited Plenipotentiary Representatives to the Community.

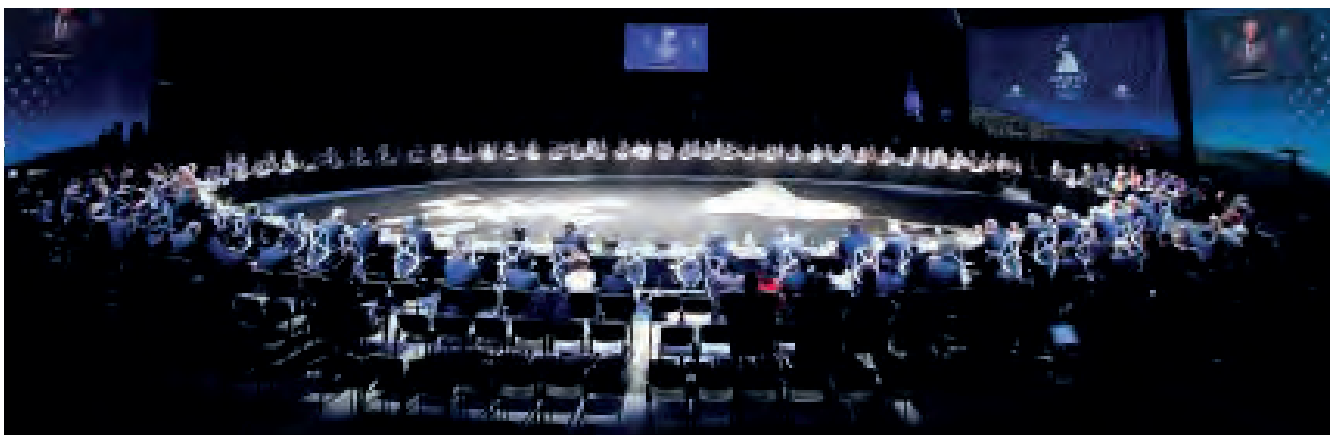
RELATIONS WITH THIRD STATES, GROUPS OF STATES AND INTERNATIONAL/MULTILATERAL ORGANISATIONS



Chile

In January, Heads of Government held discussions with the President of Chile, His Excellency Sebastian Piñera Echenique, in the margins of the First Summit of the Community of Latin American and the Caribbean States (CELAC).

They drew attention to the continuing importance of the cooperation and political dimensions of the CARICOM-Chile relationship, noting areas of success such as natural disaster management, agriculture and food and nutrition security. In the Meeting's Communiqué, the two sides also noted the coordination between CARICOM and the CELAC to jointly tackle the challenges imposed by the international agenda and the international financial crisis. They committed to work towards the regional integration objectives of CELAC.



1st CELAC Summit held in Santiago, Chile



United States of America (USA)

Energy, Security, Human and Social Development as well as Trade and Investment were the general themes for discussion when CARICOM Heads of Government met with the US Vice President, Mr Joseph Biden, in May in Trinidad and Tobago.

A highlight of the encounter was the signing of the CARICOM-US Trade and Investment Framework Agreement (TIFA). The TIFA is intended to galvanise trade and investment activities both between the two sides and within CARICOM. A Council is to be established under the Agreement led by a nominee of the CARICOM Chair and of the Office of the United States Trade Representative (USTR).



Canada

The negotiating process for a CARICOM-Canada Trade and Development Agreement continued during the year. Member States continued to develop their initial market access offers for trade-in-goods, trade-in-services,

and investment. Additionally, they formulated their secondary positions for a range of negotiating subject areas, with a view to guiding the CARICOM College of Negotiators in narrowing divergences between CARICOM and Canada in future rounds of negotiations.



Kingdom of Spain

Spain continued to provide strong support to the Community. In September, a CARICOM-Spain Citizen Security Project was agreed to. The US\$1.1M Project will focus on youth and gender issues, as well as youth entrepreneurship.

communities in five Member States, and support for the implementation of youth entrepreneurship training through the CEBO Programme in ten Member States. These interventions will be implemented in large part by the CARICOM Secretariat and will involve collaboration with national public and private sectors, civil society partners and other stakeholders.

Specific interventions will target the prevention and reduction of youth on youth violence in schools and



Germany

In May, Officials of the CARICOM Secretariat and of Germany met to review areas of the CARICOM-Germany Technical Cooperation Programme.

of Germany's continued assistance to the Region to 2018.

It was agreed that climate change, renewable energy and energy efficiency, and natural resources management and biodiversity would be the focus

The CARICOM Secretariat is Germany's major development partner in the Caribbean for the planning and coordination of regional programmes. Since 2010, Germany has provided assistance valued in excess of €60M under the Technical Cooperation Programme.



People's Republic of China

In May, several Heads of Government met with the President of China, His Excellency Xi Jinping, in Trinidad and Tobago. The Chinese President unveiled a US\$3B package of concessional financing for the Region.

Community of Latin American and Caribbean States (CELAC)

In January, Heads of Government and the Secretary-General participated in the First Summit of the Community of Latin American and Caribbean States (CELAC) in Chile. This was preceded by the First Summit of CELAC and the EU with the CELAC-EU Summit also in January. The CELAC-EU Meeting replaced the EU-Latin America and the Caribbean (EU-LAC) Meetings.

The objectives of the CELAC Summit were to strengthen and consolidate Latin American and Caribbean cooperation to assist in economic development and South-South cooperation. The major outcome document, the Santiago Action Plan, included a commitment to contribute to Haiti's development efforts as well as support for the establishment of a Working Group on Regional Cooperation. The Working Group is to facilitate cooperation and coordinate actions on such issues

as the fight against drugs and drug trafficking; the fight against transnational organised crime; the promotion of action to prevent or address the effects of external shocks and the promotion of sustainable regional development.

An important decision of the leaders was to include CARICOM as a member of the CELAC troika which is the Governance body of the CELAC and plays an important role in the planning of activities and the representation of the institution in its international relations. The Community will be represented on the troika by the country chairing CARICOM.

The CELAC-EU Summit followed a meeting of Ministers of Foreign Affairs and was characterised as a new dialogue which would renew and deepen the strategic partnership. The Summit was convened under the theme ***Alliance for Sustainable Development: Promoting Investments of Social and Environmental Quality.***



European Union (EU)

In March, EU-funded Standby Facilities to support implementation of the CSME and of the CARIFORUM-EU Economic Partnership Agreement were launched in Barbados.

