



# Annual Report of the Secretary-General **2011**







# **ANNUAL REPORT**

## **OF THE SECRETARY-GENERAL**

# **2011**

CARIBBEAN COMMUNITY SECRETARIAT

Guyana

2018

Caribbean Community (CARICOM) Secretariat

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# CONTENTS

Letter of Transmittal	iii
Introduction	v
<hr/>	
<b><i>Section I - Trade and Economic Integration</i></b>	<b>1</b>
⊙ CARICOM Single Market and Economy (CSME)	2
⊙ Agriculture	4
⊙ Energy	6
⊙ Information and Communications Technology for Development (ICT4D)	6
⊙ Services	8
⊙ Private Sector	9
<hr/>	
<b><i>Section II - Human and Social Development</i></b>	<b>10</b>
⊙ Health	11
⊙ Pan Caribbean Partnership Against HIV and AIDS (PANCAP)	12
⊙ Youth	14
⊙ Education	15
⊙ Sustainable Development and the Environment	16
⊙ Climate Change	17
⊙ Fight Against Illicit Drugs	17
⊙ Gender	17
<hr/>	
<b><i>Section III - Security</i></b>	<b>18</b>
<hr/>	
<b><i>Section IV - Foreign and Community Relations</i></b>	<b>22</b>
⊙ Community Relations	23
⊙ Relations with Third States, Groups of States and International/Multilateral Organisations	26
⊙ Resource Mobilisation	33
<hr/>	
<b><i>Section V - Statistics</i></b>	<b>34</b>
<hr/>	
<b><i>Section VI - Agreements Signed/Ratified</i></b>	<b>36</b>
<hr/>	

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<b><i>Section VII - Operations of the CARICOM Secretariat</i></b>	<b>39</b>
⊙ Human Resource Management	40
⊙ Conference Services	40
⊙ Information Technology Services	40
⊙ Documentation Services	40
⊙ Exhibitions and Tours	41
⊙ Strategic Planning, Monitoring and Evaluation	41
⊙ Audit	42
⊙ Finance and Budget	42

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<b><i>Section VIII - Appendices</i></b>	<b>45</b>
⊙ I - The Caribbean Community (CARICOM)	46
⊙ II - Acronyms	54

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Caribbean Community

## LETTER OF TRANSMITTAL

July 2012

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 2011, 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, reading 'Irwin Laroque', is positioned above the printed name.

**IRWIN LAROCQUE**  
**SECRETARY-GENERAL**





# INTRODUCTION



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



Ambassador Lolita Applewhaite,  
Secretary-General (ag)  
of CARICOM  
January - August 2011

2011 ushered in a new chapter in the history of the Caribbean Community (CARICOM) with the appointment of the seventh Secretary-General, Ambassador Irwin LaRocque, a national of Dominica. Ambassador LaRocque assumed office on 15 August. Prior to his assumption, Ambassador Lolita Applewhaite had acted in the post.

As part of his settling in process, the Secretary-General commenced outreach missions to Member States with visits to Antigua and Barbuda, Barbados, Dominica, St. Kitts and Nevis, and Suriname. During these missions, he engaged Heads of Government, Ministers, Opposition Leaders, as well as Civil Servants and other stakeholders in the private sector, in civil society, in particular the youth; and in the media. The objective of the Secretary-General's missions was to listen to the priorities, concerns and aspirations of these stakeholders and discuss his priorities and plans.



Members of Staff of the CARICOM Secretariat at the ceremony marking the assumption of office of Secretary-General Ambassador LaRocque

The year was a test of the resolve of the regional integration movement and indeed, a test of the resilience of our Member States which continued to be buffeted by the effects of global economic instability. The slow recovery that had begun to take shape after the 2008-2009 economic and financial meltdown was stymied by another bout of recession sharply evident in the latter half of the year.

Deteriorating economic conditions in Europe; austerity measures in the United Kingdom (UK); a United States (US) economy that performed below expectations; and political upheavals in the Middle East and North Africa, caused marked increases in oil and commodity prices, and exposed the vulnerability of the Community to external shocks.

The volatility of the international economic recovery placed a high premium on measures introduced by Member States to cushion and strengthen their national development thrusts. At the same time, CARICOM Heads of Government recognised the need to consolidate the gains of the CARICOM

Single Market and Economy (CSME) to capitalise on potential opportunities arising from a global economic recovery. Heads of Government also recognised that to ensure that consolidation, steps had to be taken to improve the operational structure of the Community.

Encouraged by the urgent need to create a Community for All, governance of the Community was the centre of attention when Heads of Government met in Retreat at Teperu, Mazaruni, Guyana in May. In July, at their Thirty-Second Regular Meeting in St. Kitts and Nevis, Heads of Government continued these discussions on *Prioritising the Focus and Direction of the Community*, which had also occupied their attention at their Twenty-Second Inter-Sessional Meeting in Grenada in February.

The Heads of Government rededicated themselves to achieving tangible results from the integration process with emphasis on job creation and improving the lives of the people of the Community.



Heads of Government and Delegation at the Retreat of the Conference held in Teperu, Mazaruni, Guyana in May



The Vice President of Suriname, H.E. Mr Robert Ameerli leads the way at the Retreat. He is accompanied by an official of his delegation. Following them are Secretary-General (ag) Ambassador Applewhaite and then Assistant Secretary-General for Trade and Economic Integration at the CARICOM Secretariat, Ambassador Irwin LaRocque

Against the background of new challenges which have emerged and the important trends of the future, they agreed to identify practical initiatives in specific areas which would redound to the benefit of the People of the Community, in the shortest possible time.

To this end, they agreed that a review of the CARICOM Secretariat, which began in April, should be with a view to determining a more appropriate and cost-

effective structure that would enable the Secretariat to discharge its functions in a more efficient and effective manner. They also agreed that the restructuring should allow the Secretariat to assist and advise Member States with implementation; offer greater technical advice and provide practical deliverables in the immediate and long-term.

The review of the Secretariat is the first in a series of initiatives mandated by Heads of Government towards improving governance arrangements within the Community. That Review will be followed by a review of all Organisations and Institutions established within the Community.

There were other defining moments during the year. The spotlight shone brightly on the Community in September, when its leadership in the fight against non-communicable diseases (NCDs), was illuminated at the United Nations (UN) High-Level Meeting on the Prevention of NCDs held at UN Headquarters, New York. The Meeting was a CARICOM-led initiative and our leaders spoke with one voice about the need for clear targets and a comprehensive roadmap in countering the onslaught of Chronic NCDs.



Secretary-General Ambassador LaRocque and UN Secretary-General Mr Ban Ki-moon at the UN High-Level Meeting on NCDs held at UN Headquarters in New York

On another public health front, the Community welcomed into force, in July, the Inter-Governmental Agreement (IGA), establishing the Caribbean Public Health Agency (CARPHA).

Even in the face of global uncertainties, CARICOM Member States demonstrated their resolve for closer integration as they sustained their commitment to assist Haiti in recovering from the disaster of January 2010.

CARICOM continued to lobby the international community to fulfill their financial pledges to Haiti, even as work continued by the Interim Haiti Reconstruction Commission (IHRC) to guide the process of reconstruction in areas including housing, infrastructure development and coordination.

Special Representative of CARICOM Heads of Government on Haiti, the Most Honourable Percival J. Patterson, continued his advocacy in the International Community for Haiti's reconstruction.

During the year, the people of Guyana, Haiti, Jamaica, Saint Lucia and the British Virgin Islands (BVI) went to the polls. Their Excellencies President Donald Ramotar of Guyana and Michel Martelly of Haiti became members of the Conference of Heads of Government for the first time. Prime Ministers, the Most Honourable Portia-Simpson-Miller of Jamaica and Dr the Honourable Kenny D. Anthony of Saint Lucia as well as the Honourable Dr Orlando Smith, Premier of the British Virgin Islands returned to the Conference, following victories over incumbents.

CARICOM formally recognised the distinguished contributions of two nationals – Sir Edwin Carrington, former CARICOM Secretary-General and Dr Eudine Barriteau, Deputy Principal and Professor of Gender Studies at the University of the West Indies

(UWI), Cave Hill Campus. Sir Edwin was awarded the **Order of the Caribbean Community (OCC)** and Professor Barriteau, the **CARICOM Triennial Award for Women**. These honours were conferred in July at the Opening of the Thirty-Second Meeting of the Conference of Heads of Government.



Hon. Sir Edwin Carrington, OCC and Dr Eudine Barriteau, CARICOM Triennial Awardee

As one of the provisions of Montserrat's new 2010 Constitution, the Honourable Reuben Meade became the first Premier of that Member State.

The coming year could be a defining one for the Community as the process of reform picks up steam, with the completion of the Review of the Secretariat. As we move to consolidate and strengthen the gains of our integration movement, the need for even more integration has never been stronger.



**SECTION I**  
**Trade and**  
**Economic**  
**Integration**

## CARICOM Single Market and Economy (CSME)

Heads of Government, at their Thirty-Second Meeting in July, committed to recalibrate the CSME to withstand the vicissitudes of international economic conditions. This includes a Single Market that is better equipped to compete globally and advancing implementation of those elements of the Single Economy which would create an environment more conducive to investment and job creation.

A range of activities was conducted during the year to improve the efficiency of the CSME regimes including: a diagnosis of the state of effectiveness of the five core Single Market regimes; consultations with state actors and civil society; preparation and promotion of action plans for reforms in Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, and Saint Lucia; and engagements with CSME national focal points to examine the results of country studies and harmonised best practices to be adopted.

The CARICOM Secretariat also supported Member States in streamlining immigration laws and systems at ports of entry, standardising procedures and strengthening institutional arrangements related to the portability of social security benefits.

To support the free movement regime, during the year more than two hundred officials from ten Member States were trained as external evaluators for their National Accreditation Councils. The officials were from Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Guyana, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines and Suriname. Board members of the Councils in these Member States also benefited from similar capacity-building activities. National accreditation councils are needed to certify the skills of persons who want to exercise their rights under the Regime for the Free Movement of Skilled Community Nationals.

Immigration Officers in several Member States benefitted from training to improve the treatment of CARICOM nationals at ports of entry across the Region. In addition, a *train the trainers* manual was developed for immigration departments.

In continuing initiatives to promote youth participation in the CSME, a two-year project that facilitated youth exchange visits among the CSME Member countries culminated during the year. Through this Project, funded by the European Union (EU) and titled ***Students Engaging the CSME through Field Promotion***, two hundred and eighty-three students from twelve Member States were given the opportunity to study the CSME in action, receive training and identify and develop responses to CSME opportunities. At a final Conference held in June in Antigua and Barbuda, the students discussed their personal experiences and the findings and recommendations of the twelve country mission reports. Drawing on the mission reports and the deliberations of the Conference, a guide book will be produced to promote increased youth involvement in the CSME.

The second draft of the Protocol on Contingent Rights was completed. This draft sets out more clearly rights to be accorded to spouses and dependents of principal beneficiaries who exercise their Right of Free Movement of Skilled Nationals, including under the related provisions in the Right of Establishment. The draft Protocol is being reviewed by the Inter-Governmental Task Force (IGTF) working on the further revision of the 2001 Revised Treaty.

Further, following an assessment, the Social Security Organisations in Member States have agreed to implement recommendations with respect to the benefits under the CARICOM Agreement on Social Security. That regime was also strengthened through training of personnel functioning in this area.

Additionally, the Social Security Organisations benefitted from the implementation of an Assessment and Monitoring System.

More than one hundred customs, trade and private sector officials were familiarised with the Rules of Origin and the general provisions of the Revised Treaty through customs-related workshops held during the year.

In an effort to harmonise measures for the seamless establishment of companies and other categories of businesses by CARICOM Nationals, work began on an on-line company's registry. Through this EU-supported initiative, a company registered in one of the CSME participating countries will automatically be registered in all of them.

In November, the Council for Trade and Economic Development (COTED) endorsed the recommendations of a Study on the effect of mergers and acquisitions on competition in the CSME. The recommendations are to be included in the further revision of the Treaty as part of the Community's policy on Competition. A Competition Task Force is to refine the policy and prepare rules for the control of mergers and acquisitions in the CSME.

