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July 2010

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 2008 to December 2009, 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 black ink, appearing to read 'Edwin W. Carrington'.

EDWIN W. CARRINGTON
SECRETARY-GENERAL

I Secretary-General's Introduction

For the Caribbean Community, like most of the global Community, the past two years saw mixed fortunes. While the Region remained on course with respect to the operations of the CARICOM Single Market and movement on the framework for the Single Economy, significant challenges emerged in the form of natural disasters, the creeping effects of climate change and the financial and economic crisis that gripped the globe. The Community has gone through a period of consolidation as it sought to stave off and limit the worst effects of the global crises.

CSME

It is now twenty years since the historic signing of the Grand Anse Declaration on the CARICOM Single Market and Economy by Heads of Government in 1989 in Grenada. Still a work in progress, the Single Market came into force in January 2006 and the Single Economy is expected to come on stream in 2015. Already, the implementation of the CSME to-date has had far-reaching implications for the Region and its responses to the changing international environment.

A Convocation on the CSME was held in October 2009 in Bridgetown, Barbados, under the chairmanship of the Lead Head of Government for the implementation of the CSME in the CARICOM Quasi-Cabinet, the Prime Minister of Barbados, Honourable David Thompson. The Convocation involved representatives of government, business, labour and civil society, and they considered an audit of the Single Market which was mandated by the Heads of Government. All present acknowledged that significant progress had been made in the Single Market but also recognised the need for more work to be done with greater involvement of labour and the private sector.

Work continued in a bid to develop specific sectors of the regional economy. In July 2009, a Regional Services Symposium was held in Antigua and Barbuda with the Lead Head of Government for Services in the CARICOM Heads



*His Excellency Edwin Carrington
Secretary-General*

of Government Quasi-Cabinet, the Prime Minister of Antigua and Barbuda, Honourable Baldwin Spencer, in the chair.

The Regional Services Symposium was held under the theme, ***Services: A Road Map for the Future*** and involved participation from all strata of the Services Sector to design and chart a more structured approach to the development of the Services Sector within the CSME.

Later in the year, in November, representatives of the Regional legal fraternity, policy makers, bankers, business executives and entrepreneurs explored developments in law as they related to CARICOM at the inaugural symposium on Current Developments in Caribbean Community Law held in Port-of-Spain, Trinidad and Tobago.

The issue of free movement continued to receive attention. In 2009, it was agreed, with effect from 1 January 2010, that household domestics who have obtained a Caribbean Vocational Qualification (CVQ) or equivalent qualification would be allowed to move within the Single Market. They have joined the list of graduates of all recognised universities in the world, artistes, musicians, sportspersons, media workers, nurses, teachers, artisans with a CVQ, and holders of Associate Degrees or comparable qualifications.

Work also has commenced on a protocol on Contingent Rights with respect to the dependents of skilled CARICOM nationals exercising the right of free movement across Member States.



At their Twenty-Ninth Regular Meeting which was held in Antigua and Barbuda in 2008, the Heads of Government reiterated that the right to a six-month stay in Member States participating in the Single Market should not be limited to holders of CARICOM passports, but should also apply to CARICOM citizens of Member States which have not yet issued CARICOM passports. During that year, Jamaica became the latest Member State to introduce the CARICOM passport and Belize followed in 2009. As at December 2009, 12 CARICOM Member States had introduced the CARICOM passport.

Institutionally, there has been significant progress with the establishment in 2008 in Paramaribo, Suriname, of the CARICOM Competition Commission, one of the institutions that is critical to the effective operation of the CSME. Seven Commissioners were sworn in at the inauguration ceremony in January 2008 led by the Chairman, Dr. Kusha Harracksingh a national of Trinidad and Tobago. An Executive Director, Ms. Barbara Lee, a national of Jamaica, was appointed later in the year. The Commission was established to prevent attempts at preserving monopoly positions in the Single Market by frustrating competition.

Later that year, in July, another critical element of the Single Market and Economy, the CARICOM Development Fund (CDF), was launched in Barbados, its headquarters, with a start-up of US\$67M. The Board of Directors of the Fund is headed by Chairman, Dr. Shelton Nichols, a national of Trinidad and Tobago and the Chief Executive Officer is Ambassador Lorne McDonough of Jamaica. The CDF commenced full operation as of August 24, 2009.



Youths participate in one of the outreach sessions organized by the CSME Unit

In a successful attempt to present the realities of the CSME to youth in particular, The Secretariat engaged tertiary level students of various Member States in study tours of other Member States on a project titled 'Students Engaging the CSME through Field Promotions'.

The object of this ongoing project, which is being carried out with the assistance of the European Union (EU), is to engage the next generation in identifying career opportunities in wage employment, self employment and starting a business within the CSME.

The students lauded the practical, hands-on approach to learning about the CSME.

Global financial and economic crisis

The Community's concerns on the impact of the global economic and financial crisis and its views on the related reform of the international



President Venetian unveiling the plaque at the CARICOM Competition Commission

financial architecture were ventilated at several encounters and strategy sessions involving the Heads of Government, and were conveyed to the members of the Group of 20 (G20) in time for the G-20 Summit which took place in London on 2 April 2009.

One of those meetings was a Special Caucus of Heads of Government in Port-of-Spain in May 2009 to address the deterioration in regional economies due to the crisis which by then had been accompanied by the collapse of insurance giant, CLICO in the Caribbean. The Heads of Government appointed a team led by Dr Delisle Worrell, Executive Director of the Caribbean Centre for Money and Finance to review the plans of Member States, examine their sustainability and incorporate those plans into a regional programme.

The Team was required to report back to the Conference of Heads of Government on specific proposals regarding an approach to International Financial Institutions for special considerations for CARICOM countries given their unique circumstances of size and vulnerability. Additionally, the Team was tasked with formulating proposals on a short- to medium-term strategy for the economic transformation of Member States.

The crisis had been considered by the Bureau of Heads of Government in November 2008 in St John's, Antigua and Barbuda, as the Region began searching for the best method to protect the Community and Member States from its worst effects.

The Committee of Central Bank Governors had presented a report to the Bureau on the effects of the crisis on the Community in which it noted, among other things, that the CARICOM Banking Sector had been spared many of the problems afflicting the global scene because the banks did not hold any of the toxic mortgage-backed securities and had very limited forms of other types of exposure. The Governors reported that they had been engaged in contingency planning in the financial and non-financial sectors from the onset of the crisis.

Climate Change

Climate Change continued to be on the top of the Community's agenda given the vulnerability of Member States to the effects of the global phenomenon. But considering the importance it had placed on the Conference of Parties (COP) 15 of the United Nations Framework Convention on Climate Change (UNFCCC) meeting in Copenhagen, Denmark in December 2009, the Caribbean was disappointed with the non-binding Accord at the conclusion of the Meeting. CARICOM had approached Copenhagen as a turning point in its ability to deal with the challenges posed by climate change, particularly with regard to seeking a new international agreement on sustainable curbs on Green House Gases (GHG) emissions, and the means to assist poor countries with climate change adaptation and mitigation.