The three-year Facilities provide frameworks for pooling resources from IDPs to assist CARICOM and the wider CARIFORUM States to confront common challenges and underpin national institutional capacities. The Facilities will be used to help Member States implement their commitments

under the CSME and the EPA by building capacity at the national level. Member States will receive grants for projects/activities to build the capacity of national administrations/agencies involved in CSME and in EPA implementation.

The CSME Standby Facility is a €3.45M fund and the EPA Facility is valued at €3.5M.

Both Facilities are managed by Steering Committees comprising representatives of the CARICOM Secretariat and of the European Commission. The Steering Committees are responsible for approving

proposals to be funded under the Facilities and overseeing their overall strategic directions and operations. The two Facilities are administered by the CDB, with support from the National Authorising Officers (NAOs).

The EU also provided significant support to the agriculture sector during the year under the 10th EDF. In March under the Intra-ACP Agriculture Policy Programme for the Caribbean, a €8.6M contribution agreement was concluded to support the sector over the next four years.

Also, a €11.7M Contribution Agreement for a Programme on Sanitary and Phytosanitary measures was signed in August. The Programme, which is being implemented over forty-two months, is part

of a broader programme of support to the region to implement commitments under the CARIFORUM-EU EPA.

As indicated earlier (see page 13), during the year, the EU-funded Project *Enhancing competitiveness in the Caribbean through the harmonisation of ICT Policies, Legislation and Regulatory Procedures (commonly called the HIPCAR Project)* - ended. The Project was conceived by the CARICOM Secretariat, the Caribbean Telecommunications Union (CTU) and the International Telecommunications Union (ITU), in response to requests from CARICOM States and other ICT stakeholders for a more unified approach to the subject. It was launched in 2008 and was valued at US\$3M.



United Nations (UN)

Through a successful foreign policy coordination initiative, the Community was in the vanguard of the successful conclusion of the Arms Trade Treaty (ATT) negotiations. CARICOM States joined other UN Members in April, in adopting the landmark Treaty. The ATT regulates the international trade in conventional arms – from small arms to battle tanks, combat aircraft and warships. It is expected that the rigorous implementation of the Treaty will lead to a decrease in the illegal trade of Small Arms and Light Weapons (SALW) which contribute to increasing levels of crime and violence in the Region.

At their Meeting in July, Heads of Government urged Members States to take early action to sign, ratify and apply the ATT provisionally.

In November, the Community and the United Nations Educational, Scientific and Cultural

Organisation (UNESCO) signed a Memorandum of Understanding (MOU) which provides a framework for cooperation in a range of areas. These include:

- ⌘ promotion of education as a fundamental right, focusing on inclusive quality education, effective learning programmes and strengthening of health education;
- ⌘ further Implementation of the Plan of Action for the Sustainable Development of SIDS;
- ⌘ cooperation in the assessment of natural hazards;
- ⌘ support to heritage preservation, heritage education and stronger institutional capacities in the development of national cultural policies; and
- ⌘ co-operation in the promotion of freedom of expression as a basic human right.



African, Caribbean and Pacific Group of States (ACP)

In July, Heads of Government held discussions with the Prime Minister of Equatorial Guinea, the Hon. Vicente Tomi in the absence of the President, who is also the President-in-Office of the ACP Group.

Discussions focused on the follow-up to the 7th ACP Summit held in Equatorial Guinea in December

2012. The resulting outcome document, the Declaration of Sipopo, was a milestone and a point of reflection regarding the direction of the ACP. CARICOM Heads of Government and the Prime Minister of Equatorial Guinea agreed that the Summit had set a platform for further cooperation and that the grouping needed to renew itself and to reassert its relevance.



World Trade Organisation (WTO)

Several Member States participated in the WTO's 9th Ministerial Conference held in Bali, Indonesia, in December. The Secretariat coordinated the preparations for Member States participation in the Conference and provided on the ground support.

At that Conference, WTO members concluded an Agreement on Trade Facilitation and reached agreement on the treatment of a number of other issues including agriculture, cotton and development.

CARICOM Member States are expected to benefit particularly from the new Agreement on Trade Facilitation which will strengthen the General Agreement on Tariffs and Trade (GATT) framework by improving measures that make the process of global trade easier.

The slow progress towards completion of the Doha Development Agenda (DDA) since its launch in 2001, had placed increasing pressure on the WTO, and had evoked questions regarding the Organisation's legitimacy as well as the future of trade multilateralism. However, it is possible that the outcome of the 9th Ministerial Conference will serve as a much-needed catalyst for the finalisation of the Doha negotiations.



(L-R) - Prime Minister of Equatorial Guinea, Hon. Vincent Ehate Tomi; Prime Minister of Trinidad and Tobago and CARICOM Chairman, Hon. Kamla Persad-Bissessar; Secretary of State in the Ministry of Foreign Affairs of Equatorial Guinea, Mr Angel Mokara Moleila; and Director of Cabinet in the Office of the Prime Minister of Equatorial Guinea, Mr Juan Andres Meha

Plenipotentiary Representatives accredited to CARICOM

During the year, Argentina, Australia, Belgium, Chile, India, Israel, Portugal and Slovenia accredited

new Plenipotentiary Representatives to CARICOM. For Argentina and Israel, these were the first Envoys accredited to the Community. This brings to twenty-four, the number of Third States and Groups of States seeking formal accreditation to CARICOM.



Secretary-General Ambassador LaRocque and Ambassador Luis Alberto Martino, Argentina's first Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and Ambassador Ross William Tysoe, Australia's Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and Ambassador Godelieve Van den Bergh, Belgium's first Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and Ambassador Luis Fernanda Ayala, Chile's Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and Ambassador Puran Mal Meena, India's Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and Ambassador Amiram Magid, Israel's first Plenipotentiary Representative to CARICOM



Assistant Secretary-General for Foreign and Community Relations, Ambassador Colin Granderson and Ambassador Mário Alberto Lino da Silva, Portugal's Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and Ambassador Roman Kirn, Slovenia's first Plenipotentiary Representative to CARICOM



CARICOM joined the international community in observing 2013 as the International Year of Statistics (Statistics 2013). The observance was held under the theme ***Statistics in Everyday Life: Let us Educate and Appreciate***. It sought to increase public awareness about the power and far-reaching impact of statistics on all aspects of society; promote and nurture statistics as a profession, especially among young people; and promote creativity and development in the sciences of probability and statistics.