In an effort to establish an effective consumer protection framework, a CARICOM Rapid Alert System for Exchange of Information on Dangerous Consumer (Non-Food) Goods (CARREX) is being developed. CARREX is an online system which will allow consumers in the CSME participating States to alert authorities about dangerous products in their markets. During the year, the requisite information and communications technology (ICT) infrastructure was put in place and the System is expected to be launched in 2012.

Member States have adopted a Framework Regional Integration Policy on Government Procurement

and work has commenced to incorporate it into the Revised Treaty. This is in fulfillment of Article 239 of the Revised Treaty. Throughout our Region, the public sector plays a significant role as a consumer of goods, services and public works. Businesses will have the opportunity to bid on procurement opportunities in any Member State that agrees to be a part of the Community Public Procurement Regime.

*A Study to Develop an Implementation Plan, Work Programme and Financing Proposals to Address the Factors and Circumstances Restricting the Full Integration of Belize and the OECS Members into the CSME* was completed in 2011. The objective of the Study, which was funded by the EU, was to convert into implementable actions the results of an examination into the issue conducted in 2010. In developing the proposed work programmes and solutions, in-country consultations were held with a range of stakeholders in Belize and the OECS countries. The COTED is to consider the recommendations of the Study in 2012.

To further assist Haiti in recovering from the devastation of the January 2010 earthquake, there was significant effort during the year to help that country tap into the Community's trade in goods regime while work continued towards its full membership of the Single Market. Member States opened their markets to Haiti for non-reciprocal trade access over three years, for a specific list of products. The first shipment of goods under this Agreement arrived in Grenada in April.

Steps were also taken to strengthen the Framework of the Single Economy. The Draft CARICOM Investment Code was further revised to include provisions for disadvantaged countries. It provides the framework to designate CARICOM as a single investment location. The Code seeks to enhance transparency, fill information gaps, reduce transaction costs and contribute to the promotion

and facilitation of investment flows throughout the Community. Member States are to consult on the revised draft and a Special Technical Team on Investment (STTI) is guiding the process of further refining the Draft.

A Model Securities Market Law was prepared and consultations on the Law will commence in 2012. This Model Law seeks to standardise the licensing requirements to register market participants and the securities to be traded. It also seeks to

harmonise the regulations for issuing and trading securities across Member States.

The implementation of a harmonised securities law will remove the confusion of having to comply with different laws and improve the ease of doing securities business in the Community. In addition, the law would allow firms to raise capital across Member States while providing investors with the opportunity to invest in a wider range of financial instruments.

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## Agriculture

The *Community Agricultural Policy (CAP)* was adopted in October by the COTED Ministers of Agriculture. Key elements of the Policy include: Food and Nutrition Security; Production-Trade/Value Chain; Sustainable Development of Natural Resources (natural resource, forestry and fisheries); Rural Modernisation and Youth Programmes; and a modern Agricultural Knowledge and Information System. An Action Plan will be prepared to implement the Policy.

To support regional food and nutrition security in particular, a *Regional Policy on Food and Nutrition Security and Action Plan* was drafted. The Policy and Action Plan, *inter alia*, promote increased access to and availability of regionally produced nutritious food at remunerative market prices so as to increase production, productivity and returns to farmers.

As part of efforts to address high food prices in the Region, a Regional Consultation was held in June in Trinidad and Tobago. The Consultation, organised by the Food and Agriculture Organisation of the United Nations (FAO), the CARICOM Secretariat and the Caribbean Development Bank (CDB), sought to assist Member States in identifying immediate, medium, and long-term responses to the rising cost of food. Among the recommendations were the need to:

- ⊙ improve information and policy coordination on the issue of food prices through the establishment of a Regional Technical Working Group (TWG) on Monitoring/Managing Food Prices. The TWG would monitor global and domestic prices and policies, recommend policy and programme actions and mobilise resources for action;
- ⊙ strengthen the implementation of praedial larceny best practice legislation to reduce food theft and increase investment; and
- ⊙ promote small and medium-size farming activities through increased supply of and access to farm inputs, collective purchasing arrangements, promotion of urban/backyard gardens, improved technical assistance/extension services and promotion of farmers' markets.

Food and nutrition security was also the common thread at COTED Meetings on Agriculture as well as at the Caribbean Week of Agriculture (CWA) held in October in Roseau, Dominica. CWA 2011 was held under the theme ***Caribbean Food and Nutrition Security in a Changing Climate***. There, emphasis was placed on increasing local nutritious food production in a farmer friendly environment, adapting to climate change, increasing investments in the agriculture sector and managing the Region's water resources.





Additionally, an on-line agriculture portal was developed during the year dedicated to agribusiness. Caribbean agribusiness ([www.agricarib.org](http://www.agricarib.org)) is a hub for entities and persons interested in agribusiness, such as Ministries of Agriculture, producer organisations, farmers and agribusiness associations. It provides statistics as well as other information, including on policy issues and on trade and investment opportunities in the sector. It was developed with support from the EU and the United Nations Development Programme (UNDP).

In the Fisheries Sector, the Common Fisheries Policy (CFP) was reviewed and revised during the year. The Policy is intended to:

- ⊙ afford the opportunity for structured collaboration in the conservation, management and use of the living marine and aquatic resources;
- ⊙ present the opportunity for Member States to establish sub-regional arrangements for the management of fishing stocks of interest to them and which are not now subject to any management regime;
- ⊙ enhance considerably, the opportunities for social and economic benefits; and
- ⊙ provide a framework within which the economic interests and welfare of fisher-folk and fishing communities can be promoted and supported through coordinated policy interventions.

Member States are examining the revised draft.



Minister of Agriculture of Guyana, Hon. Robert Persaud, addresses the opening session of the Common Fisheries Policy Workshop held in Georgetown in April. Others in photograph are, from left, Secretary-General (ag) Ambassador Applewhaite along with Messrs Milton Haughton and Hugh Small of the Caribbean Regional Fisheries Mechanism (CRFM)



Secretary-General (ag), Ambassador Applewhaite (R), and COTED Chair, Senator the Hon. Joanne Massiah, Minister of State, Ministry of Legal Affairs of Antigua and Barbuda (C) listen to the opening statement of the Acting President of Guyana, Hon. Samuel Hinds (L), at the Special Meeting of COTED on Energy

## Energy

At a Special Meeting of the COTED held in Guyana in March, which focused on Energy, Ministers called for a redoubling of efforts towards energy efficiency and conservation. The Ministers also provided guidance to further strengthen the Draft CARICOM Energy Policy to ensure, among other things, that critical cross-sectoral energy issues were addressed, and to provide increased focus on climate change and poverty alleviation. It is anticipated that a revised draft Policy will be finalised in 2012.

Recognising that increasing public awareness about renewable energy, energy efficiency and clean energy in the Community was critical, the Ministers agreed to the staging of an annual CARICOM Energy Week (CEW) beginning this year. The inaugural event was held in November across the Community under the theme **a clean, low carbon, sustainable and secure energy future for CARICOM**.



## Information and Communications Technology for Development (ICT4D)

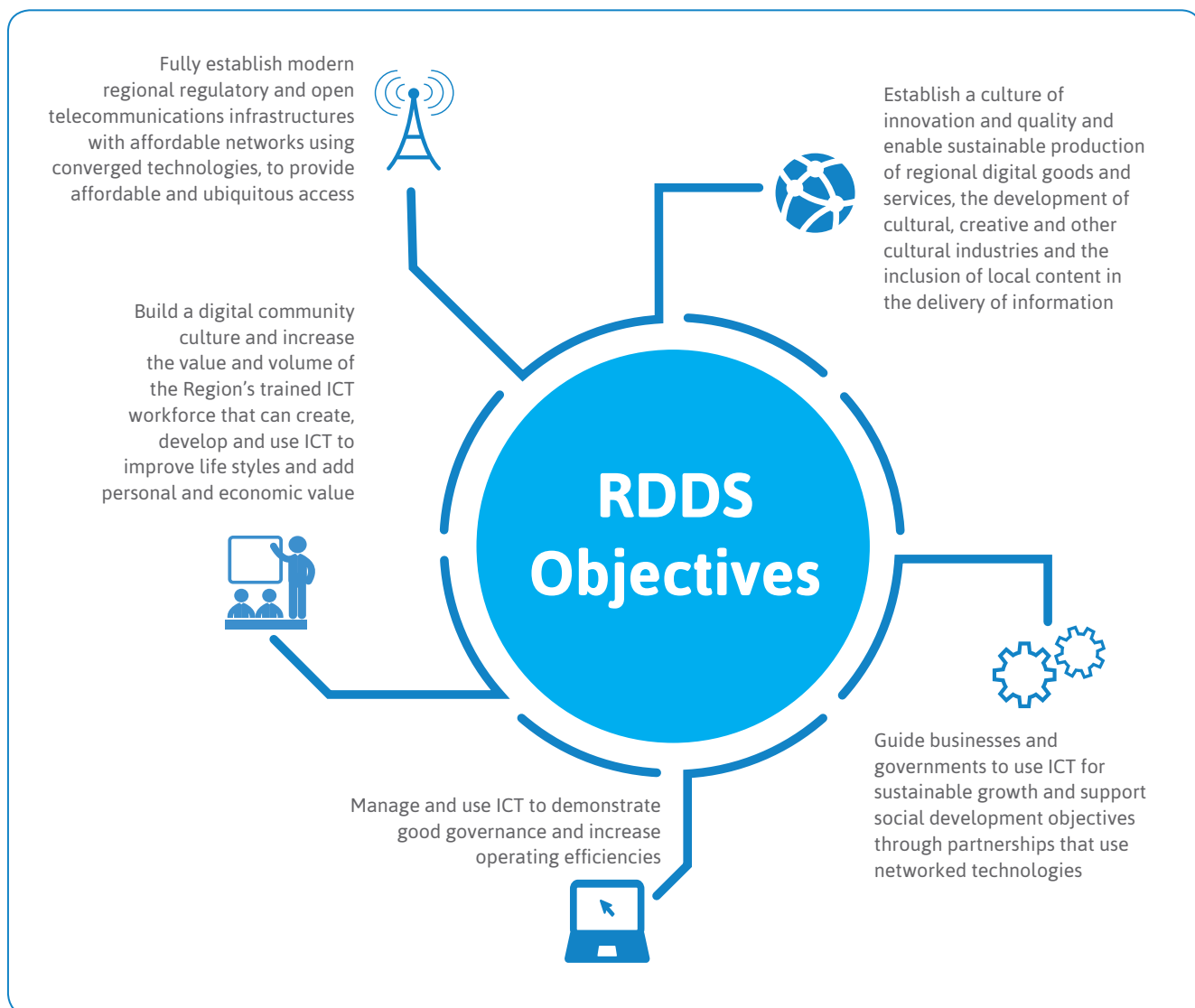


During the year, the Community adopted a coordinated approach to improve the use of ICT and

to use ICT as a critical tool to build a sustainable CARICOM knowledge society. That approach is set out in the **Regional Digital Development Strategy (RDDS)**, approved by Ministers responsible for ICT in May. The RDDS has also been endorsed by Heads of Government.

The RDDS uses as a platform, the 2003 CARICOM ICT Connectivity Agenda and Action Plan as well as international commitments and undertakings in the outcome documents of the first and second phases of the World Summit on the Information Society (WSIS) held in Switzerland in 2003 and in Tunisia in 2005.

The vision of the RDDS is ***An inclusive Regional Knowledge Society, driving sustainable development.***



Also, in June, the Community approved an **E-Government Strategy** as part of Regional efforts to strengthen public administration for greater efficiency and effectiveness. The Strategy sets out an approach to help transform the delivery of public services by providing the people of the Region with more convenient access to government information and services. It also seeks to support regional integration, in particular the CSME, by providing government services in a transparent and efficient manner, using information and communications technology for development.

The vision of the Strategy is ***the CARICOM Public Service is a model of good governance***. It has two major goals to facilitate the transformation of public service delivery, namely improved Public Service Management and citizen-centric public services.

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## Services

Work continued during the year to create a services regime within the CSME. A Strategic Plan and Plan of Action for Services is being prepared. While all sub-sectors are to be covered in the Strategic Plan and Plan of Action, to optimise the use of available resources, the COTED identified seven sub-sectors to be accorded priority in the first instance. These are: Financial Services, ICT Services, Professional Services, Health and Wellness Services, Cultural, Entertainment and Sporting Services, Tourism Services, and Education Services. A Regional Project Steering Committee, comprising a high-level official from each Member State and from the OECS Secretariat, has been established to oversee the work. The CARICOM Secretariat provides support to the Steering Committee.