Ahead of COP 15, a draft Regional Strategy on Climate Change was developed by the Caribbean Community Climate Change Centre (CCCCC) and was put before Member States for comment. In addition, a Regional Task Force on Climate Change and Development was established to develop, among other things, a strategy for negotiating the framework of the post-Kyoto Protocol.

The Task Force held its first meeting in Saint Lucia in November 2008 and developed a consolidated position for the Community to present at the 14th Session of the Conference of the Parties (COP) of the UNFCCC held in Poznan, Poland in December 2008. This meeting took critical decisions for the establishment of benchmarks for the COP 15 Session in Copenhagen.

Natural disasters

While the Community was spared the effects of natural disasters in 2009, devastation by hurricanes and floods brought loss of life and property and destruction of infrastructure to a number of Member States and Associate Members - The Bahamas, Haiti, Jamaica,

Cayman Islands and Turks and Caicos Islands in 2008.

Haiti was the most affected after being hit by four of the weather systems within a month. The Community was involved in the reconstruction effort and extended assistance to Haiti. The staff of the CARICOM Secretariat also got involved in the relief effort and donated a container load of foodstuff and other items to the Haitian people.

The Community also extended assistance to Cuba which was severely affected by the storms in 2008.

Tourism

In addition to the debilitating effects of the global crisis on the Region's tourism sector, the matters upon which special focus was placed included the United Kingdom Air Passenger Duty on flights to the Caribbean from the UK. The Community's efforts to place the Caribbean in a different band that would minimize the effects of the APD, gained momentum in 2009. The Region's Heads of Government engaged the UK Prime Minister, the Hon. Gordon Brown, on the subject in the margins of the Commonwealth Heads of Government Meeting held in Trinidad and Tobago in November 2009. The support of the Diaspora was also sought in the Community's lobbying approach.

The importance of Tourism to the economies of the Caribbean was further underscored when Heads of Government set aside the first day of their Twenty-Ninth Meeting in 2008 to deal with Tourism matters. Heads of Government discussed with representatives from the Tourism, Hotel and Regional Airline Industries the options for enhancing regional Tourism in the context of current international trends.

By the end of 2008, the global economic and financial crisis had begun to take effect on the tourism sector and there were concerns regarding the depth of the fall off from previous years.

Agriculture

Agriculture, a major driver for the Single Economy, was a preoccupation of the Community with movement being accelerated on the agriculture business development front. There were two major events in the biennium that sought to place focus squarely on agriculture and agribusiness development: the Public-Private Sector Consultation on Agri-Business Development held in May 2009 in Georgetown, and the Regional Agriculture Investment Forum held also in Georgetown, in June 2008.



From left, His Excellency Edwin Carrington, His Excellency Bharrat Jagdeo, President of Guyana and the Hon. Robert Persaud, Minister of Agriculture, Guyana, at the May 2009 Public-Private Sector Consultations on Agri-business Development held in Georgetown, Guyana

The events brought together the private and public sectors as well as agricultural stakeholders in an attempt to stimulate interest in investing, outline a collaborative framework for priority and concrete action in the short-, medium- and long-terms, and, identify opportunities for agri-business development.

Rising Cost of Living

At the start of 2008, the Council for Trade and Economic Development (COTED) approved suspension of the (Common External Tariff) CET with immediate effect for a period of two years, ending on 4 March 2010 on commodities with a

significant weight in the Consumer Price Index (CPI) which are not significantly produced or have a close substitute in the Region and attract a CET.

This was in keeping with the mandate from the Twelfth Special Meeting of the Conference of Heads of Government held in Guyana, on 7 December 2007, that the CET was the most appropriate instrument for an intervention at the Community level to address the issue of the Rising Cost of Living.

Human and Social Development

Culture



Suriname enters the Guyana National Stadium on opening night of CARIFESTA X

The riot of colour and vibrancy and depth that characterize Caribbean culture were on display at CARIFESTA X, successfully staged in Guyana under the theme '**One Caribbean, One Purpose, Our Culture, Our Life**'. CARIFESTA X marked the second occasion on which Guyana hosted the Region's mega event. The first CARIFESTA in 1972 was held in Georgetown.

The Regional Task Force on Cultural Industries that was launched in Georgetown in October 2008, continued its work in 2009. The Task Force, which comprises representatives from a wide cross-section of relevant sectors, aims to facilitate the development of a comprehensive Regional Development Strategy and Action Plan for the Region's Cultural Industries.

Education

Children and education were the themes of two Meetings of the Council for Human and Social Development (COHSOD). At the Twelfth Special Meeting of COHSOD in March 2008 which focused on children, one of the major recommendations was the lowering of the age of universal compulsory education across the Region to four years to ensure that all children receive at least one year of formal early childhood exposure, prior to entry into primary school. At the conclusion of that meeting, a declaration was issued titled 'The Georgetown Declaration on Building a Region Fit for Children For the survival, development, protection dignity, and participation of Children within the Caribbean'. The Seventeenth Meeting of the COHSOD in November 2008 evaluated the progress the Community had taken in education over the past ten years.



Barbados enters the Guyana National Stadium on opening night of CARIFESTA X

Youth

In April 2008, for the first time in four years, Haiti appointed two Youth Ambassadors for the CARICOM Youth Ambassador Programme (CYAP). They were among fifteen new Youth Ambassadors who were presented with their instruments of appointment at a CARICOM Youth Ambassadors Workshop in Barbados.

Health

With regard to Health, the Region made significant advances in integrating the five Regional Health Institutions – CAREC, CEHI, CRDTL, CFNI and CHRC – into a single Caribbean Public Health Agency (CARPHA).

The Community, from 2008, began celebrating Caribbean Wellness Day on the second Saturday of every September in keeping with the Declaration of Port-of-Spain on Chronic Non-Communicable Diseases adopted at the Special Summit of Non-Communicable Diseases in 2007.

The work of PANCAP continued apace in the biennium towards coordinating a Regional Strategy against HIV/AIDS with the approval of the new strategic framework for the next five years.

External relations

In 2009, the Heads of Government continued the punishing pace they had adopted in 2008 with a series of activities region-wide and extra-regionally which required their presence in the main to consolidate relations within the Community and to forge and strengthen ties with third states.



CARICOM Heads of Government in discussion with US President Barack Obama on the margins of the Fifth Summit of the Americas in Trinidad and Tobago in April 2009

In this regard, focus in the first half of 2009 was on the Summit of the Americas hosted by the Government of Trinidad and Tobago in April on behalf of the Community, and, later in the year, on the CHOGM also hosted by Trinidad and Tobago in November.

In July 2009, Member States of the Caribbean Forum of African Caribbean and Pacific States (CARIFORUM) and regional organisations and non-state actors met representatives of the European Commission (EC), EU Member States and the European Investment Bank in Antigua and Barbuda. The central purpose of the Meeting was to discuss the Roadmap on regional integration and cooperation, which sets out the Region's priorities, resource requirements and implementation mechanisms, including the use of resources of the 10th European Development Fund (EDF).