The commemoration was particularly significant for the Community as it coincided with CARICOM's 40th Anniversary. Among the major themes of Statistics 2013 is one that promotes the important role of statistics in guiding the development process.

Events took place across the Community throughout the year and included a series of seminars; essay competitions; and the launch of the Caribbean

Association of Professional Statisticians (CAPS). Activities were launched in March simultaneously in Antigua and Barbuda, The Bahamas, Barbados, Guyana, Jamaica, Montserrat and the Cayman Islands. In Guyana, the activities were held jointly with the CARICOM Secretariat.

Other countries launched their observances later in the year. In several countries and at the CARICOM Secretariat, the observances culminated with the observance of Caribbean Statistics Day on 16 October.

The CAPS, whose motto is *Promoting Statistics for Sustainable Development*, was launched in November in St. Kitts and Nevis. The Launch was part of the Opening Ceremony of the Thirty-Eighth Meeting of the Standing Committee of Caribbean Statisticians (SCCS), and the Twenty-Third Meeting of the Regional Census Coordinating Committee (RCCC).

2013 Statistics In Everyday Life
Let us Educate & Appreciate

In 2013, Let Us Celebrate The International Year of Statistics

IN PARTNERSHIP WITH MEMBER COUNTRIES

What have we planned?

1. Awareness Forums
2. Literary, Quiz and Project Competitions
3. Career Guidance & Teacher Resources
4. Drama Series via 'Edutainment'
5. Publication Launches
6. Launch of the Caribbean Association of Professional Statisticians (CAPS)
7. Involvement in CARICOM's 40th Anniversary celebration
8. A High Level Forum on Statistics
9. Much More!

Help Us Work Together to Promote the Importance of Statistics through Combined Energies.

[FACEBOOK/CC.SECRETARIAT](https://www.facebook.com/cc.secretariat)
STATS1@CARICOM.ORG
WWW.CARICOMSTATS.ORG
WWW.STATISTICS2013.ORG

The Association is a forum for discussion on statistical matters. It will encourage research on statistical methodology and its applications and publish and disseminate findings. Its objectives are to promote:

- ⌘ the contribution of statistics and its applications to evidence-based decision-making in the Region;
- ⌘ collaboration and discussion among professional statisticians; and
- ⌘ continuous training and development of professional statisticians.

At the Launch, prizes were awarded to the winners of Region-wide competitions to select the Association's logo and its motto. Mr Roydenn Silcott of Montserrat and Mr Jason Reynolds of Dominica were the winners of competitions for the logo and motto, respectively. The prizes - an iPad and trophy for each winner, as well as airfare and per diem to attend the prize giving - were contributed by the EU, while the CARICOM Advisory Group on Statistics contributed a cash prize to each winner.

Systems of Statistics Development

During the year, regional electronic databases were updated in several areas including:

- ⌘ National Accounts (updated with 2011 and 2012 data. There is an approximate two-year lag in this series);
- ⌘ Regional Trade Information System (updated with annual 2012 data);
- ⌘ Quarterly trade statistics (updated with 2013 data);
- ⌘ Trade-in-Services – Extended Balance of Payments in Services data were compiled for thirteen Member States;

- ⌘ External Debt (updated with data up to 2012 for some Member States);
- ⌘ Foreign Direct Investment for 2012 (updated by type for ten Member States; by country of origin for eight Member States; and by sector for eight Member States);
- ⌘ Annual Balance of Payments statistics (updated up to 2012 for eleven Member States);
- ⌘ Monthly and Annual Average Consumer Price Indices for major categories of expenditure (updated up to 2013 for most Member States with annual average inflation rates also updated to 2012); and
- ⌘ Financial Statistics (updated with annual data on Banking and Financial Statistics up to 2012).

In Social/Gender statistics, metadata for the Caribbean Specific Millennium Development Goals (CSMDGs) indicators were prepared and the following databases were updated:

- ⌘ labour force data for six Member States (2012);
- ⌘ education data for three Member States (2010-2011);
- ⌘ health data for two Member States (2011-2012);
- ⌘ vital statistics data for eight Member States (2011-2012);
- ⌘ population data for eight Member States (2011);
- ⌘ crime data for sixteen Member States/Associate Members (2000-2011);
- ⌘ power and decision-making data for fifteen Member States (2005-2010);
- ⌘ poverty data for twelve Member States (2000-2010);

- ⌘ youth data from the 2010 Round of Census for five Member States and from special surveys/reports for three Member States;
- ⌘ MDGs/CSMDGs data for nine Member States (2011-2012);
- ⌘ environment data in select areas (2000-2012); and
- ⌘ ICT data in select areas. (2000-2012).

All databases are made available through the caricom.org website.

The following statistical publications were also made available during the year:

- ⌘ Accounts Digest 2012 (Vol. 1) and National Accounts Digest 2011 (Vol. 2);
- ⌘ CARICOM's Trade – A Quick Reference to some Summary Data (2010);

- ⌘ CARICOM's Intra-Regional Trade (2012);
- ⌘ CARICOM's Third Regional Report on International Trade in Services Statistics (2006-2011);
- ⌘ External Debt Statistics;
- ⌘ Foreign Direct Investment;
- ⌘ Balance of Payments;
- ⌘ MDGs, CSMDGs, Power and Decision-Making;
- ⌘ CARICOM's Third Regional Report on Environment Statistics and Indicators (2005-2009); and
- ⌘ CARICOM's First Regional Publication on ICT Statistics and Indicators (2000-2012).