Also, a Draft Regional Policy on the Provision of Professional Services in the CSME was considered by the COTED in November. In drafting the

The E-Government Strategy was developed with funding from the Government of Korea as part of a 2007-2012 E-Government Project. The Project is managed by the CARICOM Secretariat and implemented by the Caribbean Centre for Development Administration (CARICAD).

As mentioned earlier (see page 5), the Agribusiness Portal, an internet gateway dedicated to agribusiness in the Region, was launched during the year. The initiative is part of a wider EU-funded Caribbean Information Society (CARIB-IS) Portal launched in 2010. The CARIB-IS Portal is an information repository and a tool for measuring the Region's progress towards the Information Society through users' interaction and consultation on a range of ICT products.

Regional Policy, consultations were held in Member States with stakeholders in the following professions: Medical, Dental, Nursing and Midwifery, Architecture, Engineering, Pharmacy and Veterinary Medicine. The COTED has granted Member States additional time to review the Draft Regional Policy with stakeholders.

With a view to supporting the private sector for services, an assessment of the national coalitions of service industries was completed during the year. The assessment focused on the relevance of the objectives of the existing coalitions as well as their effectiveness and in instances where they were not operating effectively, the reasons therefor. In those countries where coalitions had not yet been established, the assessment sought to identify the impediments. The information from the assessments will be used to mobilise resources to strengthen the existing coalitions, help establish new ones and establish a regional network of coalitions.

## Private Sector

To promote greater competitiveness within the Micro, Small and Medium-Sized Enterprises (MSMEs) sector, the Secretariat commenced consultations during the year towards a Draft Regional Policy and a Harmonised Model Bill for MSMEs. The objectives of the Policy and Model Bill are to:

- (i) Integrate the MSME Sector into the Legislative and Policy Framework of the CSME;
- (ii) Increase the number of production integration possibilities for MSMEs throughout the CSME;
- (iii) Increase SME productivity in those industries where an international competitive advantage may exist; and
- (iv) Increase the competitiveness of MSMEs to enhance their capacity to increase their share of local markets and increase exports both regionally and internationally.

The consultations will be completed in 2012.



**SECTION II**  
**Human and**  
**Social**  
**Development**

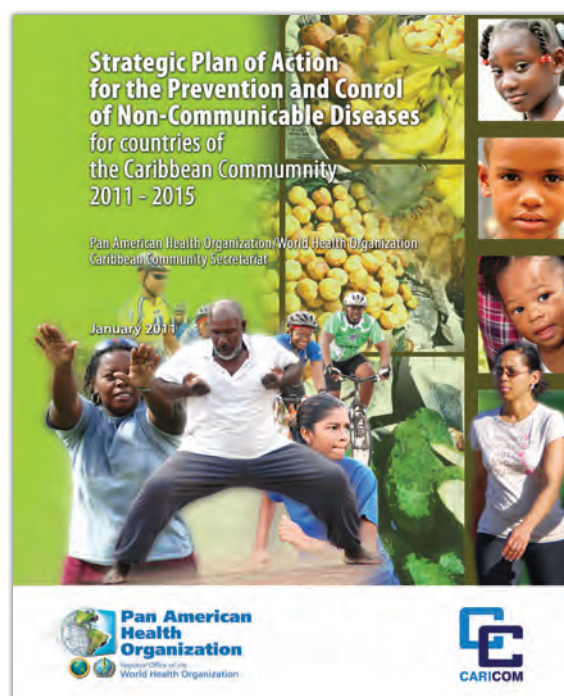
## Health

Through visionary leadership and with the support of Development Partners, the Community brought global attention to the threat of NCDs to health and the economy. Drawing on the 2007 Port-of-Spain Declaration on NCDs, the Community provided leadership for the 2011 High-Level Meeting of the United Nations General Assembly (UNGA) on the prevention and control of NCDs.

At the High-Level Meeting, CARICOM Heads of Government spoke with one voice about the need for clear targets and a comprehensive roadmap to counter the onslaught of Chronic NCDs. They were among world leaders who gathered at UN Headquarters on 19-20 September, the first two days of the 66<sup>th</sup> Session of the UNGA.

Five CARICOM Heads of Government were slotted high on the list of speakers for the first day of the High-Level Meeting: the Prime Minister of The Bahamas, Rt Hon. Hubert Ingraham; the Prime Minister of Barbados, Rt Hon. Freundel Stuart; the Prime Minister of St Vincent and the Grenadines, Dr the Hon. Ralph Gonsalves; the President of Suriname, H.E. Mr Desiré Delano Bouterse; and the Prime Minister of Trinidad and Tobago, Hon. Kamla Persad-Bissessar.

The Political Declaration of the High-Level Meeting called for access to health services for all, in particular the poorest segments of the population. It urged relevant international organisations to continue to provide technical assistance and capacity-building to developing countries, especially the least developed countries (LDCs), in the areas of non-communicable disease prevention and control and promotion of access to medicines for all. The Declaration, which was adopted by consensus at the opening plenary of the 66<sup>th</sup> Session of the



[https://caricom.org/documents/12630-ncds\\_plan\\_of\\_action\\_2011\\_2015.pdf](https://caricom.org/documents/12630-ncds_plan_of_action_2011_2015.pdf)

UNGA, is a united global attack on NCDs and their risk factors.

In July, the Community welcomed into force, the Inter-Governmental Agreement establishing the Caribbean Public Health Agency (CARPHA) which will be headquartered in Trinidad and Tobago.

The Executive Board of CARPHA met for the first time in September. The Minister of Health of Guyana, Hon. Leslie Ramsammy, was named the first Chairman of the Board. His first task was the installation of a fourteen-member Board including Senator the Hon. Anne Peters, Minister of Health, Grenada; Hon. Dr Alex Larsen, Minister of Health, Haiti; Hon. Richard Viser, Minister of Health, Aruba; Dr Rhonda Sealy Thomas, Chief Medical Officer (CMO), Antigua and Barbuda; Dr Marceline Dahl-Regis, CMO, The Bahamas; Mrs Shirla Francis, Permanent Secretary, Ministry of Health, Wellness and the Environment, St. Vincent and the Grenadines; Dr Marthelise Eersel, Director

of Health, Suriname; Dr Irad Porter, CMO, British Virgin Islands; Dr Socorro Gross, Deputy Director, Pan American Health Organisation (PAHO); Dr Jean-Loup Chappert, Epidemiologist, Regional Health Department, Guadeloupe; Ms Antonia Popplewell, Permanent Secretary, Ministry of Health, Trinidad and Tobago; Ms Myrna Bernard, Officer-in-Charge, Human and Social Development, CARICOM Secretariat; Mr Gerard Guillet, Permanent Representative, IPO and Latin America Centre for Population Communication (CEPALC).

The CARPHA Board has responsibility for charting the direction of the Agency by:

- ⊙ approving its strategic plan, appointments to staff positions and the technical advisory committees;
- ⊙ devising mechanisms for the prompt exchange of information among its members and between the Board and the various stakeholders;
- ⊙ promoting cooperation in education and public awareness; and
- ⊙ supervising the mobilisation and disbursement of resources and all other fiduciary matters related to accountability and good governance.

The establishment of CARPHA is envisaged in the 2001 Nassau Declaration on Health - ***The Health of the Region is the Wealth of the Region*** - adopted by Heads of Government at their Twenty-Second Regular Meeting held in The Bahamas in July 2001. That Declaration also led to the establishment of the Pan Caribbean Partnership against HIV and AIDS (PANCAP), and the Caribbean Cooperation in Health (CCH) with its eight strategic health priorities.

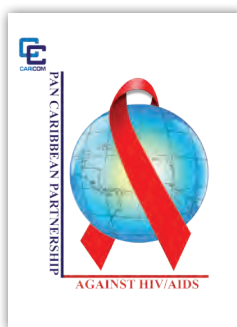
CARPHA consolidates into one institution, the public health functions being undertaken in the Region by five Institutions, namely, the Caribbean Epidemiology Centre (CAREC), the Caribbean

Environmental Health Institute (CEHI), the Caribbean Food and Nutrition Institute (CFNI), the Caribbean Health Research Centre (CHRC) and the Caribbean Research and Drug Treatment Laboratory (CRDTL).

Efforts to establish the Agency also gained traction among Development Partners at the Second Annual Partners of CARPHA Conference held in Washington, DC in June. The Prime Minister of St. Kitts and Nevis, Hon. Dr Denzil Douglas, Lead Head of Government for Human Resource Development (HRD), Health and HIV and AIDS in the Quasi-Cabinet of CARICOM Heads of Government played a leadership role at the Conference. The Prime Minister made a strong appeal to the more than thirty partners in attendance, to throw their support behind the Agency and collaborate to accelerate its implementation plan.

Areas requiring Development Partner support include building up the laboratory facilities, strengthening its surveillance capabilities, increasing the cadre of public health professionals, enhancing public health leadership, supporting research and development and investing in social marketing techniques to broaden the understanding of the public health mission and set the stage for enhanced public/private sector partnership.

### **Pan Caribbean Partnership Against HIV and AIDS (PANCAP)**



PANCAP celebrated its tenth anniversary in February. The Global Report on HIV/AIDS 2011, released by the Joint United Nations Programme on HIV and AIDS (UNAIDS), highlighted some significant gains for the Caribbean.



The region recorded a 20,000 reduction in the number of persons living with HIV and AIDS, decreasing from 260,000 in 2009 to 240,000 in 2010. Significantly, new HIV infections declined by a third during the decade to 2011, with reductions in new infections down by a quarter in Jamaica and by almost twelve percent in Haiti. Additionally, the region has provided anti-retroviral treatment to nearly half of those in need.

PANCAP and its Secretariat, the PANCAP Coordinating Unit (PCU), played a leading role in the region's achievements of the past ten years. The Caribbean, however, remains second to sub-Saharan Africa as the most affected region and these achievements are in danger of being reversed due to diminishing development partner resources as a result of the global financial crisis. A significant amount of PANCAP's resources are from development partners.

At a time of significant changes in the international landscape, particularly flattening financial resources, PANCAP also experienced some significant organisational challenges. The PCU and the Directorate for Human and Social Development of the CARICOM Secretariat under which the PCU falls, were impacted with the simultaneous departures of the Director of the Unit and the Head of the Directorate at the CARICOM Secretariat, the Assistant Secretary-General for Human and Social Development.

In July, Attorney-at-Law, Ms Juliette Bynoe-Sutherland, a national of Barbados with extensive experience in the policy, legal and health arenas, was appointed Director of PANCAP.

PANCAP'S programmes are implemented under the six priority areas of the Caribbean Regional Strategic Framework 2008-2012. This Framework provides the programmatic orientation and direction to the Partnership and identifies the

regional goods and services to be provided in the Caribbean's response to HIV and AIDS.

During the year, programme implementation continued with resources from five Development Partners. These included a US\$29,797M five-year grant from the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM); a €13M eight-year grant from the German Development Bank (KfW); a €2.5M three-year grant from the German Agency for International Cooperation (GIZ); and a five-year US\$2.5M grant from the United States Government through the President Emergency Programme For AIDS Relief (PEPFAR).

The focus of these grants includes: institutional strengthening; provision of strategic information and communication; technical assistance to increase access to and the quality of HIV prevention, care and treatment services for migrants and mobile populations; and HIV prevention among at-risk populations.

PANCAP was proactive in advancing the interests of its membership in key regional and international fora during the year. These included the PEPFAR Caribbean Regional HIV Prevention Summit in March; the UN High-Level Meeting on AIDS in June and the Caribbean HIV Conference in November.

At the UN High-Level Meeting, the Caribbean was represented by more than sixty delegates from governments, regional institutions and civil society. The Caribbean contingent included the Prime Ministers of Grenada, St. Kitts and Nevis, and St. Maarten, as well as Ministers of Health and of Foreign Affairs. The Political Declaration of the Meeting expressed deep concern that the Caribbean continues to have the highest prevalence of HIV and AIDS outside sub-Saharan Africa, and committed to scaling up new, voluntary and additional innovative financing mechanisms

to help address the shortfall of resources available for the global HIV and AIDS response.