Work to propel the implementation of the Economic Partnership Agreement (EPA) with the European Union and negotiations for the CARICOM-Canada Trade and Development Agreement, was another critical aspect of the Community's external relations agenda in the biennium.

In January 2008, the Caribbean Regional Interpretation and Translation Institute (CRITI) was launched, also in Paramaribo, Suriname with funding from the European Union. CRITI is designed to facilitate official communications at political and technical levels in the four (4) official languages of CARIFORUM - Dutch, English, French and Spanish. Mr Hendrik Alimahomed, a national of Suriname, has been appointed Director of CRITI.

Trade agreements

Early in 2009, an EPA Implementation Unit was established at the CARICOM Secretariat to fast-track implementation of the Agreement. The Unit will be served by a core group of specialists.

The EPA had dominated the agenda in 2008 with the Agreement between Member States of CARIFORUM and the European Community (EC)

being completed and later signed by all CARIFORUM Member States, except Guyana and Haiti, in October of that year.

In November 2009, the first round of negotiations for the CARICOM-Canada Trade and Development Agreement began in Barbados. Significant work, led by the then Caribbean Regional Negotiating Machinery (CRNM) in 2008, was undertaken in the preparation for those negotiations.

Reinforcing relations

The Secretariat and the United Nations continued to strengthen their relationship in the biennium with the Secretaries-General of CARICOM and the United Nations participating in the Fifth General Meeting of the United Nations System and CARICOM at the United Nations Headquarters in February 2009. The need for closer cooperation between the regional and international organisations in the face of the current global financial and economic crises was underscored at the meeting.

Later in the year, in the margins of the United Nations General Assembly in New York, USA, the Secretary-General signed a Memorandum of Understanding (MOU) on CARICOM- Austria Co-operation. The major areas of focus of the MOU are disaster management and alternative energy.

Reinforcing the decades-old relationship between CARICOM and Mexico, the Fifth Meeting of the CARICOM-Mexico Joint Commission was held in October 2009. Under the strong CARICOM-Mexico relationship, CARICOM has benefited from projects which have resulted in the strengthening of regional institutions, the enhancement of human resource development, and the fostering of new research and development areas within the Region.

Among the outreach activities was the highly successful Conference on the Caribbean held in New York in June 2008 where the Heads of

Government met finance and investment sectors and entered into an education co-operation agreement with Medgar Evers College to foster greater ties between the College and the University of the West Indies. It was the second time in as many years that the Conference on the Caribbean was held in the United States. The first was convened in Washington DC in June 2007.

In 2008, as part of efforts to forge closer relations with CARICOM, the Secretary-General paid official visits to Argentina, Austria, Brazil and China at the invitation of the respective governments. While in those countries, Secretary-General Carrington met with the respective Foreign Ministers and discussed modes of enhanced co-operation between the countries and the Caribbean Community.

In China also, as Commissioner-General of the Community's World EXPO 2010 Pavilion, the Secretary-General signed an agreement in Shanghai, the host city for the Expo, with respect to the Community's joint participation.

During 2008 also, the Secretariat hosted a delegation from the East African Community Secretariat (EACS) led by Dr. Nyamajeje Weggoro, Director, Productive and Social Sector of the EACS. The delegation's aim was to learn from CARICOM's experience with integration.

Heads of Government also participated in Summits with Spain and Cuba, met their Latin American counterparts in Brazil and also participated in the European Union Latin America and the Caribbean (EU-LAC) Summit in Peru and the ACP Summit in Ghana.

At the Summit in Cuba, the opportunity was taken to present an Honorary Order of the Caribbean Community (OCC) to His Excellency Fidel Castro Ruz, the former President of Cuba.

Ambassadors to the Community

Plenipotentiary representatives from Barbados, Chile, India, Italy, Mexico, Saint Lucia, St. Vincent and the Grenadines, the United Kingdom, South Africa, Mexico and Japan presented their letters of credence to the Secretary-General and were duly accredited to the Community.



His Excellency Mr. Tatsuaki Iwata, Plenipotentiary Representative of Japan to CARICOM



His Excellency Fraser Wheeler, Plenipotentiary Representative of the United Kingdom to CARICOM



His Excellency Edwin Carrington, displays the credentials of Her Excellency Faith Radebe, Plenipotentiary Representative of South Africa to CARICOM



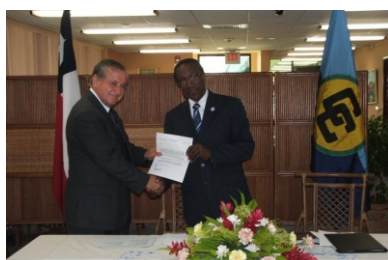
St Vincent and the Grenadines Plenipotentiary Representative to CARICOM, His Excellency Ellsworth John



Her Excellency June Soomer, Plenipotentiary Representative of Saint Lucia to CARICOM makes remarks after presenting her credentials



His Excellency Edwin Carrington shares a toast with His Excellency Subit K. Mangal, Plenipotentiary Representative of India to CARICOM.



His Excellency Mr. Patricio Pradel Chile Plenipotentiary Representative to CARICOM



His Excellency Mr. Luigi Maccotta of Italy

Excellence

During the biennium, the Community conferred its highest honour, the Order of the Caribbean Community (OCC) on five persons. In July 2009, at the Thirtieth Meeting of the Conference of Heads of Government in Georgetown, Guyana, the honour was bestowed on former Jamaica Prime Minister, the Most Hon. Percival J. Patterson.

At the Twenty-Ninth Heads of Government Meeting in St. John's, Antigua and Barbuda, the OCC was conferred on the Hon. Rex Nettleford, His Excellency Dr. Nicholas Liverpool, the Hon. George Lamming and the Hon. Brian Lara.

The Ninth Triennial Award for Women was presented to Professor Barbara Bailey.

One source of collective pride was the performance of our sportsmen and women in 2008. Led by Jamaican Usain Bolt, the performance of Caribbean athletes in track and field at the Beijing Olympics gave the Caribbean pride of place and demonstrated that the Caribbean people were able to compete successfully with the rest of the world.

2008 was the year also when West Indies star batsman, Guyanese Shivnarine Chanderpaul was named the International Cricket Council (ICC) Cricketer of the Year.

CARICOM also recognized a number of outstanding Caribbean men and women across the Region.

Transitions

In 2009, two Heads of Government were re-elected – the Hon. Baldwin Spencer, Prime Minister of Antigua and Barbuda, and the Hon. Roosevelt Skerrit, Prime Minister of Dominica.

In 2008, three new leaders took their place within the Conference of Heads of Government. The Rt. Honourable David Thompson, the Honourable Dean Barrow and the Honourable Tillman Thomas, the Prime Ministers of

Barbados, Belize and Grenada, respectively, won the mandates of their people and became first time members of the Conference.