SECTION VII

AGREEMENTS SIGNED/ RATIFIED



The following Agreements which had been opened for signature prior to 2013 were signed and/or ratified by Member States as indicated:

⌘ **Caribbean Treaty on Mutual Legal Assistance in Serious Criminal Matters (MLAT)** (*Saint Lucia, 6 July 2005*)

- Ratification - Guyana (23 August 2013)

⌘ **Protocol to the Agreement Establishing the Caribbean Court of Justice Relating to the Tenure of Office of Judges of the Court** (*Kingstown, St. Vincent and the Grenadines, 26 May 2007*)

- Ratification - Guyana (23 July 2013)

⌘ **Agreement Establishing the Caribbean Community Accreditation Agency for Education and Training** (*Nassau, The Bahamas, 8 March 2008*)

- Signature - Guyana (4 July 2013)
- Ratification - Guyana (23 August 2013)

⌘ **Agreement Establishing the Caribbean Aviation Safety and Security Oversight System (CASSOS)** (*Castries, Saint Lucia, 9 May 2008*)

- Ratification – Barbados (4 July 2013)

⌘ **Agreement Establishing the Caribbean Disaster Emergency Management Agency (CDEMA)** (*St. John's, Antigua and Barbuda, 2 July 2008*)

- Ratification - Suriname (5 March 2013)
- Ratification - Barbados (4 July 2013)
- Ratification - St. Kitts and Nevis (26 August 2013)

Entered into force on 4 July 2013, with deposit of Ratification by Barbados

⌘ **Agreement Relating to the Operation of the CARICOM Development Fund (CDF)** (*St. John's, Antigua and Barbuda, 4 July 2008*)

- Ratification - Guyana (23 July 2013)
- Ratification - Barbados (17 September 2013)

Entered into force on 23 August 2013, thirty days after deposit of Ratification by Guyana

⌘ **Protocol Amending the Revised Treaty of Chaguaramas to Incorporate the Council for National Security and Law Enforcement (CONSLE) as an Organ of the Community and the CARICOM Implementation Agency for Crime and Security (IMPACS) as an Institution of the Community** (*Belize City, Belize, 13 March 2009*)

- Ratification - Guyana (23 July 2013)

⌘ **Protocol Amending the CARICOM Agreement on Social Security** (*Barbados, 9 October 2009*)

- Signature - Barbados (14 January 2013)
- Signature - Guyana, Montserrat (4 July 2013)

Entered into force on 4 October 2013, three months after the 10th signature (Montserrat)

⌘ **Agreement Establishing the Caribbean Knowledge and Learning Network Agency (CKLNA)** (*Roseau, Dominica, 11 March 2010*)

- Signature - Barbados (14 January 2013)
- Signature - Montserrat (4 July 2013)

⌘ **Amendment to the Agreement Establishing the Caribbean Aviation Safety and Security Oversight System (CASSOS)** (*Bridgetown, Barbados, 24 March 2010*)

- Signature - St. Vincent and the Grenadines (4 July 2013)

⌘ **Amendment to Annex III of the Agreement relating to the Operation of the CARICOM Development Fund (CDF)** (*Grand Anse, Grenada, 26 February 2011*)

- Ratification - Guyana (23 July 2013)
- Ratification - Suriname (15 July 2013)

⌘ **Agreement Establishing the Caribbean Public Health Agency (CARPHA)** (*Basseterre, St. Kitts and Nevis, 2 July 2011*)

- Accession - Jamaica (5 July 2013)

⌘ **Amendment to the Agreement Establishing the Caribbean Knowledge and Learning Network Agency (CKLNA)** (*Castries, Saint Lucia, 4 July 2012*)

- Signature - Haiti, Trinidad and Tobago (19 February 2013)
- Signature - Dominica, Montserrat, St. Vincent and the Grenadines (4 July 2013)
- Ratification - Grenada (18 April 2013)

SECTION VIII

OPERATIONS OF THE SECRETARIAT



As the principal administrative organ of the Community, the CARICOM Secretariat plays a key role in regional policy, programme and project formulation; supporting Member States in the delivery and implementation of Community programmes; provision of legal services including opinions, draft legislation and representation before the CCJ; and in supporting the work of the Organs and Bodies of the Community. In the process, the Secretariat works collaboratively with Member States (at the governmental and sectoral levels), Community Institutions and development partners.

The Secretary-General of CARICOM is also the Secretary-General of the Caribbean Forum of ACP States (CARIFORUM). The CARIFORUM Directorate is administratively part of the CARICOM Secretariat which also provides technical support.

The Secretariat's Work Programme for 2013 was approved by the Community Council of Ministers in January and spanned all the areas highlighted in this Report. Efforts continued to sharpen the focus of these programmes on results and on demonstrating value for money. Highlights of some areas of the Secretariat's administrative operations for the year are set out below.

Capacity Building in Member States



Through the Secretariat's internship programme, sixteen students from five Member States got the chance to work in the Organisation in 2013. Areas of the internships were: legal services; trade; energy; information technology; home economics; and office hospitality.

The internships provide students with an opportunity to develop skills in applying theory to practical work situations. They also help the students to develop good work habits; prepare

them to enter into full-time employment in their areas of specialisation upon graduation; and give them invaluable knowledge about the activities and operations of the Secretariat and the Community.

Human Resource Management



Phase 1 of the Human Resource Information System (HRIS), purchased in 2012, was implemented during the year with the rollout of the Employee Self-Service (ESS) component, an online platform which allows staff to access corporate services digitally. Staff were trained in the use of the HRIS and data was transferred to the new system to facilitate its further roll-out in 2014. Additionally, an electronic link between the human resource (HR) and finance programmes was established.

The software which was provided through funding from the Government of the Republic of Korea, will allow for greater streamlining of the HR processes related to recruitment; training and development; performance management and other HR business/administrative processes.

The Performance Management System continued to be refined with a focus on SMART objectives towards a more results-based mode of operation across all programme areas of the organisation. Staff received training in Coaching for Performance to strengthen the developmental aspect of the job evaluation process. Organisational competencies were also developed and approved by management.

The Secretariat brought health issues to the forefront of staff wellness, organising a programme of medical interventions for staff and their families. This included checks for diabetes and blood pressure as well as updating vaccination regimens.



Taking in an exhibit during Staff Talent Week 2013. (L-R) Secretary-General Ambassador LaRocque, Chef de Cabinet Ms Glenda Itiaba and CARICOM Secretariat Staff Association Representative, Ms Anya Thomas of the Sustainable Development Programme

Staff Welfare was in focus with the celebration of Staff Talent Week in November which focused on the 40th Anniversary celebrations of the Community. Staff once again fully participated in all aspects and dimensions of the week – exhibition of collectibles; food displays; expressions of talent through song, poetry and drama, and a fashion show.

Conference Services



The Secretariat continued to support the process of consultation and decision-making within the Community through the provision of effective and efficient conference services for meetings. This includes assisting with document finalisation and dissemination; rapporteurial services as well as administrative support at meetings.

Approximately 175 meetings were serviced in 2013. The use of information technology greatly enhanced the speed and efficiency of document dissemination for these meetings and reduced the need for printed copies. It also allowed Member States to have earlier and faster access to documentation for meetings.