The largest Caribbean Conference on HIV and AIDS was held in the region in November. The Conference afforded participants from the region and the Diaspora the opportunity to showcase the work of Caribbean stakeholders including researchers, programme managers, and civil society. It provided the opportunity to explore and advocate for new and better ways of addressing the epidemic. More than 2,000 delegates attended the Conference which was

supported by Development Partners, in particular the United States Government. PANCAP was a key collaborator and contributor to this successful event.

During the year, PANCAP strengthened its communications infrastructure with an upgraded website which provides a rich reservoir of information on the HIV and AIDS epidemic. Its features, particularly the Discussion Forum, have provided an opportunity for increased interactivity among members of the Partnership.



Dr Edward Greene

### Recognition and Appointment

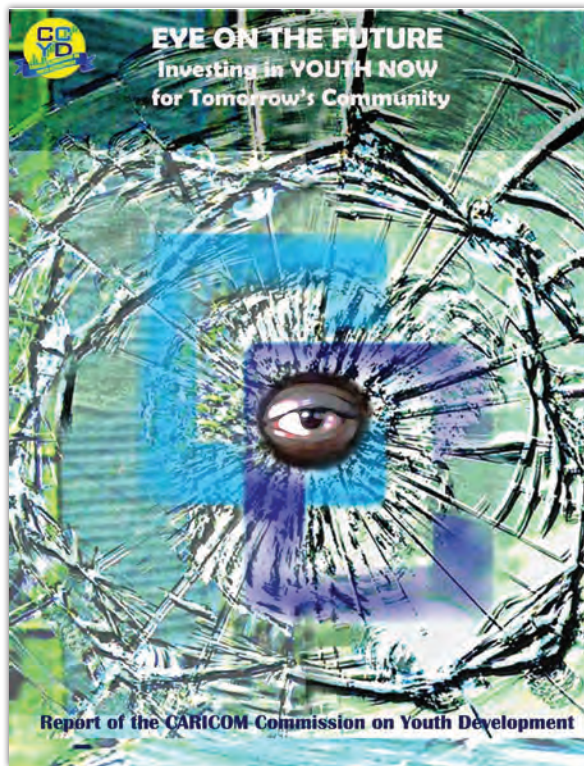
Dr Edward Greene, Assistant Secretary-General for Human and Social Development at the CARICOM Secretariat from February 2000 to December 2010, received the PAHO 2011 Award for Administration. The Award was bestowed upon Dr Greene, in September, for his contribution to the development of the health sector and human resources in CARICOM, and for his mobilisation of political commitment to achieve meaningful outcomes on a broad range of priority public health issues.

Later in the year, Dr Greene was appointed UN Special Envoy for HIV in the Caribbean by the UN Secretary-General.

### Youth

During the year, the CARICOM Secretariat embarked on a series of stakeholder consultations in Member States to solicit feedback on the draft CARICOM Youth Development Action Plan (CYDAP), 2012-2017. Drafted in 2010, the CYDAP gives expression to the Declaration of Paramaribo on the Future of Youth in the Caribbean Community. The Declaration was issued by CARICOM Heads of Government

at a Special Summit on Youth Development held in Suriname last January. The Summit discussed the seminal Report of the CARICOM Commission on Youth Development (CCYD) titled ***Eye on the Future, Invest in Youth Now for Tomorrow's Future***. The Report provided a comprehensive analysis of the situation of youth in the Caribbean and made significant recommendations on how to improve the well-being of Caribbean youth.



[https://caricom.org/images/publications/9498/eye\\_on\\_the\\_future\\_ccyd\\_report.pdf](https://caricom.org/images/publications/9498/eye_on_the_future_ccyd_report.pdf)

Young people are critical to the success of the Community and its flagship, the CSME. The CYDAP seeks to support the CSME and sets out a framework to improve access to the quality and quantity of opportunities for young people between the ages of 10-29, in and out-of-school to facilitate their full social, economic and political participation in society as architects and enablers of development.

Central elements of the CYDAP include six CARICOM Youth Development Goals:

Health and Well-Being

Participation, Governance and Partnerships

Culture, Identity and Citizenship

Education and Economic Empowerment

Integrated and Coordinated Policy and Institutional Framework

Protection, Safety and Security

These Goals are driven by a strengthened Regional Strategy for Youth Development.

The consultations on the draft CYADP, 2012-2017 involved officials from the public sector, private sector and civil society agencies, including youth organisations.

Directors of Youth Affairs further developed the draft Action Plan to make it more cohesive and data-driven. They also set clear targets and indicators and mapped the resources and partnerships necessary to realise its priorities.

The draft CYDAP will be submitted to the Council for Human and Social Development (COHSOD) in January 2012 when it will meet to focus on issues related to Youth, Sport and Culture.

## Education

In 2011, consultations were held to help enhance the professionalism of teaching and the quality of education in the Community. Five Member States, Antigua and Barbuda, Barbados, Guyana, Montserrat and Kitts and Nevis, benefitted from consultations on the *Regional Guidelines to Establish Teaching*

*Councils*. Two regional consultations were also held on the *Teachers' Standards of Practice*.

Also, work was undertaken to develop a *Regional Qualifications Framework (RQF) for the Teaching Profession*. The RQF will provide a benchmark and alignment for qualifications commonly found in the Region's education system.

Additionally, the *Regional Curriculum Framework on Physical Education up to grade 12* was completed. The framework provides common standards for teachers of physical education in the Region.

With a view to developing mechanisms to help young people make healthy life choices,

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## **Sustainable Development and the Environment**

Through the Consortium of CARICOM Institutions on Water, efforts continued towards a Regional approach to securing, managing and protecting the Region's water resources. The Consortium was established in 2008 at a Special Meeting of the COTED to assist Member States in developing and implementing their Integrated Water Resource Management (IWRM) Plans. Environment and water management specialists, who comprise the Consortium, began developing a Common Water Framework for the Community in January. The Consortium has also developed proposals to establish a virtual clearing house and library of water resources projects across the Region.

In March, the first Regional Workshop on mainstreaming Multilateral Environment Agreements (MEAs) was held to devise strategies to rationalise policy development and implementation. The participants drew attention to the need to increase the levels of investment in the environmental sector and to utilise more effective instruments to integrate environmental considerations into all aspects of the development process.

MEAs are legally binding agreements among three or more states relating to the environment. They play a critical role in the overall framework of environmental laws and conventions. Complementing national legislation and bilateral or Regional agreements, MEAs form the over-

a revised Health and Family Life Education Curriculum was implemented in schools at all levels in Member States. The revised curriculum included strengthened components on sexuality and sexual health, as well as guidelines for drug prevention education.

arching international legal basis for global efforts to address particular environmental issues.

The CARICOM Secretariat is the Hub for the Caribbean sub-component of the MEA Project which seeks to build capacity in African, Caribbean and Pacific (ACP) Countries. The objective of the Project is to enhance Caribbean countries' capacity to implement multilateral environmental agreements and improve the management of their environment and natural resources. The Project, which commenced in 2009, is in its first phase and is being delivered through training, technical assistance, awareness raising, policy support and advisory services. This phase ends in 2015 and a second phase is expected to commence in that year.

The Project is funded by the EU through the ACP Secretariat. The United Nations Environment Programme (UNEP) provides overall management and coordination for the Project in all three regions.

The Environment and Sustainable Development was the focus of a Special Meeting of the COTED in September at which special attention was placed on the environmental dimensions of implementing the CSME. Among the issues which the Ministers considered were sustainable land management including a review of a Draft Caribbean Sub-Regional Action Plan; climate change and renewable energy.

## Climate Change

The Community continued to advocate for the need to confront the challenges which climate change poses to its sustainable development. This call was sounded at every opportunity internationally, including at the Commonwealth and Developing Small States Foreign Ministers Meeting in August. CARICOM Member States were among the fifty represented at this Meeting which agreed that the united voice of the Commonwealth could shape the international response in addressing the life and death issue of climate change. At the Meeting, Ministers highlighted the vulnerability of Caribbean countries to external shocks and natural disasters and recommended the explicit incorporation of resilience-building facilities into crisis response programmes being developed to assist them. The Community also called for a revision of mechanisms

to channel funds committed to sustainable use of forest resources, noting that the Overseas Development Assistance (ODA) allocations were not adequate.

Throughout the year, the Community also continued to let its voice be heard on the need for key binding agreements on climate change. This included advocacy at the United Nations Climate Conference in Durban, South Africa in November-December, where a decision was taken to adopt a universal legal agreement in the shortest possible time. In its capacity as Chair of the Alliance of Small Island States (AOSIS), Grenada did the Community proud and ensured that its concerns about its vulnerability to the real and present threats posed by climate change were registered in the Conference's outcome document.

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## Fight against Illicit Drugs

As part of efforts to strengthen the regional and national response in the fight against drugs, judges, prosecutors, defence attorneys, treatment providers, and probation officers from Jamaica as well as Members of Drug Treatment Court teams from Suriname and Trinidad and Tobago participated in a High-Level Training Conference titled ***Establishing and Consolidating Drug Treatment Courts in the Caribbean: A Team Effort***. The Training Conference was held in Jamaica in February. Funding was

provided under the Government of Canada-sponsored Drug Treatment Courts (DTC) Project, coordinated by the Organisation of the American States (OAS), through the Inter-American Drug Abuse Control Commission (CICAD) and supported by the CARICOM Secretariat.

Also as part of efforts to combat illicit drugs, Public Service Announcements were aired on Caribbean Airlines and model lessons on substance abuse were tested in Barbados, St. Vincent and the Grenadines, and Trinidad and Tobago.

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## Gender

The Community continued its efforts to promote positive attitudes and behavior in the drive to create a more gender-sensitive society. ***End violence against women*** was the clear message

that resonated at the Caribbean artistes UNiTE-ing against Gender-based Violence Workshop held in Suriname in July. Jointly organised by the Government of Suriname, the CARICOM Secretariat and the United Nations Commission on the Status of Women (UN Women), the Workshop was held

to train Caribbean artistes in raising awareness about gender-based violence and in promoting positive attitudes and behaviour towards a more gender sensitive community, through the use of edutainment.

The Community conferred the 2011 ***Triennial Award for Women*** on Dr Eudine Barriteau, Deputy Principal and Professor of Gender

Studies at the UWI, Cave Hill Campus. Professor Barriteau received the Award for her remarkable contribution to the field of gender and development. The CARICOM Triennial Award for Women was introduced in 1983 to recognise and honour CARICOM women who have made significant contributions to socio-economic development at the national and regional levels.



Deputy Principal and Professor of Gender Studies at UWI (Cave Hill), Dr Eudine Barriteau, receives the 2011 Triennial Award for Women from the Chairman of CARICOM, Hon. Dr Denzil Douglas, Prime Minister of St. Kitts and Nevis



**SECTION III**  
**Security**

During the year, the Council for National Security and Law Enforcement (CONSLE) explored ways to reshape the architecture and governance for crime and security in the Region for increased benefits to Member States. The Council paid particular attention to identifying opportunities for synergies among the various regional agencies and institutions involved in crime and security, in response to the concerns of Heads of Government about the level of crime and violence in the Region.

Assistance in this regard was one of the areas identified as part of a US\$77 million pledge from the United States under the Caribbean Basin Security Initiative (CBSI). This significant boost to the law enforcement and crime-fighting capacity in CARICOM, which becomes available in 2012, will be used to support greater coordination and control of border and maritime routes as well as training and capacity-building for the law enforcement and justice sectors. It will continue the previous efforts in education and workforce development for vulnerable youth and at-risk populations.

Specific areas of support were identified at the second Caribbean-United States Security Cooperation Dialogue in November. These included:

- ⊙ Strengthening IMPACS;
- ⊙ Adopting policy and legislative reforms to implement information-sharing mechanisms on a Region-wide basis;
- ⊙ Sharing radar and sensor data to detect, monitor, and interdict illicit activities;
- ⊙ Sharing law enforcement information, such as fingerprint and ballistics data; and
- ⊙ Developing a common strategy and standard operating procedures such as those

provided in the Caribbean Regional Maritime Agreement and the CARICOM Maritime and Airspace Security Cooperation Agreement, for coordination of maritime interdiction efforts between and among Member States and institutions, such as the Regional Security System (RSS).