Farewell

In 2009, the Community bade farewell to Ambassador Lucille Mathurin Mair, Jamaican diplomat and the Fifth CARICOM Triennial Awardee; former President of Guyana, Mrs Janet Jagan; literary laureates, Trevor Rhone of Jamaica, Henk Tjon of Suriname, and Wayne Brown of Trinidad and Tobago.

Among those who the Community bade farewell to in 2008, were the Honourable Charlesworth Samuel, Minister of Agriculture, Lands, Environment, Marine Resources and Agro Industries of Antigua and Barbuda and a former premier of that country Sir George Herbert Walter. The legendary Byron Lee who provided the Caribbean and the globe for over a half a century with a unique genre of music; Mr. Keith Sobion, Executive Director of the Council for Legal Education, former Principal of the Norman Manley Law School and a former Attorney-General of Trinidad and Tobago and cultural icon, Andy Palacio of Belize, were among those who passed away in 2008.

On behalf of the Community and its Secretariat, The Secretary-General once again extends condolences to the families of the bereaved.

2010

As we enter 2010, the Community's recovery from the global financial and economic crisis has begun. The challenges that we faced in the biennium added another dimension to what we as a group of small, vulnerable developing countries face. It however also provided us with another opportunity to solidify our integration movement in order to confront the test that the crisis presented. Let us ensure that we grasp it and move forward towards providing the viable, prosperous secure and sustainable Community For All that we seek.



The Hon. Dean Barrow, (centre) and members of Executive Management of the CARICOM Secretariat at the Intersessional Meeting of Heads of Government in Belize City, March 2009. From left are Dr. Maurice Odle, Economic Adviser to the Secretary-General, Amb. Irwin LaRocque, Assistant Secretary-General, Trade and Economic Integration, His Excellency Edwin Carrington, Secretary-General, Dr. Edward Greene, Assistant Secretary-General, Human and Social Development, Amb. Colin Granderson, Assistant Secretary-General Foreign and Community Relations, and Ms Cheryl Thompson-Barrow, General Counsel

II Trade and Economic Integration

As work continued apace over the biennium to ascertain priorities and consolidate positions regarding the implementation of the CSME, a flagship programme of the Community, the Secretariat's efforts were devoted throughout 2009 in particular, to strategies to alleviate the effects of the global financial and economic crisis which manifested itself in the latter half of 2008.

In January 2009, a Task Force, chaired by the Caribbean Development Bank and including other regional agencies and institutions, was established to recommend policies, programmes and approaches to shield the Community from the brunt of the global recession. The crisis was also a main agenda item of the Twentieth Intersessional Meeting of the Conference of Heads of Government in Belize City, Belize, in March 2009, and in May, in Port of Spain, was the sole reason for a special caucus of Heads of Government convened at the request of the Hon Patrick Manning, Prime Minister of Trinidad and Tobago.

CARICOM Single Market and Economy

Considerable advancements were made towards the development and implementation of harmonised legislations and supportive regulatory framework for the Single Market. This was done in respect of the full integration of the national markets of those CARICOM Member States participating in the CSME. Efforts were geared towards the effective operation of the regimes for goods and services, movement of capital, right of establishment, movement of skills, competition, procurement and e-commerce.

Against that background and following an appraisal of the state of implementation of the CSME undertaken by the Secretariat, there was acknowledgement that the CSME was working but that it was constrained by the capacity of some Member States to effectively participate in the regional enterprise. The appraisal, which identified, at the national level, those areas that required attention to ensure compliance with

the implementation of the CSME, was the subject of a Convocation on the CSME held in Barbados in October 2009.

That audit identified five basic challenges which would affect the pace at which economic integration could be achieved:

- i. surviving the current global economic downturn and emerging from it as a transformed and more resilient Community committed to its original purpose;
- ii. strengthening the market integration process and stimulating increased cross-border activity, especially in favour of the Member States with negative trade balances;
- iii. increased investment to build up the general infrastructure and for increased production and job creation;
- iv. mobilizing adequate resources for implementing effective Community sectoral and other programmes to sustain the supply of skills and for export expansion;
- v. reaching agreement on mobilizing adequate resources and execution of a scheduled plan of action for implementation of the macroeconomic and other measures to establish the single economic space.

The commissioning of the CARICOM/CIDA Trade and Competitiveness Project - a core component of the CSME - was initiated in 2008. The Project, worth Cdn\$ 8.6M, had its first Steering Committee Meeting at which the First Annual Work Plan was approved. Extensive consultations were held with key implementing partners: the Organisation of Eastern Caribbean States Secretariat, Caribbean Policy Development Centre, Caribbean Centre for Development Administration, Caribbean Congress of Labour and the Caribbean Employers Confederation to prepare them for their respective roles during the project's implementation phase which has begun.



CARICOM Competition Commission

An integral part of the operations of the CSME, the CARICOM Competition Commission, was launched on 19 January, 2008 in Suriname. The Competition Commission was established to prevent attempts at preserving positions in national markets by frustrating competition. Measures were also taken to establish a Sub-Regional Competition Commission of the OECS with the preparation of an operational budget.



His Excellency Drs Runaldo Venetian, President of the Republic of Suriname and His Excellency Edwin Carrington, CARICOM Secretary-General with members of the CARICOM Competition Commission and other dignitaries at the launching ceremony in Paramaribo, Suriname

CARICOM Development Fund

The CARICOM Development Fund commenced full operation as of 24 August, 2009 following the signing of the Agreement establishing it in 2008 and the start-up of the entity with an initial capitalization target of US\$250M, of which more than US\$60M has already been paid up. The Fund is a cornerstone of the integration process aimed at compensating disadvantaged Member States, regions and sectors for any dislocation that may occur as they moved towards deeper integration of the CSME.

Customs and Trade Policy

In the period under review, efforts were focused on the completion of key aspects of the Customs Union. Technical assistance was provided under

the United States of America (USA)/CARICOM Customs Initiative with the US identifying areas in which it could provide assistance.

Collaboration continued between the Secretariat's Customs and Trade Policy Sub-programme, the External Economic Relations Programme and the Caribbean Regional Negotiating Machinery to promote effective use of those bilateral trade agreements that were already concluded.

Industrial Development

Enhanced capacity building in Regional standards continued to be one of the main areas of focus in Industrial Development in CARICOM. Substantial support was provided to the Caribbean Regional Organisation for Standards

and Quality to refine its operations pursuant to its mandate, which is to establish and harmonise standards for the enhanced efficiency and improved quality in the production of goods and services in the Community.

The process began towards developing standardized infrastructure in some Member States, including in Haiti.

During the period under review, a Strategic Action Plan for the Growth and Development of Competitive and Sustainable Small, Micro and Medium Sized Enterprise was finalized.

Free Movement

In 2009, Heads of Government agreed that household domestics who have obtained a CVQ or equivalent qualification would be allowed to move within the CSME by 1 January 2010. Household domestics joined the list of university graduates, artistes, musicians, sportspersons, media workers, teachers, nurses, artisans with a CVQ, and holders of Associate Degrees who can participate in the Free Movement regime. Part of the agreement reached by Heads of Government also involved the importance of training and sensitising Immigration Officers on the implementation of the Region's approach to free movement and hassle free travel.