An electronic meeting scheduler was introduced during the year, to enhance the scheduling, planning and coordination of Meetings.

Documentation Services



The Secretariat provides documentation services for staff as well as for other stakeholders in the Community by providing resource materials from its documents collections and databases for decision-making and research needs.

The International Standard Book Number (ISBN) Programme administered by the Secretariat grew steadily during the year with registration of new publishers in Barbados, Jamaica and Trinidad and Tobago.

The Secretariat administers the ISBN Programme for twelve Member States viz., Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, and Trinidad and Tobago.

Three ISBN Publications were prepared for distribution to stakeholders viz, Directory of Caribbean Publishers. 9th ed., Listing of Caribbean Titles, 2012 and the International Standard Book Number (ISBN) Users' Manual – Caribbean. 9th ed.

Exhibitions and Tours



The Secretariat mounted exhibitions to coincide with regional and international events/milestones. In 2013, these included exhibitions in honour of the visit to the Secretariat in March, of the President of the Republic of Haiti, then Chairman of the Conference; to mark the 40th Anniversary of the Community from July to December; in the run up to as well as during CARIFESTA XI held in Suriname in August; in observance to Caribbean Wellness Week, in September; for CARICOM Staff Talent Week in November; and for sixteen Days of Activism Against Gender-Based Violence, 25 November - 10 December.



Ms Gloria Whitney of the Communications Unit demonstrates the use of the Secretariat's Info Kiosk during a tour by pupils and teachers of the Diamond Special Needs School, Guyana

The Secretariat also arranged and staffed the following booths to promote the work of the Community:

- ⌘ in celebration of Caribbean Week of Agriculture held in Guyana in October; and
- ⌘ at CARIFESTA XI held in Suriname in August.

During the year, twenty tours were conducted for local schools and visiting delegations.



Girl guides from Suriname visit the Secretariat

Communications



As part of the Secretariat's initial reforms, steps were taken during the year to improve its communications and advocacy capacities. The Secretariat focused attention on growing its presence on Facebook to better engage with stakeholders, in particular the youth. Efforts are in train to further expand the Organisation's social media presence in 2014, to other platforms.

Audit



Working with the Audit Committee, the Secretariat's Audit function continued its oversight of the Organisation's operations, through independent and objective services.

Several systems were reviewed including conduct of compliance testing and recommendations for improvement were provided where necessary. Areas of focus included fixed asset management, accounting operations, managing and accounting for resources from IDPs and HRIS.

Steps were also taken to further develop the audit function in keeping with International Standards

for the Professional Practice of Internal Auditing. This included updating the Audit Charter to keep it in line with international standards and the conduct of an independent assessment by an external consultant of the procedures and practices of the audit programme to ensure compliance with international professional practice. The assessment

was favourable while making recommendations for improvement.

Additionally, Audit services were provided to some Community Institutions, including CARICOM IMPACS and CARPHA.

Finance and Budget



In 2013, the Community Council approved a budget of **EC\$53,880,453** for the CARICOM Secretariat (Headquarters and the Office of Trade Negotiations (OTN)). This budget funded by contributions from Member States together with other income of **EC\$406,874** (such as

from ISBN registration and processing fees, disposal of fixed assets and interest), comprised income for the year totalling **EC\$54,287,327**.

The CARICOM Secretariat (Headquarters and OTN) also received **EC\$51,274,159 (US\$18,919,926)** from IDPs. A Summary of Member States Assessed Contribution for the year 2013 is given below.

Member State	% of Budget	HQ 2013 Amount EC\$	% of Budget	OTN 2013 Amount EC\$	TOTAL EC\$
Anguilla	0.11	53,260	-	-	53,260
Antigua & Barbuda	1.44	697,221	1.49	81,839	778,610
Barbados	7.86	3,805,663	8.12	443,542	4,249,206
Belize	2.25	1,089,407	2.32	126,726	1,216,134
Bermuda	1.00	484,181	-	-	484,181
British Virgin Islands	0.77	372,819	-	-	372,819
Cayman Islands	1.00	484,181	-	-	484,181
Dominica	0.79	382,503	0.82	44,791	427,294
Grenada	1.44	697,221	1.49	81,389	778,610
Guyana	7.00	3,389,268	7.23	394,928	3,784,195
Haiti	6.00	2,905,086	6.20	338,665	3,243,752
Jamaica	23.15	11,208,792	23.92	1,306,593	12,515,385
Montserrat	0.11	53,260	-	-	53,260
Saint Kitts & Nevis	1.44	697,221	1.49	81,839	778,610
Saint Lucia	1.44	697,221	1.49	81,839	778,610
St. Vincent & The Grenadines	1.44	697,221	1.49	81,839	778,610
Suriname	7.00	3,389,268	7.23	394,928	3,784,195
The Bahamas	11.43	5,534,190	11.81	645,103	6,179,293
Trinidad & Tobago	24.12	11,678,448	24.90	1,360,124	13,038,571
Turks & Caicos Islands	0.21	101,678	-	-	101,678
Total	100.00	48,418,108	100	5,462,345	53,880,453

In 2013, actual expenditure from Member States' resources (Headquarters and OTN) amounted to **EC\$55,342,500**. With respect to funding from IDPs, the sum of **EC\$33,592,641** (US\$12,395,351) was expended.

The table below provides a summary of expenditure funded from Member States' contributions for 2013:

Expenditure Categories	2013	
	Approved Budget EC\$	Actual Expenditure EC\$
Head I - Human Resource Costs	41,593,082	36,102,596
Head II - Other Operating Expenses	12,108,473	18,841,683
Head III - Capital Expenditure	178,898	398,221
TOTAL	53,880,453	55,342,500

The Secretariat received an unqualified opinion on its Financial Statements for 2013 from the External Auditors.

SECTION IX

APPENDICES



Appendix I

The Caribbean Community



The Caribbean Community comprises fifteen Member States and five Associate Members. The Member States are: Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago. The Associate Members are: Anguilla, Bermuda, British Virgin

Islands (BVI), Cayman Islands, and Turks and Caicos Islands (TCI).