The two sides also agreed to: adopt a coordinated approach for engaging development partners in implementing social development and crime prevention initiatives; establish a regional repository of best practices in the areas of crime prevention and social justice to facilitate networking, policy development, and programming; and develop a regional juvenile justice policy and harmonised legislation promoting community intervention and alternatives to sentencing and incarceration.

In October, the ***Youth Crime and Violence: Partnering for Social Development and Crime Prevention*** Project was launched with support from the UNDP. The Project was developed by the CARICOM Secretariat and is a major initiative emanating from the 2009 CARICOM Social Development and Crime Prevention Action Plan. The major objectives of the Project are:

- ⊙ **Prevention Education:** targeting out of school populations and working through schools, youth clubs/community youth programmes and police youth clubs;
- ⊙ **Secondary Intervention:** targeting at risk young people or those already in conflict with their schools or the law;
- ⊙ **Restoration/Reintegration:** targeting youth wanting to leave gangs; and
- ⊙ **Livelihood Opportunities:** facilitating the establishment of livelihood opportunities which focus on building the capacity of ex-gang members to develop, implement and maintain legal income generating livelihoods.



During the year, the Project was piloted in Belize, Guyana, St. Kitts and Nevis, and Trinidad and Tobago. This involved national consultations with stakeholders comprising leaders of faith-based organisations, private sector and government representatives - particularly personnel from the judiciary system - and social and probation workers - all critical partners in the fight to eliminate gangs

and gang violence within the Community. It also entailed the conduct of a rapid social survey and community mapping in an identified high-risk community. The findings from the social survey and the community mapping will help develop specific and targeted interventions in these communities. The Project will continue in The Bahamas in 2012.



**SECTION IV**  
**Foreign and**  
**Community**  
**Relations**

Against the backdrop of unprecedented global uncertainties, the Community actively pursued alliances with strategic Third States, Group of States and International Organisations. Efforts were also made to support and strengthen

community relations through electoral observations missions, other forms of direct support to Members and the Secretary-General's outreach missions during which he engaged a range of stakeholders.

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## COMMUNITY RELATIONS

During the year, efforts were made to enhance the interaction among representatives of governments, civil society, the private sector and the youth, including through dialogue between the new CARICOM Secretary-General and these stakeholders, as part of his outreach missions to Member States, and through an EU-funded Civil Society Project.

The Civil Society Project sought to identify opportunities for dialogue between CARICOM decision-makers and civil society on key national and regional issues, and to establish a partnership between civil society and governments in the development process. In November, the Project culminated in Suriname with discussions at a CARICOM Technical Meeting of Representatives

of Government and Civil Society which sought to identify a structure to strengthen relations among Community stakeholders.

Proposals emanating from the discussions include: establishment of a mechanism for continuous dialogue between the Heads of Government and civil society; designation of a CARICOM Head of Government with responsibility for Civil Society within the CARICOM Quasi-Cabinet; and the establishment of a Civil Society Organisation (CSO) Consultative Working Group which will, on behalf of regional civil society, dialogue with CARICOM Heads of Government, the Councils and the Bodies of the Community. The proposals will be submitted to the Council for Foreign and Community Relations (COFCOR) in 2012.

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## Electoral Observation Missions

The Community supports Member States in their efforts to foster democratic principles and maintain good governance. During the year and at the request of the concerned countries, the Community

fielded Electoral Observation Missions to the British Virgin Islands, Guyana, Haiti, Jamaica, and Saint Lucia as well as for the Nevis Island Assembly. In the case of Haiti, the Mission was undertaken in collaboration with the OAS.

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## Supporting Haiti

Providing support to Haiti after the catastrophic January 2010 earthquake was another major focus in 2011. There were efforts on several fronts including electoral support; advocacy; resource mobilisation; trade; and information dissemination.

The successful round of elections culminated with the swearing-in, in May, of President Michel Martelly. The CARICOM-OAS Joint Electoral Observer Mission, headed by Ambassador Colin Granderson, Assistant Secretary-General for Foreign and Community Relations at the CARICOM Secretariat, played a central role in bringing political stability to that Member State.

To highlight Haiti's diversity and rich cultural heritage, a television documentary titled **Haiti Now** was launched in May. The CARICOM Representation Office in Haiti (CROH) provided funding and oversight for the documentary which was produced by a Haitian media company. The documentary targeted audiences in the Anglophone Caribbean and gave a fresh perspective of the CARICOM Member State.

The CROH had also assisted Haiti in trading with the rest of the Region. Under an agreement approved by the COTED in June 2010, Haiti was granted non-reciprocal access to the Community's markets for some of its goods. The arrangement which commenced in January 2011 is for three years and, in April, the first shipment of goods from Haiti under the arrangement arrived in Grenada.

Also, the Haitian Bureau de Coordination et de Suivi des Accords de la CARICOM and the CARICOM Secretariat engaged stakeholders in a national consultation to explain and discuss CARICOM's external trade agreements and negotiations. The consultations, held in May, also discussed trade

prospects/opportunities for Haiti and strategically shaping Haiti's relationships with its global trade partners. Discussions focused, in particular, on the CARIFORUM-EU Economic Partnership Agreement (EPA); the negotiations for a CARICOM-Canada Trade and Development Agreement, and on Haiti's interests and positions within the multilateral trade arena.

Further, the CARICOM Special Representative on Haiti, Mr Percival J. Patterson, worked with representatives of Haiti to identify that country's technical assistance and capacity building needs and to develop and prioritise projects based on the Government's strategic objectives. Mr Patterson, former Prime Minister of Jamaica, was appointed by CARICOM Heads of Government in 2010 to serve as Special Representative. The Special Representative also provided technical assistance to Haiti for preparation of priority projects for submission to the Interim Haiti Reconstruction Commission (IHRC). The Commission is responsible for analysing and authorising the reconstruction and redevelopment projects funded by the World Bank, the custodian of the US\$5.8B Haiti Reconstruction Fund.



CARICOM Special Representative on Haiti, the Most Hon. P.J. Patterson (L) and President of Haiti, H.E. Mr René Prével (R) at the United Nations in April. Looking on are Members of the President's delegation

The CARICOM Special Representative also continued to advocate for sustained support to Haiti by the international community. In April, during an Open Debate on *Questions Concerning Haiti* at the United Nations Security Council (UNSC), the CARICOM Special Representative impressed upon the UNSC the need to expand the focus of MINUSTAH - the UN Stabilisation Mission in Haiti - beyond ensuring security and political stability to include a greater developmental role in Haiti's reconstruction process. While acknowledging the critical role being played by MINUSTAH in maintaining stability and rule of law in Haiti, Mr Patterson placed on record CARICOM's

longstanding support to the interconnectedness of governance, security and development in the CARICOM Member State.

In response to a request from Haiti for assistance in the aftermath of the October 2010 cholera outbreak, the Community enlisted the support of the Government of Australia to provide a range of medical supplies and to contribute to the construction of sanitation facilities in a deprived neighborhood of Port-au-Prince. Also with support from Australia, seeds were donated to the Government of Haiti to support the livelihood of the farming community.

### Situation in the Turks and Caicos Islands

The Community remained concerned about the situation in its Associate Member, the Turks and Caicos Islands (TCI). Heads of Government

continued to monitor developments and reiterated their call for direct rule to be replaced by self-rule and for a return to democratic and representative governance for the people of the TCI.

### 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, The Bahamas, and Trinidad and Tobago accredited Plenipotentiary Representatives to the Community.



The Bahamas' Ambassador to CARICOM,  
H.E. Mr Sidney Collie



Trinidad and Tobago's Ambassador to CARICOM,  
Hon. Sir Edwin Carrington, OCC

## RELATIONS WITH REGIONS, THIRD STATES AND GROUPS OF STATES

### The Americas

The Bureau of Heads of Government, led by CARICOM Chairman, the Rt Hon. Dr Denzil Douglas, Prime Minister of St. Kitts and Nevis, headed a CARICOM Team of ten Member States to the Third Summit of the CARICOM-Central American Integration System (SICA) held in El Salvador, in August.

In their Joint Declaration, the Leaders reaffirmed the strategic value of the CARICOM-SICA relationship. They agreed to promote commerce and foster a better understanding of each other's economies; to cooperate in the area of cultural industries, including participation by SICA Members in CARIFESTA XI; and that the CARICOM and SICA Secretariats would reactivate the 2007 CARICOM-SICA Plan of Action.

The Secretary-General took advantage of the opportunity to meet with his SICA counterpart prior to the Summit. Their discussions focused on forging closer collaboration in areas including climate change, security, energy, food and nutrition security and communications technology. These discussions set the tone for a productive Summit.



The Community's increasing engagement with Latin America at the highest political level, continued in 2011 with participation in the Third Summit of Latin American and Caribbean States (CALC) held in Venezuela, in December. The Summit marked the formal launch of the Community of Latin American and Caribbean States (CELAC). CELAC embraces the legacies of the Rio Group, a forum for political dialogue and of the CALC, a process designed to strengthen regional integration and to institute joint action to promote the sustainable development of the peoples of the Latin American and Caribbean region.



Secretary-General Ambassador LaRocque and SICA Secretary-General, H.E. Mr Juan Daniel Alemán Guardián during discussions in August. Accompanying Secretary-General Ambassador LaRocque are Assistant Secretary-General, Ambassador Colin Granderson, and Chef de Cabinet, Ms Glenda Itiaba. Secretary-General Alemán is accompanied by Mr Carlos Echavarría, Mr Emil Waight and Mr Reuben Omar Orozco

The Member States of CARICOM joined with the Latin American members of the newly established CELAC in adopting the Caracas Plan of Action outlining the work of the CELAC for the year ahead. The Action Plan focuses on economic and trade integration, the productive sector, social and institutional development and culture. The Heads of State and Government also adopted a series

of Declarations and Communiqués, including a Communiqué on the Sustainable Development of CARICOM Member States, which recognises the particular vulnerabilities of CARICOM countries and reaffirms the commitment of the CELAC Members to strengthening cooperation and partnerships aimed at addressing the socio-economic challenges of CARICOM States.

## Cuba



CARICOM and Cuba engaged at the highest levels at the Fourth CARICOM-Cuba Summit, held in December in Trinidad and Tobago. The engagement took place during the Thirty-Ninth Anniversary of CARICOM-Cuba diplomatic relations.

At the Summit, the leaders renewed their commitment to South-South cooperation, in particular regional cooperation, as one of the central strategies for confronting the challenges to the sustainable development and welfare of their peoples. These challenges included the volatility of the current international environment particularly in the areas of food and nutrition security, and energy.

Cooperation between Cuba and the countries of CARICOM in numerous fields such as health, education, sports and training of human resources,

has contributed to progress towards achieving their respective sustainable development objectives and the well-being of both peoples. At the Summit, CARICOM leaders were particularly appreciative of Cuba's offer of assistance as follows:

- ⊙ creation of a Training Centre for the Treatment of Physical Disabilities to assist physically challenged children and youth;
- ⊙ creation of a Caribbean Regional School of Arts;
- ⊙ technical assistance to the Caribbean Regional Information and Translation Institute (CRITI);
- ⊙ support for the recovery of banana crops;
- ⊙ restoration of fishing in Caribbean countries;
- ⊙ treatment and purification of water and construction of dams;
- ⊙ support to the sugar industry mainly in Belize, Guyana, Jamaica and Trinidad and Tobago;
- ⊙ construction and repairing of airports, bridges, docks, highways and other infrastructure; and
- ⊙ natural disasters.

## United States of America



The Community welcomed the announcement by the US Government during the year to extend until 2020, the Caribbean Basin Trade Partnership Act (CBTPA), which would ensure continued preferential access to the US market for Caribbean products.

CARICOM Foreign Ministers and the Minister of External Relations of the Dominican Republic, His Excellency Carlos Morales Troncoso, met with US Secretary of State, Hillary Clinton, in Jamaica in June and held discussions on a number of issues including climate change, security, economic development, energy and food and nutrition security. The Caribbean Ministers and the US Secretary of State reaffirmed their shared commitment to



CARICOM Foreign Ministers and the US Secretary of State

work together through the CBSI, to reduce illicit trafficking in drugs, small arms and ammunition, to increase public safety and security, and promote social justice.