A year earlier, Antigua and Barbuda, Belize and Suriname had received technical assistance to advance their implementation of various aspects of the Free Movement protocol including the movement of non-wage earners. In addition, work progressed on the operationalisation of the Free Movement of persons with Caribbean Examination Council 'O' Level qualifications.

During the biennium, the Regional Public Education Programme for CSME was intensified with the publication and dissemination across the Region of booklets on the CARICOM Competition Policy, and on Free Movement of Persons.

CARICOM Youth Ambassadors, and media practitioners, including newspaper editors and

broadcasters benefitted from workshops that were aimed at bringing media workers up to date with the regimes of the CSME including Free Movement of Skills; Rights of Establishment; and Competition Policy. Journalists' professional development in the CSME was a core part of the engagement.

Further, outreach missions were held in Saint Lucia, St. Vincent and the Grenadines, the Bahamas, Antigua and Barbuda, Jamaica, Montserrat, St. Kitts and Nevis, and Guyana.

In addition, Immigration officers were sensitised to the standard procedures to be exercised with persons participating in the CSME.

The CSME study tours that began in 2008 under a project titled '*Students engaging the CSME through Field Promotion*', continued in 2009, when more than 200 students from tertiary institutions in Trinidad and Tobago, Jamaica, Antigua and Barbuda, Saint Lucia and St. Vincent and the Grenadines, Grenada, Guyana, Barbados and St Kitts and Nevis travelled to various other Member States and were exposed to the operations of the CSME.



The group of tertiary students from Suriname on CSME study tour

Sixty young people were among the first batch of students from Universities and Colleges in Belize, Dominica and Suriname to undergo the Study Tours in Trinidad and Tobago, Barbados and Jamaica in 2008. The project was funded by

the European Union under the 9th EDF Caribbean Integration Support Programme and entailed training youth to identify and develop responses to CSME opportunities including wage employment, self-employment and starting a business in the CSME.

Agricultural Development

Activities continued towards the development of Agriculture in the Single Market and with regard to the removal of key binding constraints as outlined in the Jagdeo Initiative. A number of projects began including the Agribusiness Development Programme. The key results expected from this project include a database of policy and investment-relevant "actionable" analysis with regard to agri-business development in the Caribbean, and a Strategic Action Plan with concrete recommendations on two key areas: developing a regional agribusiness sector; and developing targeted commodity enterprises.

Towards this end, two major events in the biennium were the Public-Private Sector Consultation on Agri-Business Development held in May 2009, and, in June 2009, the two-day Regional Agriculture Investment Forum under the theme '*Investing in Our Future: Agri Business is Good Business*'. Both fora were held in Georgetown and brought together the private and public sectors as well as agricultural stakeholders. The objectives of the events were to stimulate interest in investing, outline a collaborative framework for priority and concrete action in the short-, medium- and long-terms, and, identify opportunities for agri-business development. The Agri-Investment Forum was a follow-up to the Agriculture Donor Conference held in Port of Spain, Trinidad and Tobago in 2007. The Forum saw interactions among major regional stakeholders in agriculture, and provided an avenue for investors to explore opportunities in the sector. A number of proposals emanated from the Forum and the sourcing of funding continued to support the refining of those proposals to make them readily bankable.



His Excellency Edwin Carrington, CARICOM Secretary-General, addresses the opening ceremony of the Agriculture Investment Forum in Georgetown

In 2009 also, work commenced on the development of a Regional Food and Nutritional Security Policy for the Caribbean as concerted efforts were directed over the biennium towards alleviating the impact of rising food prices on the Region. The Secretariat, in collaboration with the Inter-American Institute for Cooperation on Agriculture, and the Food and Agriculture Organisation, developed strategies with the appropriate mechanisms for implementation with regard to food security in the Region.

Within the context of the CSME, the Secretariat also continued to pursue the advancement of a Sanitary and Phyto-Sanitary (SPS) Regime as required by the Revised Treaty which includes the creation of the CARICOM Agriculture Health and Food Safety Authority (CAHFSA).

Work was also done on the development of a Regional Biotechnology Policy and Strategy. The first draft of the policy has been approved by the Working Group on Genetically Modified Organisms (GMO).

The Agricultural Policy and Planning Framework Project also commenced with the general objective of developing a set of coordinated Community Agricultural Policies and the accompanying National and Regional Strategic Plans that would be integrated to achieve the Community's Agricultural goals.

Services

With the recognition that the Services Sector is the largest sector of the Regional economy, a landmark event, the Regional Symposium on Services, was held in Antigua and Barbuda in July 2009, under the theme 'Services; a Roadmap to the Future'. Chief Executive Offices of large, medium and small sized enterprises operating within the Services Sector of the CSME; experts, representatives of the academic community and senior public service officials came together to chart and design a more structured approach to the development of the Services Sector.

The Services Sector accounts for more than 66 per cent of GDP and employment, and no less than 70 per cent of export earnings.

The Secretariat's focus in the period under review continued to be on boosting the operations of the sector through the realisation of a Regional Coalition of Services. To this end, support was given to the launching of National Coalitions of Service Industries in Barbados, Dominica, Guyana, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines and Belize.

Considerable effort was expended on the development of a Draft Professional Bill for professionals in the medical, engineering and accountancy fields. This was in keeping with the need to have transparent legislation that would allow harmonised protocols for the provision of services and entry requirements for external services providers.

Tourism

Tourism was placed in the spotlight in the period under review, particularly within the context of the effects of external shocks on the development of the sector which is a critical driver of the Region's economy.

In 2009, the Secretariat actively pursued the rebanding of the Air Passenger Duty (APD) imposed on passengers on flights from the United Kingdom to the Caribbean. The APD has

placed the Region's tourism sector at a competitive disadvantage to other destinations which were further away but in a band that charged less duty.

In 2009 also, the Secretariat placed considerable focus on the Regional Marketing Plan that was agreed in 2008 at the Twenty-Ninth Meeting of the Conference of Heads of Government in Antigua and Barbuda during a Special One-Day session on Tourism. Heads of Government, at that Session had agreed to a Regional Marketing Plan to promote the Caribbean Tourism Brand internationally. They agreed on the creation of a Marketing Campaign Fund, as well as the establishment of timely and comprehensive information gathering systems which would adequately reflect the contribution of tourism to the national economies.

Heads of Government also agreed at that Meeting that Tourism would be included as a permanent item on the Agenda of the Conference of Heads of Government. Deeper functional cooperation was identified as one of the key factors towards the improvement of the tourism sector. Later in 2008, a Special Meeting of the COTED on Tourism and Transportation held in Trinidad and Tobago agreed that Special Meetings of the COTED on Tourism would fulfill the purposes of a CARICOM Ministerial organ on Tourism. They also agreed that such forums would be convened annually ahead of Meetings of the Heads of Government.