The Community has the following objectives as set out in Article 6 of the Revised Treaty of Chaguaramas establishing the Caribbean Community including the CARICOM Single Market and Economy signed in July 2001:

- (a) Improved standards of living and work;
- (b) Full employment of labour and other factors of production;
- (c) Accelerated, coordinated and sustained economic development and convergence;
- (d) Expansion of trade and economic relations with Third States;
- (e) Enhanced levels of international competitiveness;
- (f) Organisation for increased production and productivity;
- (g) The achievement of a greater measure of economic leverage and effectiveness of Member States in dealing with Third States, groups of States and entities of any description;
- (h) Enhanced co-ordination of Member States' foreign and (foreign) economic policies; and
- (i) Enhanced functional cooperation including:
 - (i) More efficient operation of common services and activities for the benefit of its peoples;
 - (ii) Accelerated promotion of greater understanding among its peoples and the advancement of their social, cultural and technological development; and
 - (iii) Intensified activities in areas such as health, education, transportation and telecommunications.

The Principal Organs of the Community are:

- ⌘ The Conference of Heads of Government commonly called 'The Conference'; and
- ⌘ The Community Council of Ministers commonly called 'The Community Council'.

The Conference of Heads of Government

The Conference is the Supreme Organ of the Community. It consists of the Heads of Government of the Member States. Its role includes:

- ⌘ Determining and providing policy direction; and
- ⌘ Final authority for the conclusion of treaties on behalf of the Community and for entering into relationships between the Community and international organisations and States.

The Conference is also responsible for making the financial arrangements to meet the expenses of the Community but has delegated this function to the Community Council.

The Conference seeks to arrive at decisions by consensus. When consensus cannot be achieved, the matter may be put to a vote.

Bureau of the Conference

The Bureau of the Conference consists of the incumbent Chairperson of the Conference, as Chair, as well as the incoming and outgoing Chairpersons of the Conference. The Secretary-General serves on the Bureau as an ex officio member.

The decision to create the Bureau of the Conference was taken at the Special Meeting of the Heads of Government in October 1992. It came into operation in December 1992.

The responsibilities of the Bureau are to:

- ⌘ Initiate proposals;
- ⌘ Update consensus;
- ⌘ Facilitate implementation of Community decisions; and
- ⌘ Provide guidance to the Secretariat on policy issues.

The Community Council of Ministers

The Community Council of Ministers is the second highest Organ of the Community. It consists of Ministers responsible for Community Affairs and any other Minister designated by Member States. It is responsible for:

- ⌘ the development of Community strategic planning and coordination in the areas of economic integration, human and social development and external relations; and
- ⌘ reviewing and approving the work programme and budget of the CARICOM Secretariat.

The Community Council also serves as a preparatory body for the meetings of the Conference.

Community Organs & Bodies

The Principal Organs of the Community are assisted by the following Ministerial Councils and Bodies:

- ⌘ **The Council for Trade and Economic Development (COTED)**, which promotes trade and economic development of the Community including, among other things, overseeing the operation of the CSME;
- ⌘ **The Council for Human and Social Development (COHSOD)**, which promotes human and social development;
- ⌘ **The Council for Finance and Planning (COFAP)**, responsible for economic policy coordination and financial and monetary integration;
- ⌘ **The Council for National Security and Law Enforcement (CONSLE)**, responsible for coordinating the Community's response to security threats, to ensure a safe and stable Community; and
- ⌘ **The Council for Foreign and Community Relations (COFCOR)**, which determines relations between the Community and international organisations and Third States and promotes the development of friendly and mutually beneficial relations among Member States.

The Bodies are:

- ⌘ **The Legal Affairs Committee (LAC)**, comprising Ministers responsible for Legal Affairs and/or Attorneys-General of Member States and which is responsible for providing the Organs and Bodies, with advice on treaties, international legal issues, the harmonisation of laws of the Community and other legal matters;
- ⌘ **The Budget Committee**, comprising senior officials and responsible for reviewing the draft work programme and budget of the CARICOM Secretariat and for making recommendations to the Community Council; and
- ⌘ **The Committee of Central Bank Governors (CCBG)**, comprising the Governors or Heads of the Central Banks or their nominees and responsible for making recommendations to the COFAP on matters related to monetary cooperation, payments arrangements, free movement of capital, integration of capital markets, monetary union and any other related matters referred to it by the Organs of the Community.

The Secretary-General of the Caribbean Community

The Secretary-General is the Chief Executive Officer of the Community. He/She is appointed by the Conference of Heads of Government. The Secretary-General serves a five-year term of office which may be renewed, at the discretion of the Conference.

The Secretary-General is also head of the CARICOM Secretariat, the principal administrative organ of the Community.

The Secretary-General provides political, technical and administrative leadership as well as advice and support for the work of the Principal Organs, Organs and Bodies of the Community and to Member States. He is supported by an Executive Management Team within the CARICOM Secretariat comprising the Deputy

Secretary-General, the General-Counsel, and the Assistant Secretaries-General responsible for Trade and Economic Integration, Foreign and Community Relations, and Human and Social Development and the Director-General, Office of Trade Negotiations.

The Secretary-General also serves as the Secretary-General of the Caribbean Forum (CARIFORUM) of African, Caribbean and Pacific (ACP) States - the grouping comprising the independent CARICOM Member States and the Dominican Republic. A CARIFORUM Directorate, headed by an Assistant Secretary-General, supports the Secretary-General.

The current Secretary-General is Ambassador Irwin LaRocque, a national of Dominica. Ambassador LaRocque assumed the Office of Secretary-General in August 2011.

Past Secretaries-General of CARICOM¹

NAME	PERIOD OF SERVICE	NATIONALITY
<i>Amb. Lolita Applewhaite (Acting in Position)</i>	<i>1 Jan-14 Aug 2011</i>	<i>Barbados</i>
<i>Hon. Sir Edwin W. Carrington, OCC</i>	<i>1992-2010</i>	<i>Trinidad and Tobago</i>
<i>Mr Roderick Rainford</i>	<i>1983-1992</i>	<i>Jamaica</i>
<i>Dr Kurleigh King</i>	<i>1979-1983</i>	<i>Barbados</i>
<i>Mr Joseph Tyndall (Acting in Position)</i>	<i>1977-1978</i>	<i>Guyana</i>
<i>Hon. Sir Alister McIntyre, OCC</i>	<i>1974-1977</i>	<i>Grenada</i>
<i>Hon. William G. Demas, OCC</i>	<i>1973-1974</i>	<i>Trinidad and Tobago</i>

¹ *Mr. Fred Cozier, a national of Barbados, was Secretary-General of the Caribbean Free Trade Association (CARIFTA), the predecessor to CARICOM, during the period 1968-1969. He was succeeded by Hon. William Demas, OCC, who served as Secretary-General of CARIFTA from 1970 and oversaw the transition from CARIFTA to CARICOM.*

The Caribbean Community (CARICOM) Secretariat

The Caribbean Community (CARICOM) Secretariat is the principal administrative organ of the Caribbean Community.