The US Secretary of State affirmed her country's commitment to the Caribbean-US partnership and announced an additional US\$77M under the CBSI to bolster the capacity of the justice and law enforcement sectors, including control of borders and maritime routes.

At the Meeting, the Caribbean Idea Marketplace, a public-private initiative, was launched. The Marketplace is a business competition platform that encourages local and diaspora entrepreneurs to forge partnerships around innovative projects that will generate employment and economic opportunities in the Caribbean region. Winning projects received US\$100,000 grant funding. The Idea Marketplace was initiated by the International Diaspora Engagement Alliance (IdEA) launched by the US in May. IdEA seeks to encourage greater innovation to stimulate employment and economic growth in the Caribbean as well as in other countries and regions of diaspora origin.

Also during the year, the Community concluded the 3<sup>rd</sup> and 4<sup>th</sup> round of negotiations for a revised/ updated CARICOM-USA Trade and Investment Framework Agreement (TIFA). Signed in 1991, the TIFA is the platform under which CARICOM and the US conduct trade and investment. CARICOM and the US had agreed in October 2006, to revise the Framework Agreement to make it more responsive to the global economic environment.

## Canada



The 3<sup>rd</sup> Round of Negotiations for the CARICOM-Canada Trade and Development Agreement was held

in Canada in April. At that round, the negotiations for substantive text of the Agreement commenced. CARICOM submitted draft text proposals on Rules of Origin; Transparency in Government Procurement; Safeguards; Agriculture and Fisheries; Alcoholic Beverages; Technical Barriers to Trade; Sanitary and Phytosanitary Measures (SPS); Facilitation of Business Persons; Dispute Avoidance and Dispute Settlement; and Development Cooperation.

CARICOM also submitted the framework for drafting text in the areas of Trade-in-Services, and

of Investment. Additionally, CARICOM presented its broad approaches to a number of sectors of importance to the Region, such as Tourism, Culture, ICT, Telecoms, E-Commerce, and Energy Services.

Both sides have agreed to establish joint Working Groups on Labour and on Environment to commence discussions about their interests in these important areas. The discussions during the 3<sup>rd</sup> Round helped both sides to identify more clearly the emergent areas of mutual interest.

With a view to strengthening trade and investment opportunities for the Region's business community, a private Sector Business Forum was held in November also in Canada. The Forum was organised by the CARICOM Secretariat,



in collaboration with the Caribbean Export Development Agency (Caribbean Export), the Caribbean Association of Industry and Commerce (CAIC) and the Department of Foreign Affairs and International Trade of Canada. The Forum, which

built on a similar initiative held in November 2008 in Trinidad and Tobago, deepened dialogue between the Canadian and CARICOM business sectors and helped participants to identify tangible business opportunities.

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### United Kingdom (UK)



The long-standing co-operation between CARICOM and the UK continued in a range of areas including security, climate change and counter narcotics. The UK also committed to working with the Community to ensure that the Region accesses the full benefits of the EU-CARIFORUM EPA.

The Community continued its appeal for the UK to revisit the discriminatory application of its Air Passenger Duty (APD) on Caribbean destinations due to its negative impact on the Community's tourism industry. The UK Government announced a freeze on a planned hike in the APD for the coming year.

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### Australia



CARICOM and Australia solidified a burgeoning relationship that was formalised in 2009 through a Memorandum of Understanding (MOU) for Technical Cooperation. As reported earlier in this Section, during the year, Australia provided significant support for the reconstruction and redevelopment efforts in Haiti and for the Regional response to the cholera epidemic in that Member State.

Additionally, during discussions in Perth in October in the margins of the Commonwealth Heads of Government Meeting (CHOGM), Foreign Ministers of CARICOM and Australia explored further cooperation, including in the areas of sustainable development and NCDs. They also agreed to continue their respective efforts towards concluding a strong and effective Arms Trade Treaty at the UN which seeks to stop the illicit arms trade.

Also in the margins of the CHOGM, CARICOM Member States participated in a forum of more

than fifty Small States which called for an urgent injection of funds to confront the challenges that climate change posed to sustainable development. At the Commonwealth and Developing Small States (CDSS) Foreign Ministers' Meeting, the Caribbean pointed to the need for new, additional and predictable resources for Small Island Developing States (SIDS), since climate finance was a shared responsibility for both developed and developing countries.

Given a shared interest in coral reef preservation and protection, CARICOM Foreign Ministers and their Australian counterpart welcomed a bilateral agreement between Australia and Belize - which have the two largest stretches of coral reefs in the world - to co-host the International Coral Reef Initiative (ICRI) for the two-year period 2012-2013. Founded in 1994, ICRI is a partnership among governments, the UN and International environmental, non-governmental and private sector organisations to preserve coral reefs and related ecosystems.

## Kingdom of Spain



Through the CARICOM-Spain Regional Cooperation Programme, the Government of Spain provided support to the Region for the

work of the Community in Haiti, including the operations of the CROH.

Spain also maintained its strong support for the Community in areas related to Human and Social Development, particularly in the fields of culture and social intervention programmes to combat crime.

## European Union (EU)



The EU continued to provide strong support to the Region, particularly for the CSME. Member States were also given assistance to take advantage of the provisions of the CARIFORUM-EU EPA.

## Republic of Turkey



CARICOM and Turkey cemented ties in September, through a Memorandum of Understanding (MOU) signed by Secretary-General, Ambassador LaRocque and by Turkey's Foreign Minister, His Excellency Ahmet Davutoglu in the margins of the 66<sup>th</sup> Session of the UNGA in New York. The MOU formalised cooperation arrangements between CARICOM and Turkey to promote trade, investment and tourism as well as in the areas of natural disasters, commerce, scientific, technological and personnel exchange.



Secretary-General, Ambassador Irwin LaRocque and Turkey's Foreign Minister, H.E. Mr Ahmet Davutoglu signing the MOU

## Japan



Member States were afforded the opportunity to showcase to Japanese businessmen, the investment opportunities available in the Region, during a CARICOM-Japan Public/Private Joint Economic Mission to the Region in November. The Mission culminated with a Business Forum that brought representatives of some of the most successful Japanese private sector enterprises to the Region. The Mission was undertaken in keeping with a commitment by Japan during the Second

CARICOM-Japan Ministerial Meeting held in Tokyo in August 2010.

The CARICOM-Japan Business Forum was held in Trinidad and Tobago and attracted major Japanese corporations including Fujitsu, Mitsui, Mitsubishi, Marubeni and Hitachi, as well as public sector business entities, including the Japan Bank of International Cooperation and the Japan Oil, Gas and Metal National Corporation. CARICOM Member States capitalised on this engagement to promote investment opportunities with Japan in areas such as energy and ICT.

## Republic of Korea (South Korea)



CARICOM took steps to strengthen relations with South Korea through dialogue at the First Caribbean-Korea High-Level Forum held in Seoul in October. Participants exchanged views on strategies and international cooperation for the development of the Caribbean Region and discussed ways in which South Korea and the Caribbean could work together in the area of renewable energy and green growth.

South Korea continued to support ICT4D initiatives in the Region through the CARICOM E-Governance Project which commenced in 2009. The Project is implemented jointly by the CARICOM Secretariat and the Caribbean Centre for Development Administration. South Korea also provided support to the CARICOM Secretariat for the acquisition of an IT-based Human Resource Information System (HRIS).

## Africa



Discussions were held with representatives of Nigeria and South Africa during the year with a view to strengthening relations particularly within the context of consolidating solidarity within the ACP and pursuing greater

collaboration between the Caribbean and the African Groups of the ACP.



In March, the CARICOM Secretariat welcomed a delegation from the Southern African Development

Community (SADC) Secretariat to explore and exchange ideas on the processes of regional cooperation and integration in the two regions. Of interest to SADC was CARICOM's experience in managing contribution agreements with International Development Partners (IDPs).

One of the main outcomes of that discourse was the signing of an Aide Memoire to explore possibilities of expanding and strengthening the already existing relationship, through formal institutional cooperation.

## Plenipotentiary Representatives Accredited to CARICOM

During the year, Austria, Brazil, Canada, Italy, Spain and the United States of America accredited Plenipotentiary Representatives to CARICOM. There are twenty countries and organisations accredited to the Community.



Secretary-General (ag) Ambassador Applewhaite and H.E. Mr Thomas Schuller-Götzburg, Austria's Plenipotentiary Representative to CARICOM



Secretary-General (ag) Ambassador Applewhaite and H.E. Mr Luiz Gilberto Seixas de Andrade, Brazil's Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and  
H.E. Mr. David Devine,  
Canada's Plenipotentiary Representative to CARICOM



Secretary-General (ag) Ambassador Applewhaite and  
H.E. Mr Paolo Serpi,  
Italy's Plenipotentiary Representative to CARICOM



Secretary-General (ag) Ambassador Applewhaite and  
H.E. Mr Joaquín Maria de Arístegui,  
Spain's Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and  
H.E. Mr Brent Hart,  
United States of America's Plenipotentiary  
Representative to CARICOM

## The United Nations (UN) System



CARICOM and the UN System strengthened coordination to enhance coherence and effectiveness within the UN system in its engagement with the Community, and in partnership with the CARICOM Secretariat and Community Institutions.

UN Agencies were apprised of CARICOM's regional priorities and of the new thrust identified by

CARICOM Heads of Government at their May 2011 Retreat. Of these regional priorities, several broad thematic areas were identified as crucial areas for continued collaboration, including the implementation of the CSME and institutional development matters.

UN Agencies continued to support the Community's efforts in a number of areas including climate change; disaster management; energy; regional security; food security and food safety; health; education; gender and youth; and ICT4D.

## The Commonwealth



In October several CARICOM Heads of Government joined their counterparts from other Commonwealth countries in Australia for the Commonwealth Heads of Government Meeting. The CHOGM afforded the Community a forum to articulate its views on a slate of global and regional issues. Of special interest was a ministerial meeting convened prior to the CHOGM which allowed CARICOM policy-

makers to interact with their counterparts from the Commonwealth and other small non-Commonwealth developing states to discuss issues related to the development-threatening phenomenon of climate change and its consequences.

The Community also benefitted from the support of the Commonwealth Secretariat, through its Hubs and Spokes Project, in the areas of capacity building in trade policy formulation, negotiation and implementation.

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## Resource Mobilisation

In July, Member States and the Secretariat held discussions with IDPs on how the Community and the Partners could achieve more effective results from resources provided by the latter. Key decisions were taken to strengthen development cooperation and aid effectiveness principles in the Region, including that donor assistance needed to be more effective and inclusive of other Regional stakeholders, including the private sector.

The discussions took place at a Forum on Donor Coordination and Aid Effectiveness held in Guyana, to discuss the results of an Aid Efficiency evaluation conducted in 2010. The evaluation was undertaken within the broader context of the Working Party on Aid Effectiveness, a partnership of IDP and Developing countries focused on making aid

work better. The Government of Canada provided support for the conduct of the evaluation, through the Canadian International Development Agency (CIDA).

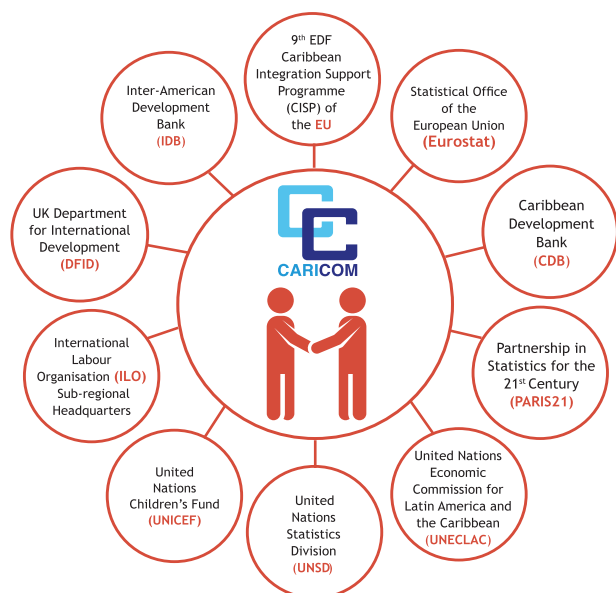
Also during the year, a comprehensive evaluation was undertaken to align IDP resources with Regional priorities. Multi-year programmes were developed and submitted to the EU for funding under the 10<sup>th</sup> EDF.