Transportation

A critical function of this sector in the period under review continued to be supporting the implementation of the CSME, with specific focus on safety and security; the development of liberalised regulatory environments to enable transport entrepreneurs to respond effectively to increasing demands for transportation within a Single Market; and the promotion of regional and hemispheric arrangement to support the operation of a seamless transportation network.

In pursuit of those functions, collaborations were strengthened in the biennium with the

Association of Caribbean States, the Caribbean Shipping Association, the Caribbean Tourism Organisation, the International Air Transport Association, and the Regional Aviation Safety Oversight System which subsequently became the Caribbean Aviation Safety and Security Oversight System (CASSOS).

Through such collaborations, CASSOS was launched in February 2009 at the CARICOM Secretariat in Georgetown. CASSOS was established and designated as a CARICOM Institution by the Conference of Heads of Government at its Twenty-Ninth Meeting in July 2008, St. John's, Antigua and Barbuda. Its primary objectives are to:

- assist States Parties in meeting their obligations as contracting States to the Convention on International Civil Aviation (Chicago, 1944) by achieving and maintaining full compliance with

the International Civil Aviation Organisation standards and recommended practices

- facilitate and promote the development and harmonization of civil aviation regulations, standards, practices and procedures amongst its States Parties consistent with the Annexes to the Chicago Convention

The Transportation Sub-programme of the Secretariat completed the First Draft of a Revised CARICOM Multilateral Air Services Agreement. This was presented to the CARICOM Technical Negotiating Team on Air Services and recommendations were made for its refinement.

Given the impacts on the global economic crisis, in 2008, a study was conducted by the IATA - with the support of the Caribbean Development Bank - to look into the costs of air travel in the Caribbean Region. A Draft Final Report was submitted to the COTED and other Stakeholders.



Students of the University of the West Indies Cave Hill Campus at the 26th meeting of the Council for Trade and Economic Development in Georgetown, November 2008

III Human and Social Development

Strides in the areas of youth development, education and health, and the staging of the tenth edition of CARIFESTA in Georgetown, in which the CARICOM Secretariat was fully involved, were among the highpoints with regard to human and social development in the period under review.

The focus on Youth during the reporting period was on implementing the recommendations of the decisions of the CARICOM Commission on Youth Development including the completion of a comprehensive situation analysis of Youth in the Region.

In June 2009, the Hon. Dr. Denzil Douglas convened the CARICOM Conference on Youth, Crime and Violence in Basseterre, St. Kitts and Nevis under the theme: *'Confronting the Challenge of Youth Violence in Society: Defining a Multi-sectoral response'*. The initiative by Prime Minister Douglas served to lay the foundation for the wider Summit on Youth in January, 2010 in Suriname.

The CARICOM Youth Ambassadors continued to play an active role in the development of the Community and in 2008, for the first time in four years, Haiti appointed two Youth Ambassadors to the programme.

Haiti was the venue for the Caribbean Youth Exchange Conference in July, 2009. The Conference was organised under the theme, *Youth - Making the Caribbean*. It brought together young people from all 15 Member States and five Associate Members to promote Caribbean cultural identity; heighten awareness on issues relating to regional integration and the CSME and, to sensitise participants to the research findings of the CARICOM Commission on Youth Development.

Out-of-School-Youth and youth leaders benefited from Life Skills Training and special emphasis was placed on developing Health and Family Life Education Programmes in schools, as well as on the development of a Revised Framework for Action on Children's Issues. In

this regard, efforts were directed towards Early Childhood Development and Child Protection including consideration of Children in Emergencies and climate change issues, and regional standards for Early Childhood Development and facilities.

The second biennial Community-wide CARICOM Regional School Quiz was staged successfully in 2008. In keenly contested finals between St. Kitts and Nevis and Saint Lucia in Antigua and Barbuda, St. Kitts and Nevis emerged as the champion of the Competition. Scotia Bank provided the champion's trophy and a cash award of US\$1000, among other prizes.



Students participating in the CARICOM Quiz 2008

One of the key developments in Culture over the biennium, CARIFESTA was staged under the theme 'One Caribbean, One Purpose, Our Culture, Our Life' from August 22 to 31, 2008. The CARICOM Secretariat provided technical assistance to Guyana in the hosting of the Region's mega festival, which had returned to its birth place after 36 years.



Dave Martins performs at one of the Super Concerts at CARIFESTA X



Book readings at the Umana Yana were among the features at CARIFESTA X



Patrons flock the CARICOM Secretariat booth at the Grand Market



Dominicans perform at CARIFESTA X closing ceremony



Directors of Culture and Contingent Leaders met on the margins of CARIFESTA X

The work of a Task Force on Cultural Industries moved apace in 2009. Among its accomplishments were the facilitation of a survey on incentives for the development of cultural industries in six Member States; and consideration of draft reports on best practices in governance related to the development of cultural industries. The Task Force was launched on 23 October 2008. Its establishment was aimed at facilitating the development of a comprehensive Regional Policy Framework and Action Plan for cultural industries in CARICOM and was mandated by both the COTED and the Council for Human and Social Development (COHSOD).

With regard to Health, COHSOD 18 in June 2009 in Montego Bay, Jamaica approved the final draft of CCHIII. Its eight thematic priorities have been transformed into five project clusters:

1. Creation of a Healthy Caribbean environment conducive to promoting the health of its people and visitors
2. Maximisation of health opportunities by Caribbean citizens
3. Re-orientation of the health services to Highlight Primary Health care as the basis of the health system and aim to achieve universal coverage and access to the population that are equity-enhancing.

4. Development of human resource capacity to support the health infrastructure development in the Region
5. Support evidence-based decision making as the basis for health policy development

The biennium also saw much progress in the implementation of the Action Plan of the Summit on Chronic Non- Communicable Diseases (NCDs) and its resultant Port of Spain Declaration: **Unifying to fight the NCD**. Caribbean Wellness Day was placed permanently on the CARICOM Calendar, to be observed on the second Saturday in September, each year. Further, several CARICOM countries established National Committees on NCDs, while specific programmes to address this phenomenon were implemented at the Regional level.

The period under review also recorded the development of the Regional Strategic Plan on NCDs, which encompassed components crucial to abating NCDs in the Caribbean including:

Risk Factor Reduction and Health Promotion, Disease Management, Surveillance, Public Policy and Advocacy, Communications and Patient Education and Programme Management.

In May 2009, the Caucus of Ministers of Health endorsed a recommendation to ban smoking in public places as a public good and a regional goal. The Health Ministers re-affirmed their commitment to the goals and time-lines embodied in the Framework Convention on Tobacco Control. Additionally, they were strong in their support of efforts in the Region to promote the responsible use of alcohol and for the banning of its sale to minors.

CARICOM Heads of Government at the Thirtieth Meeting of the Conference of Heads of Government, in Georgetown, Guyana, July 2009, considered a regional protocol to deal with the **Influenza A H1NI virus**. They acknowledged the effectiveness of the response so far, including a Cruise Ship Protocol.