Its **Mission** is: To provide dynamic leadership and service in partnership with Community Institutions and groups, toward the attainment of a viable, internationally competitive and sustainable Community, with improved quality of life for all.

Functions of the CARICOM Secretariat:

- (a) Service meetings of the Organs and Bodies of the Community and take appropriate follow-up action to such meetings;
- (b) Initiate, organise and conduct studies on issues for the achievement of the objectives of the Community;
- (c) Provide, on request, services to Member States, on matters relating to the achievement of its objectives;
- (d) Collect, store and disseminate to Member States, information relevant for the achievement of its objectives;
- (e) Assist Community Organs in the development and implementation of proposals and programmes for the achievement of the objectives of the Community;
- (f) Coordinate in relation to the Community, the activities of donor agencies, international, regional and national institutions for the achievement of the objectives of the Community;
- (g) Prepare the draft budget of the Community for examination by the Budget Committee;
- (h) Provide, on request, technical assistance to national authorities to facilitate implementation of Community decisions;
- (i) Conduct, as mandated, fact-finding missions in Member States; and
- (j) Initiate or develop proposals for consideration and decision by the Organs in order to achieve Community objectives.

Structure of the CARICOM Secretariat

The Secretariat has the following **Offices and Directorates**:

- ⌘ Office of the Secretary-General;
- ⌘ Office of the Deputy Secretary-General;
- ⌘ Office of the General-Counsel;
- ⌘ Office of Trade Negotiations;
- ⌘ Directorate for Trade and Economic Integration;
- ⌘ Directorate for Human and Social Development; and
- ⌘ Directorate for Foreign and Community Relations.

Institutions and Associate Institutions of the Community

The Community has established Institutions and Associate Institutions with specialised functions which contribute to the achievement of its objectives. These are listed overleaf.

Also listed are Institutions in the Region which have a functional cooperation relationship with the Community.

COMMUNITY INSTITUTIONS

INSTITUTIONS		COMMENTS
CAHFSA	Caribbean Agricultural Health and Food Safety Agency	<i>As per Decision of the Twenty-First Inter-Sessional Meeting of the Conference of Heads of Government (March 2010, Dominica)</i>
CARDI	Caribbean Agricultural Research and Development Institute	<i>As per Article 21 of the Revised Treaty</i>
CASSOS	Caribbean Aviation Safety and Security Oversight System	<i>As per Decision of the Twenty-Ninth Regular Meeting of the Conference of Heads of Government (July 2008, Antigua and Barbuda)</i>
CARICAD	Caribbean Centre for Development Administration	<i>As per Article 21 of the Revised Treaty</i>
CCCCC	Caribbean Community Climate Change Centre	<i>As per Decision of the Thirteenth Inter-Sessional Meeting of the Conference of Heads of Government (February 2002, Belize)</i>
CDEMA	Caribbean Disaster Emergency Management Agency	<i>As per Article 21 of the Revised Treaty (Formerly CDERA)</i>
CXC	Caribbean Examinations Council	<i>Formalised by Decision of the Twentieth Inter-Sessional Meeting of the Conference of Heads of Government (March 2009, Belize)</i>
CIMH	Caribbean Institute for Meteorology and Hydrology	<i>As per Article 21 of the Revised Treaty (Formerly CMI)</i>
CKLNA	Caribbean Knowledge and Learning Network Agency	<i>As per the Decision of the Twenty-First Inter-Sessional Meeting of the Conference of Heads of Government (March 2010, Dominica)</i>
CMO	Caribbean Meteorological Organisation	<i>As per Article 21 of the Revised Treaty</i>
CARPHA	Caribbean Public Health Agency	<i>As per Decision of the Twenty-First Inter-Sessional Meeting of the Conference of Heads of Government (March 2010, Dominica)</i>
CRFM	Caribbean Regional Fisheries Mechanism	<i>As per Decision of the Twenty-Fourth Regular Meeting of the Conference of Heads of Government (July 2003, Jamaica)</i>
CCC	CARICOM Competition Commission	<i>As per Articles 171 - 174 of the Revised Treaty</i>
CDF	CARICOM Development Fund	<i>As per Article 158 of the Revised Treaty and the Agreement Relating to the Operations of the CDF</i>
CARICOM IMPACS	CARICOM Implementation Agency for Crime and Security	<i>As per the Twenty-Sixth Regular Meeting of the Conference of Heads of Government (July 2005, Saint Lucia)</i>
CROSQ	CARICOM Regional Organisation for Standards and Quality	<i>As per Article 67 of the Revised Treaty and the Agreement Establishing CROSQ</i>
CCJ	Caribbean Court of Justice	<i>Pursuant to Article 211 of the Revised Treaty and the Agreement establishing the CCJ</i>

ASSOCIATE INSTITUTIONS

INSTITUTIONS		COMMENTS
CDB	Caribbean Development Bank	<i>As per Article 22 of the Revised Treaty</i>
CLIC	Caribbean Law Institute Centre	<i>As per Article 22 of the Revised Treaty</i>
OECS Secretariat	Organisation of Eastern Caribbean States Secretariat	<i>As per Article 22 of the Revised Treaty</i>
UWI	University of the West Indies	<i>As per Article 22 of the Revised Treaty</i>
UG	University of Guyana	<i>As per Article 22 of the Revised Treaty</i>

OTHER INSTITUTIONS WHICH HAVE A RELATIONSHIP OF FUNCTIONAL COOPERATION WITH THE COMMUNITY

INSTITUTIONS	
Caribbean Export	Caribbean Export Development Agency
CLE	Council of Legal Education
CTO	Caribbean Tourism Organisation
CTU	Caribbean Telecommunications Union