While the Community continued to benefit from existing cooperation agreements with a range of Development Partners, as highlighted throughout this Report, a new Agreement was entered into during the year with Germany for support in the areas of Renewable Energy; HIV and AIDS; and Coastal Zone Management.



**SECTION V**  
**Statistics**

During 2011, several Development Partners provided support to strengthen Member States' capacity to produce and disseminate statistics for policy formulation and decision-making. These included the EU under the 9<sup>th</sup> EDF Caribbean Integration Support Programme (CISP); the Inter-American Development Bank (IDB); the UK, through the Department for International Development (DFID); the Partnership in Statistics for the 21<sup>st</sup> Century (PARIS21); the Statistical Office of the European Union (Eurostat); the International Labour Organisation (ILO) Sub-regional Headquarters; the United Nations Statistics Division (UNSD); the United Nations Economic Commission for Latin America and the Caribbean (UNECLAC); the United Nations Children's Fund (UNICEF); and the CDB.



To assist Member States in updating their legislation and in improving statistical coordination, the IDB supported the preparation of a Draft Model Statistics Bill and the updating of the Regional Statistical Work Programme.

Under a joint arrangement with the UNSD, during the year, National Accounts data for 2009 were compiled for Member States on their Gross Domestic Product (GDP). Preliminary data for 2010 were also collected from eight countries, with a two-year lag in this data set. Major gaps remain in

the area of National Accounts with most countries being unable to provide the internationally recommended minimum required data sets, particularly GDP by Expenditure, Constant Prices and Accounts for the Total Economy and for the Rest of the World. These provide important data for assessing economic developments.

Under the 9<sup>th</sup> EDF, Member States received technical assistance and training for the production of trade data. In addition, in collaboration with Eurostat, training was provided on the System of National Accounts 2008 (2008 SNA) which is the new international standard for the compilation of these accounts. This led to the preparation of a 2008 SNA Implementation Strategy.

Also under the 9<sup>th</sup> EDF, Member States received assistance to improve the harmonisation of statistics and in processing their data in the new Eurotrace software. Additionally, training was provided in other modules of the new Eurotrace software such as the dissemination, mirror statistics and trade indices modules.

With respect to Social/Gender Statistics, training was provided on selected themes and indicators to build capacity and data compiled under a number of themes.

The regional census strategy continued to be implemented during the year, to assist Member States in executing the 2010 Round of Population and Housing Census. By the end of 2011, all but four countries had conducted enumeration for the Census Round.

Through DFID, Member States were given support for Census Data Processing, the production of a regional census tabulation plan; technical assistance for census data dissemination, and preparation of a census information template to be used in the dissemination process.



**SECTION VI**  
**Agreements**  
**Signed/Ratified**



The following new Agreements were opened for signature in 2011 and were signed by Member States as indicated:

- ⊙ **Amendment to Annex III of the Agreement relating to the Operation of the CARICOM Development Fund (CDF)** (*Grand Anse, Grenada, 25 February 2011*)
  - St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname (25 February 2011)
  - Antigua and Barbuda, Grenada, Guyana (26 February 2011)
- ⊙ **Revised Agreement Establishing the Caribbean Agricultural Health and Food Safety Agency (CAHFSA)** (*Roseau, Dominica, 3 March 2010*)
  - The Bahamas, Haiti, Saint Lucia, St. Kitts and Nevis, Suriname (25 February 2011)
  - Grenada, Guyana (26 February 2011)

**Entered into force on 26 February 2011 with signature by Guyana**

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

**Entered into force on 2 July 2011 with signature by St. Vincent and the Grenadines**

The following Agreements which had been opened for signature prior to 2011 were signed and/or ratified by Member States as indicated:

- ⊙ **Agreement Establishing the Caribbean Accreditation Authority for Education in Medicine and other Health Professions** (*Castries, Saint Lucia, 13 November 2003*)
  - Signature - Dominica (3 July 2011)
- ⊙ **Caribbean Treaty on Mutual Legal Assistance in Serious Criminal Matters (MLAT)** (*Gros Islet, Saint Lucia, 6 July 2005*)
  - Signature - Grenada (2 July 2011)
- ⊙ **Agreement Establishing the Caribbean Community Accreditation Agency for Education and Training** (*Nassau, The Bahamas, 8 March 2008*)
  - Signature - Saint Lucia (25 February 2011)
  - Signature - Grenada (2 July 2011)

- ⊙ **Protocol Amending the CARICOM Agreement on Social Security** (*Barbados, 9 October 2009*)
  - Signature - Dominica, St. Kitts and Nevis (25 February 2011)
  - Signature - Grenada (2 July 2011)
- ⊙ **Agreement Establishing the Caribbean Knowledge and Learning Network Agency (CKLNA)** (*Roseau, Dominica, 11 March 2010*)
  - Signature - Saint Lucia, St. Vincent and the Grenadines (25 February 2011)
  - Signature - Jamaica (3 July 2011)
- ⊙ **Amendment to the Agreement Establishing the Caribbean Aviation Safety and Security Oversight System (CASSOS)** (*Bridgetown, Barbados, 24 March 2010*)
  - Signature - Barbados, Grenada (26 February 2011)
  - Signature - Dominica (3 July 2011)
  - Signature - Guyana, Suriname (2 July 2011)



**SECTION VII**  
**Operations of**  
**the CARICOM**  
**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 Caribbean Court of Justice (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 Secretariat's Work Programme for 2011 was approved by the Community Council of Ministers in January and spanned all the areas highlighted in this Report. Highlights of some areas of the Secretariat's administrative operations for the year are set out below.

### Human Resource Management



Twenty-six members of staff were trained as Project Management Professionals (PMPs), certified by the Project Management Institute (PMI) during the year. Efforts are being made to train a cadre of staff on an annual basis going forward.

With support from the Government of the Republic of Korea, the Secretariat purchased a Human Resource Information System (HRIS). The HRIS will enable improved operational management of the human resources of the Secretariat, establish a seamless interface between the HRM and the Finance Programmes, enable Managers to have easy access to data on staff, enhance reporting capabilities and permit all staff members to view and update their basic information. Implementation of the System will commence in 2012 and is expected to be completed in one year.

### 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 to support the preparations for and conduct of meetings. Three hundred and seventy-three Community meetings were serviced in 2011. 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.

### Information Technology Services



The Secretariat continued to take steps to improve its information technology operations in 2011, to support programme delivery. This included:

- ⊙ Upgrading and further developing the Intranet to provide a gateway to internal information resources;
- ⊙ Upgrading and management of Internet bandwidth; and
- ⊙ Creation of a Virtual Private Network between Headquarters in Guyana and the CSME Unit in Barbados to permit secure access as required.

### Documentation Services



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

In ongoing efforts to broaden the Secretariat's collections and to make information available to more users, the digital collection was expanded with the digitisation of several publications including:

- ⊙ CARICOM Perspective, nos. 36, July-December 1986 and 46-47, July-December 1989 and January-March 1990;
- ⊙ Mills et al.: Report on a Review of Regional Programmes, Institutions and Organisations of the Caribbean Community (1990);
- ⊙ Blueprint for Introduction of Technology Education;
- ⊙ Harmonisation of Company Law in the Caribbean Community;
- ⊙ Papers and Reports from the Standing Committee of Ministers of Agriculture (SCMA) 1976-1977; and
- ⊙ Boxill and Samuel: Disadvantaged Countries, Sectors and Regions in the Caribbean Community (Prepared for the Caribbean Development Export Agency) 1999.

The Secretariat also continued to administer the International Standard Book Number (ISBN) Programme. During the year, the Programme was administered for four Member States, namely The Bahamas, Belize, Jamaica, and Trinidad and Tobago. This Programme is a vital service for publishers in the Caribbean. Online access to the Programme as well as affordability of the service, has resulted in steady growth of new publishers registered with the Programme. During the year, four publications were produced and uploaded to the Internet for free distribution to stakeholders, viz: Listing of Caribbean Titles, 2005, 2009 and 2010 and (ISBN) Users' Manual - Caribbean 9th Ed.

### Exhibitions and Tours



Exhibitions were mounted at the Secretariat during the year to highlight particular issues and publicise work



Secretary-General (ag) Ambassador Applewhaite with students of the Anton de Kom University in Suriname, during their tour of the Secretariat in July

in these areas as well as to celebrate milestones. Exhibitions included:

- ⊙ The CARICOM Drug Demand and Reduction Programme to coincide with the 19<sup>th</sup> Meeting of Chief Medical Officers (CMOs) and the 56<sup>th</sup> Meeting of the Caribbean Health Research Council (CHRC) both held in April;
- ⊙ The role of statistics in the development of the Community in observance of Caribbean Statistics Day held in October; and
- ⊙ Showcasing Staff Talent for the 2011 Celebration in November.

Thirty-two tours were conducted for local schools and delegations from outside of Guyana, including representatives of the Suriname Business Sector and Associated Agencies, and delegates attending the Rights of the Child Commission's First Annual Children's Parliament

### Strategic Planning, Monitoring and Evaluation



The Secretariat continued its drive during the year to maintain a focus on results. This involved the use of performance measurement frameworks and assessments of intended results. Internal processes for project design

and programme planning were also strengthened, through for example, use of project software and increased use of log frames and performance indicators for greater efficiency in monitoring and reporting.

## Audit



In January, the Community Council established a CARICOM Secretariat Audit Committee and approved an Audit Committee Charter.

The Audit Committee will assist the Community Council in fulfilling its oversight responsibilities of the Secretariat. These include responsibilities for overseeing the financial reporting process, the system of internal control, and the audit process to ensure compliance by the Secretariat, with legal and regulatory requirements.

The Committee is principally responsible for contracting and overseeing the work of the External Auditors of the Secretariat; overseeing the integrity of the audit process; and the financial reporting and internal controls of the Organisation.

The Audit Committee consists of three to five members nominated by Member States based on merit. Membership on the Committee will be on rotation with three members from the More Developed Countries (MDCs) - The Bahamas,

Barbados, Guyana, Jamaica, Suriname, and Trinidad and Tobago - serving for four years; and two members from the Less Developed Countries (LDCs) - Antigua and Barbuda, Belize, Dominica, Grenada, Haiti, Montserrat, St. Kitts and Nevis, Saint Lucia, and St. Vincent and the Grenadines - serving for three years.

The Audit Committee Charter sets out the scope and remit of the Committee including the composition of its membership, its authority and responsibilities and the frequency of its meetings. The Charter also emphasises the independence of the Committee.

## Finance and Budget



In 2011, the Community Council approved a budget of EC\$43,528, 518 for the Secretariat. This budget funded by contributions from Member States and Associate Members together with other income (such as from ISBN registration and processing fees, disposal of fixed assets and interest) of EC\$77,810 comprised income for 2011 totaling EC\$43,606,328. The CARICOM Secretariat also received EC\$51,251,683 (US\$18,911,362) from IDPs.

A Summary of Assessed Contributions from Member States and Associate Members for 2011 (EC\$) is given on page 43.

Member State	% of Budget	2011
Anguilla	0.11	46,737
Antigua & Barbuda	1.44	611,827
Barbados	7.86	3,339,557
Belize	2.25	955,980
Bermuda	1.00	424,880
British Virgin Islands	0.77	327,158
Cayman Islands	1.00	424,880
Dominica	0.79	335,655
Grenada	1.44	611,827
Guyana	7.00	2,974,160
Haiti	6.00	2,549,280
Jamaica	23.15	9,835,972
Montserrat	0.11	46,737
Saint Kitts & Nevis	1.44	611,827
Saint Lucia	1.44	611,827
St. Vincent & The Grenadines	1.44	611,827
Suriname	7.00	2,974,160
The Bahamas	11.43	4,856,378
Trinidad & Tobago	24.12	10,248,106
Turks & Caicos Islands	0.21	89,225
Member States Funded Dormant Projects		1,040,518
<b>Total</b>	<b>100.00</b>	<b>43,528,518</b>

In 2011, actual expenditure from resources provided by Member States and Associate Members amounted to EC\$43,371,812. With respect to funding from IDPs, the sum of EC\$56,598,978 (US\$20,884,461) was expended.