Caribbean Wellness Day fitness session at the CARICOM Secretariat

Further focus in health sector development was directed towards the revision of a Blueprint and Curriculum of the Regional Examination for Nurse Registration.

There was as well the development and approval of the structure and functions of the Caribbean Public Health Agency, which should become operational in 2010. CARPHA brings the Caribbean Epidemiological Centre (CAREC), the Caribbean Food and Nutrition Institute, (CFNI) the Caribbean Health Research Centre, (CHRC) the Caribbean Regional Drug Testing Laboratory (CRDTL) and the Caribbean Environmental Health Institute (CEHI) under one governance structure.

A costing plan has been developed which is to be reviewed and adopted in early January 2010 by COHSOD.

The Region's capacity to respond to the rising incidence of cervical cancer was boosted with the training of Gynaecologists and Obstetricians in June 2009. The medical practitioners participated in a series of training interventions in colposcopy and the treatment of pre-invasive cervical cancer, which should improve their capacity to detect, in early stages, and treat cervical cancer. This intervention formed part of a broader project funded by the government of Spain and organised by the CARICOM Secretariat to help reduce the incidence and prevalence of cervical cancer in the Caribbean. The Caribbean records the highest incidence of cervical cancer in the Americas.

In the period under review, work was also done on the development of a Physical Education Curriculum Framework for schools.

Collaborative activities between **Education and Health** were advanced when Ministers with responsibility for the two sectors met in June 2009 in Jamaica for the 18th Meeting of the Council of Human and Social Development (COHSOD), held under the theme - ***Winds of Change: Education and Health Collaborating to Advance Human and Social Development.*** That meeting of COHSOD was the first inter-

programme collaboration between Education and Health in a decade.

In the field of **Education**, progress was made with regard to the Caribbean Vocational Qualifications, with Heads of Government agreeing that Member States would implement a demand led system of Technical and Vocational Education Training and the related Caribbean Vocational Qualifications (CVQs) to harmonise quality assurance and the accreditation of vocational qualifications. This development is an important one in facilitating the free movement of artisans and other skilled persons within the CSME. More than two hundred secondary school students in Trinidad and Tobago have been certified with the CVQ. In 2009, a review was undertaken of the capacity of Member States to offer the CVQ and work plans were developed to assist Member States in facilitating the provision of CVQs. Another achievement in education was the update of the Health and Family Life Education (HFLE) Curriculum Guide for Caribbean Teachers in the Associate Degree Programme.

In order to address the widening range of CARICOM nationals eligible to participate in the Free Movement regime of the CSME, the Reciprocal Social Security Agreement was revised in 2008.

Focus on **Gender**-related issues saw the CARICOM Secretariat spearheading the development of a project to reduce the incidence of violence against women in the Caribbean. The two-year project which will cost approximately US\$252,000 and is funded under the CARICOM/Spain Cooperation Agreement, proposes to develop a more coordinated and integrated approach to reducing Gender-Based Violence in the Community. In 2009, a potential candidate was identified for the post of CARICOM Advocate for Gender Based violence.

In the **Sports** arena, a Draft Sports Policy Framework was developed during 2008. Efforts were advanced for the development of Preliminary Sports Database, to set in motion the Region's readiness for the 'business of

sports.' The Sports Database is an inventory of sports facilities and infrastructure for the purpose of informing extra and inter-regional publics of what exists in the Region, and areas which needed increased capacity.

The Fourth CARICOM 10K Road Race was held in St. John's, Antigua and Barbuda in June 2008, with Pamenos Ballentyne of St Vincent and the Grenadines and Alika Morgan of Guyana emerging champions, while the Fifth was held in Georgetown, Guyana in June 28, 2009. Guyana's Cleveland Forde and Trinidad and Tobago's Shermin Lasaldo emerged the champion male and female respectively.



Runners at the start of the Annual 10K race in St. John's in 2008

Pan Caribbean Partnership Against HIV/AIDS (PANCAP)

A new version of the Caribbean Regional Strategic framework on HIV and AIDS (CRSF) was developed for 2008-2012. The document was adopted formally by the Regional Coordinating Mechanism and the Caucus of CARICOM Ministers responsible for Health, in September 2008.

PANCAP was the beneficiary of institutional strengthening with a comprehensive organizational and management review of its Coordinating Unit.

In 2009, revised guidelines were developed for the CYAP-PANCAP Mini-Grant Programme (HIV/AIDS) and arrangements were made to have it replicated in five countries.

In addition, the Regional Model Code of Practice for Psycho-social Practitioners and Caribbean Medical Practitioners / Associations was

completed. Other achievements included a Model Condom Policy and a regional Model Workplace Policy.

PANCAP facilitated pilot studies on innovative interventions to reach in and out-of-school youth as well as educational programmes implemented for migrant sex workers in Antigua and Barbuda, Sint Marten, Dominica and sex workers in the Dominican Republic. Much effort was also directed towards developing a Caribbean HIV&AIDS Edutainment Project to provide public education on the epidemic through the Creative Arts.

Another major achievement of PANCAP in 2008 was its meaningful participation at the 17th International AIDS Conference, Mexico City, 3-8 August, 2008.

Sustainable Development

During the period under review, emphasis was placed on creating linkages between sustainable development and functional cooperation. In this regard, the Sustainable Development Programme was incorporated into the Directorate for Human and Social Development within the CARICOM Secretariat.

The Secretariat facilitated the establishment of the Regional Coordinating Mechanism (RCM) for the implementation of the Regional Sustainable Development Initiatives in the Caribbean. The Secretariat also strengthened and facilitated the work of the Caribbean Community Centre for Climate Change (CCCCC) for the development of a comprehensive Regional Strategy on Climate Change to address the threats and challenges facing the Region.

March 2009 marked the end of the CARICOM Mainstreaming Adaptation to Climate Change (MACC) project. The CCCCC reported measurable success in its implementation. The project was funded by the World Bank/Global Environment Fund and was intended to build the Region's capacity to identify climate change risks, including the strengthening networks to monitor impacts on regional climate, downscaling global climate models, and developing impact scenarios; building capacity to reduce vulnerability to climate change; and building capacity to effectively access and utilize resources to minimize the costs of climate change, among other things.

The 2nd CARICOM Conference on Climate Change was held in March 2009 in Castries, Saint Lucia. The Conference was held under the theme: ***Mainstreaming Climate Change for the Sustainable Development of the Caribbean***. Its aim was to present the outputs of the MACC Project to the national governments and other stakeholders. It brought together key researchers and other climate change stakeholders who shared experiences and visions for the future of the Caribbean under the influence of a changing climate regime in the 21st century.

The CARICOM Task Force on Climate Change and Development worked assiduously during the period under review to ensure the Region was prepared for the 15th Conference of the Parties (COP 15) to the United Nations Framework Convention on Climate Change (UNFCCC) held in Copenhagen, Denmark in December 2009.

In November 2009, ahead of the COP 15 Meeting, the CARICOM Secretariat launched a campaign aimed at promoting the Region's collective position on climate change. The Campaign was underpinned by the theme ***"1.5°C to Stay Alive"***, and it supported the common regional approach for mitigating the effects of climate change on the Region.