Appendix II

Acronyms

ACP	African, Caribbean and Pacific Group of States
AfT	Aid for Trade
AIDS	Acquired Immune Deficiency Syndrome
ATT	Arms Trade Treaty
CAHFSA	Caribbean Agricultural Health and Food Safety Agency
CANTO	Caribbean Association of National Telecommunications Organisations
CAPS	Caribbean Association of Professional Statisticians
CARIB-IS	Caribbean Information Society Project
C@ribNET	Caribbean Research and Education Network
CARDI	Caribbean Agricultural Research and Development Institute
CAREC	Caribbean Epidemiology Centre
CARIBBEAN EXPORT	Caribbean Export Development Agency
CARICOM	Caribbean Community
CARICOM IMPACS	CARICOM Implementation Agency for Crime and Security
CARIFESTA	Caribbean Festival of Arts
CARIFORUM	Caribbean Forum of ACP States
CARIFTA	Caribbean Free Trade Association
CARPHA	Caribbean Public Health Agency
CASSOS	Caribbean Aviation Safety and Security Oversight System
CBSI	Caribbean Basin Security Initiative
CCBG	Committee of Central Bank Governors
CCC	CARICOM Competition Commission
CCCCC	Caribbean Community Climate Change Centre
CCE	CARICOM Commission on the Economy
CCJ	Caribbean Court of Justice
CDB	Caribbean Development Bank
CDEMA	Caribbean Disaster Emergency Management Agency
CDF	CARICOM Development Fund
CEBO	Creativity for Employment and Business Opportunity
CEHI	Caribbean Environmental Health Institute
CELAC	Community of Latin American and Caribbean States
CET	Common External Tariff
CEW	CARICOM Energy Week

CFNI	Caribbean Food and Nutrition Institute
CFT	Change Facilitation Team
CHRC	Caribbean Health Research Council
CIDA	Canadian International Development Agency
CIMH	Caribbean Institute for Meteorology and Hydrology
CISP	Caribbean Integrated Support Programme
CIVIC	Caribbean ICT Virtual Community
CKLNA	Caribbean Knowledge and Learning Network Agency
CLE	Council of Legal Education
CLIC	Caribbean Law Institute Centre
CMC	Caribbean Media Corporation
CMO	Caribbean Meteorological Organisation
COFAP	Council for Finance and Planning
COFCOR	Council for Foreign and Community Relations
COHSOD	Council for Human and Social Development
CONSLE	Council for National Security and Law Enforcement
COTED	Council for Trade and Economic Development
CRDTL	Caribbean Regional Drug Testing Laboratory
CREP	CARICOM Regional Energy Policy
CRFM	Caribbean Regional Fisheries Mechanism
CROSQ	CARICOM Regional Organisation for Standards and Quality
CRSF	Caribbean Regional Strategic Framework on HIV and AIDS
CSDA	Caribbean Sport and Development Agency
C-SERMS	Caribbean Sustainable Energy Roadmap and Strategy
CSMDG	Caribbean Specific Millennium Development Goals
CSME	CARICOM Single Market and Economy
CTO	Caribbean Tourism Organisation
CTU	Caribbean Telecommunications Union
CVQ	Caribbean Vocational Qualification
CWA	Caribbean Week of Agriculture
CXC	Caribbean Examinations Council
CYA	CARICOM Youth Ambassador
CYAP	CARICOM Youth Ambassador Programme
CYDAP	CARICOM Youth Development Action Plan
DDA	Doha Development Agenda
DFID	Department for International Development (of the United Kingdom)
EC	European Commission

ECTEL	Eastern Caribbean Telecommunications Authority
EDF	European Development Fund
EPA	Economic Partnership Agreement
ESS	Employee Self-Service
EU	European Union
EU-LAC	European Union - Latin American and the Caribbean
FAO	Food and Agriculture Organisation of the United Nations
GATT	General Agreement on Tariffs and Trade
GIZ	German Agency for International Cooperation
HFLE	Health and Family Life Education
HIPCAR	Enhancing Competitiveness in the Caribbean through the Harmonisation of ICT Policies, Legislation and Regulatory Procedures
HIV	Human Immunodeficiency Virus
HR	Human Resource
HRIS	Human Resource Information System
HRM	Human Resource Management
ICT	Information and Communications Technology
ICT4D	Information and Communications Technology for Development
IDB	Inter-American Development Bank
IDPs	International Development Partners
IICA	Inter-American Institute for Cooperation on Agriculture
ISBN	International Standard Book Number
ITC	International Trade Centre
ITU	International Telecommunications Union
JCFCF	Japan-CARICOM Friendship and Cooperation Fund
LAC	Legal Affairs Committee
LIAT	Leeward Islands Air Transport
MASA	Multilateral Air Services Agreement
MDC	More Developed Country
MDGs	Millennium Development Goals
MLAT	Mutual Legal Assistance in Serious Criminal Matters
MOU	Memorandum of Understanding
NAO	National Authorising Officer
NCD	Non-Communicable Disease
NGO	Non-Governmental Organisation
NREN	National Research and Education Network
OAS	Organisation of American States
OECS	Organisation of Eastern Caribbean States

OLADE	Latin American Energy Organisation
OTN	Office of Trade Negotiations
PAHO	Pan American Health Organisation
PANCAP	Pan Caribbean Partnership Against HIV and AIDS
PEPFAR	(United States) President's Emergency Plan for AIDS Relief
PMSC	Prime Ministerial Sub-Committee
RCCC	Regional Census Coordinating Committee
REETA	Renewable Energy and Energy Efficiency Technical Assistance
RNB	Regional Nursing Body
RSS	Regional Security System
RTRC	Regional Transportation Commission
SALW	Small Arms and Light Weapons
SCCS	Standing Committee of Caribbean Statisticians
SDG	Sustainable Development Goal
SICA	Central American Integration System
SIDS	Small Island Developing States
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SPS	Sanitary and Phytosanitary
TIFA	Trade and Investment Framework Agreement
TOR	Terms of Reference
TWG	Technical Working Group
UG	University of Guyana
UN	United Nations
UNDP	United Nations Development Programme
UNGA	United Nations General Assembly
UK	United Kingdom
UNAIDS	The Joint United Nations Programme on HIV and AIDS
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNICEF	United Nations Children Education Fund
USA	United States of America
USAID	United States Agency for International Development
USTR	United States Trade Representative
USVI	United States Virgin Islands
UWI	University of the West Indies
WICB	West Indies Cricket Board
WTO	World Trade Organisation



CARICOM Secretariat
Turkeyen, Georgetown, Guyana
communications@caricom.org
592 222 0001-75