The table below provides a Summary of Expenditure for 2011 funded from the Contributions of Member States and Associate Members:

Expenditure Categories	2011	
	Approved Budget EC\$	Actual Expenditure EC\$
Head I - Human Resource Costs	33,056,507	32,050,229
Head II - Other Operating Expenses	10,352,011	11,119,379
Head III - Capital Expenditure	120,000	202,204
<b>TOTAL</b>	<b>43,528,518</b>	<b>43,371,812</b>

The Community Council also approved a 2011 Budget of US\$1,886,515 (EC\$5,112,644) for the Office of Trade Negotiations (OTN), a specialised Department of the CARICOM Secretariat. The OTN received US\$681,423 (EC\$1,846,725) from IDPs.

With respect to funding from IDPs, in 2011 the OTN received the sum of US\$681,423 (EC\$1,846,725) from IDPs. Of this, the sum of US\$645,205 (EC\$1,748,570) was expended.

A Summary of Member States Assessed Contributions to the OTN for 2011 is given below (US\$)

Member State	% of Budget	2011 Amount US\$
Antigua & Barbuda	1.49	28,109
Barbados	8.12	153,185
Belize	2.32	43,767
Dominica	0.82	15,470
Grenada	1.49	28,109
Guyana	7.23	136,395
Haiti	6.20	116,964
Jamaica	23.92	451,254
Saint Kitts & Nevis	1.49	28,109
Saint Lucia	1.49	28,109
St. Vincent & The Grenadines	1.49	28,109
Suriname	7.23	136,395
The Bahamas	11.81	222,798
Trinidad & Tobago	24.90	469,742
<b>Total</b>	<b>100.00</b>	<b>1,886,515</b>

In 2011, actual expenditure from Member States' resources amounted to US\$1,810,588

(EC\$4,906,874). With respect to funding from IDPs, US\$645,205 (EC\$1,748,570) was expended.

The table below provides a Summary of Expenditure for 2011 funded from Member States' Contributions:

Expenditure Categories	2011	
	Approved Budget US\$	Actual Expenditure US\$
Head I - Human Resource Costs	1,607,715	1,566,727
Head II - Other Operating Expenses	273,800	243,861
Head III - Capital Expenditure	5,000	-
<b>TOTAL</b>	<b>1,886,515</b>	<b>1,810,588</b>

**The Secretariat received an unqualified opinion on its Financial Statements for 2011 from the External Auditors.**





**SECTION VIII**  
**Appendices**

## Appendix I

### The Caribbean Community (CARICOM)



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 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 which is 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 and his Executive Management Team 2011



Ambassador Irwin LaRocque  
Secretary-General



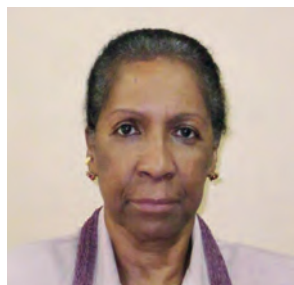
Ambassador Lolita Applewhaite  
Deputy Secretary-General



Ambassador Colin Granderson  
Assistant Secretary-General,  
Foreign and Community Relations



Ambassador Gail Mathurin  
Director-General,  
Office of Trade Negotiations



Ms Desiree Field-Ridley  
Officer-in-Charge,  
Trade and Economic Integration



Ms Safiya Ali  
General-Counsel (ag)



Ms Myrna Bernard  
Officer-in-Charge,  
Human and Social Development

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 CARICOM<sup>1</sup>

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>

<sup>1</sup> *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

<b>ACP</b>	African, Caribbean, and Pacific Group of States
<b>AIDS</b>	Acquired Immune Deficiency Syndrome
<b>AOSIS</b>	Alliance of Small Island States
<b>APD</b>	Air Passenger Duty
<b>ATT</b>	Arms Trade Treaty
<b>BPoA</b>	Barbados Programme of Action
<b>BVI</b>	British Virgin Islands
<b>CAHFSA</b>	Caribbean Agricultural Health and Food Safety Agency
<b>CAIC</b>	Caribbean Association of Industry and Commerce
<b>CALC</b>	Latin American and Caribbean States
<b>CAP</b>	Community Agricultural Policy
<b>CCH</b>	Caribbean Cooperation in Health
<b>CBSI</b>	Caribbean Basin Security Initiative
<b>CARIB-IS</b>	Caribbean Information Society Project
<b>CARDI</b>	Caribbean Agricultural Research and Development Institute
<b>CAREC</b>	Caribbean Epidemiology Centre
<b>CARICAD</b>	Caribbean Centre for Development Administration
<b>CARICOM</b>	Caribbean Community
<b>CARICOM IMPACS</b>	CARICOM Implementation Agency for Crime and Security
<b>CARIFESTA</b>	Caribbean Festival of Arts
<b>CARIFORUM</b>	Caribbean Forum of ACP States
<b>CARPHA</b>	Caribbean Public Health Agency
<b>CARREX</b>	CARICOM Rapid Alert System for Exchange of Information on Dangerous Consumer (non-food) Goods
<b>CASSOS</b>	Caribbean Aviation Safety and Security Oversight System
<b>CCCCC</b>	Caribbean Community Climate Change Centre
<b>CBSI</b>	Caribbean Basin Security Initiative
<b>CBTPA</b>	Caribbean Basin Trade Partnership Act
<b>CCJ</b>	Caribbean Court of Justice
<b>CCYD</b>	CARICOM Commission on Youth Development
<b>CDB</b>	Caribbean Development Bank
<b>CDC</b>	Centre for Disease Control
<b>CDEMA</b>	Caribbean Disaster Emergency Management Agency
<b>CDF</b>	CARICOM Development Fund
<b>CDM</b>	Clean Development Mechanism

<b>CDSS</b>	Commonwealth and Developing Small States
<b>CEHI</b>	Caribbean Environmental Health Institute
<b>CELAC</b>	Community of Latin American and Caribbean States
<b>CEPALC</b>	Latin America Centre for Population Communication
<b>CET</b>	Common External Tariff
<b>CEW</b>	CARICOM Energy Week
<b>CFNI</b>	Caribbean Food and Nutrition Institute
<b>CFP</b>	Common Fisheries Policy
<b>CHOGM</b>	Commonwealth Heads of Government Meeting
<b>CHRC</b>	Caribbean Health Research Council
<b>CICAD</b>	Inter-American Drug Abuse Control Commission
<b>CIDA</b>	Canadian International Development Agency
<b>CISP</b>	Caribbean Integration Support Programme
<b>CKLNA</b>	Caribbean Knowledge and Learning Network Agency
<b>CMO</b>	Caribbean Meteorological Organisation
<b>CMO</b>	Chief Medical Officer
<b>COFAP</b>	Council for Finance and Planning
<b>COFCOR</b>	Council for Foreign and Community Relations
<b>COHSOD</b>	Council for Human and Social Development
<b>CONSLE</b>	Council for National Security and Law Enforcement
<b>COTED</b>	Council for Trade and Economic Development
<b>CRDTL</b>	Caribbean Regional Drug Testing Laboratory
<b>CRITI</b>	Caribbean Regional Information and Translation Institute
<b>CROH</b>	CARICOM Representation Office in Haiti
<b>CROSQ</b>	CARICOM Regional Organisation for Standards and Quality
<b>CSME</b>	CARICOM Single Market and Economy
<b>CSO</b>	Civil Society Organisation
<b>CTO</b>	Caribbean Tourism Organisation
<b>CVQ</b>	Caribbean Vocational Qualification
<b>CWA</b>	Caribbean Week of Agriculture
<b>CYDAP</b>	CARICOM Youth Development Action Plan
<b>DFID</b>	Department for International Development (of the United Kingdom)
<b>DTC</b>	Drug Treatment Court
<b>EC</b>	Eastern Caribbean
<b>EDF</b>	European Development Fund
<b>EPA</b>	Economic Partnership Agreement
<b>EU</b>	European Union
<b>EU-LAC</b>	European Union - Latin America and the Caribbean
<b>EUROSTAT</b>	Statistical Office of the European Union

<b>FAO</b>	Food and Agriculture Organisation of the United Nations
<b>FCR</b>	Foreign and Community Relations
<b>GDP</b>	Gross Domestic Product
<b>GFATM</b>	Global Fund to Fight AIDS, Tuberculosis and Malaria
<b>GIZ</b>	German Agency for International Cooperation
<b>GTZ</b>	German Technical Cooperation Agency
<b>HFLE</b>	Health and Family Life Education
<b>HIV</b>	Human Immunodeficiency Virus
<b>HRD</b>	Human Resource Development
<b>HRIS</b>	Human Resource Information System
<b>ICRI</b>	International Coral Reef Initiative
<b>ICT</b>	Information and Communications Technology
<b>ICT4D</b>	Information and Communications Technology for Development
<b>IdEA</b>	International Diaspora Engagement Alliance
<b>IDB</b>	Inter-American Development Bank
<b>IDPs</b>	International Development Partners
<b>IGA</b>	Inter-Governmental Agreement
<b>IGTF</b>	Inter-Governmental Task Force
<b>IHRC</b>	Interim Haiti Reconstruction Commission
<b>IICA</b>	Inter-American Institute for Cooperation on Agriculture
<b>ILO</b>	International Labour Organisation
<b>ISBN</b>	International Standard Book Number
<b>IWRM</b>	Integrated Water Resource Management
<b>KfW</b>	German Development Bank
<b>LAC</b>	Legal Affairs Committee
<b>LDC</b>	Less Developed Country
<b>MDC</b>	More Developed Country
<b>MEA</b>	Multilateral Environmental Agreement
<b>MINUSTAH</b>	United Nations Stabilisation Mission in Haiti
<b>MLAT</b>	Mutual Legal Assistance in Serious Criminal Matters
<b>MSMEs</b>	Micro, Small and Medium-Sized Enterprises
<b>NCDs</b>	Non-Communicable Diseases
<b>OAS</b>	Organisation of American States
<b>ODA</b>	Official Development Assistance
<b>OECS</b>	Organisation of Eastern Caribbean States
<b>OTN</b>	Office of Trade Negotiations
<b>PAHO</b>	Pan American Health Organisation
<b>PANCAP</b>	Pan Caribbean Partnership Against HIV and AIDS
<b>PARIS21</b>	Partnership in Statistics for the 21 <sup>st</sup> Century

<b>PCU</b>	PANCAP Coordinating Unit
<b>PEPFAR</b>	(United States) President's Emergency Plan for AIDS Relief
<b>PMI</b>	Project Management Institute
<b>PMP</b>	Project Management Professional
<b>RDDS</b>	Regional Digital Development Strategy
<b>RQF</b>	Regional Qualifications Framework
<b>RSS</b>	Regional Security System
<b>SADC</b>	Southern African Development Community
<b>SCMA</b>	Standing Committee of Ministers of Agriculture
<b>SICA</b>	Central American Integration System
<b>SIDS</b>	Small Island Developing States
<b>SME</b>	Small and Medium-sized Enterprise
<b>SPS</b>	Sanitary and Phytosanitary
<b>SRAP</b>	Sub-Regional Action Plan (for Sustainable Land Management)
<b>STTI</b>	Special Technical Team on Investment
<b>TCI</b>	Turks and Caicos Islands
<b>TIC</b>	Trade and Investment Council
<b>TIFA</b>	Trade and Investment Framework Agreement
<b>TWG</b>	Technical Working Group
<b>UK</b>	United Kingdom
<b>UN</b>	United Nations
<b>UNAIDS</b>	Joint United Nations Programme on HIV and AIDS
<b>UNDP</b>	United Nations Development Programme
<b>UNECLAC</b>	United Nations Economic Commission for Latin America and the Caribbean
<b>UNEP</b>	United Nations Environment Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organisation
<b>UNFPA</b>	United Nations Population Fund
<b>UNGA</b>	United Nations General Assembly
<b>UNICEF</b>	United Nations Children's Fund
<b>UNSC</b>	United Nations Security Council
<b>UNSD</b>	United Nations Statistics Division
<b>US</b>	United States
<b>UWI</b>	University of the West Indies
<b>WSIS</b>	World Summit on the Information Society
<b>WTO</b>	World Trade Organisation







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