In 2009 also, at the Thirtieth Meeting of the Conference of Heads of Government of CARICOM a declaration on climate change was issued, titled: ***Liliendaal Declaration on Climate Change and Development***.

The Secretariat facilitated the implementation of A Partnership Initiative on Sustainable Land Management (PISLM) (UNEP/ROLAC-Caribbean SIDS initiative) as well as a programme to support Caribbean SIDS to Implement Multilateral Environmental Agreements.

Support was also given to the promotion of new and focused inter-sectoral approaches to Human Resource Development, Poverty Reduction, Gender Equality and the protection of Disadvantaged Groups, in respect of the attainment of the United Nations Millennium Development Goals.

Functional Cooperation

Efforts continued in the period under review to promote functional cooperation as a platform for the efficient use of resources towards the achievement of the regional public good.

In what is anticipated to become an annual exercise that began in October 2007, Heads of CARICOM Regional Institutions met in Georgetown in July 2008 and July 2009 to explore avenues for strengthening functional

cooperation among their organisations by sharing programmes and policies, greater use of Information and Communication Technology and the development of human resources. They met in six Sectoral Clusters namely, **Agriculture and Food Security; Air Transportation; Climate Change; Security; Water Management and Human Resource Development** towards the strengthening of multi-sectoral collaboration.

Focus was placed in 2008 on the establishment of an effective focal point for promoting Functional Cooperation throughout the Community. Heads of Government at their Nineteenth Inter-sessional Meeting in The Bahamas established a Prime Ministerial Sub-Committee on Functional Cooperation which comprises a Core Group of The Bahamas (Chair); Barbados (Lead Responsibility for the CARICOM Single Market and Economy (CSME); Dominica (Lead Responsibility for the Free Movement of Community Nationals); Grenada (Lead Responsibility for Science and Technology); St. Kitts and Nevis (Lead Responsibility for Health, Human Resource Development (HRD) and HIV/AIDS); Suriname (Lead Responsibility for Culture, Youth, Sport and Gender); and a representative of the Associate Members.

The role of Associate Members in the formulation and implementation of Functional Cooperation programmes was given due attention and emphasis was placed on communication and information-sharing within the Community and among its institutions to facilitate the streamlining of their Functional Cooperation activities as approved by the Conference of Heads of Government.

The area of Functional Cooperation also saw the convening of the first meeting of The Tripartite Committee for the Haiti CSME Programme in February 2008. This Haiti/CSME Project forms part of a wider cooperation arrangement between the CARICOM Secretariat and the Government of Canada, to facilitate Haiti's integration into the Community, through its cooperation arm, the Canadian International Development Agency.

In 2008 also, efforts were focused on the implementation of the recommendations of the Task Force on Functional Cooperation, which was established at the Twenty-Eighth Meeting of the Conference of Heads of Government in Bridgetown, Barbados, in July 2007, under the theme: **'A Broader Perspective on Functional Cooperation: A Community For All'**. A Declaration emanating from that Heads of Government Meeting had identified seven areas of priority to enhance the well-being of the citizenry of CARICOM - **Health, Human and Social Development, Communication, Crime and Security, the Environment, Energy, and Agriculture.**

Security

Combating the scourge of crime and putting measures in place to ensure Regional security have been high priorities of the Secretariat in the period under review. Security was adopted as the Community's fourth pillar in February 2007 in St Vincent and the Grenadines as Heads of Government at their Eighteenth Inter-Sessional Meeting demonstrated their commitment to regional security. Heads of Government also requested that a draft amendment to the Revised Treaty of Chaguaramas to give effect to their decision to make Security the Fourth Pillar of the integration movement be presented to the Council for National Security and Law Enforcement (CONSLE) for review prior to submission to the Inter-Governmental Task Force.

Several key initiatives were taken in the reporting period to ensure the security of the Community. One such initiative was the first regional training workshop on Standards of Care for Treatment and Rehabilitation Facilities for Substance Abusers in Jamaica in March 2009. It was coordinated by the CARICOM Secretariat and the Inter-American Drug Abuse Control Commission (CICAD). The workshop, which was deemed a "resounding success," brought together stakeholders, practitioners and services providers in illicit drug treatment and care, to develop national and regional strategies for strengthening or establishing and

implementing national treatment standards for CARICOM countries.

In May 2009, in Paramaribo, Suriname, the Caribbean Community held talks with the United States on Security. The dialogue was intended to chart the way forward in curbing domestic and transnational crime. During the exchange, Suriname signed a MOU with the United States Government, which will provide access to eTrace – an Internet based programme that allows domestic and international law enforcement agencies to trace US-origin firearms used or suspected to have been used in criminal activities.

Pursuant to the mandate of COHSOD, the CARICOM Secretariat hosted a two-week Expert Mission from the United Nations Office on Drugs and Crime (UNODC). UNODC assists countries in the struggle against illicit drugs, crime and terrorism, and with specific reference to CARICOM. The Mission held consultations within the CARICOM Secretariat, as well as with Guyana-based international organizations, donor agencies, diplomatic missions and government and Law Enforcement officials. Its partnership with the CARICOM Secretariat included assistance with the drafting of the Strategy and Plan of Action to combat drugs and crime in the Region which was done in 2009.

Building on the legacy of Cricket World Cup, several facilities that were put in place to accommodate the mega cricket competition were retained and further honed to suit the Community's needs. CARICOM Heads of Government approved the implementation of an Advanced Cargo Information System. They mandated that talks continue in respect of the CARICOM visa, the CARICOM Travel Card (CARIPASS) and the Single Domestic Space arrangements that were put in place during the Cricket World Cup 2007. The CARICOM Visa was a facility used during the ICC world Cup to ensure relatively hassle free travel throughout the CARICOM Single Domestic Space. The measure worked in concert with an Advance Passenger Information System, which has

supported the close monitoring of visitors' movement in and around the Region.

The Travel Card was approved by the Twenty-Ninth CARICOM Conference of Heads of Government in July 2008 and proposals for implementing it were agreed by the Heads of Government at their Thirtieth Meeting in July 2009. The Travel Card is a voluntary regime which will allow eligible CARICOM Nationals and legal residents to clear Immigration using designated electronic gates in immigration halls. It is expected to support expedited travel throughout participating CARICOM Member States. It will be operationalised by IMPACS.

CARICOM Heads of Government signed the CARICOM Maritime and Air Space Security Co-operation Agreement and the CARICOM Arrest Warrant Treaty at 29th Meeting of the Conference of Heads of Government.

The Heads of Government also addressed the Cooperation Agreement between CARICOM and INTERPOL, at its 29th Regular Meeting in July 2008, Bolans, Antigua and Barbuda. The Heads of Government authorized the CARICOM Secretary-General to sign the Cooperation Agreement between CARICOM and INTERPOL. The Draft Co-operation Agreement between INTERPOL and the CARICOM was entered into to support police co-operation initiatives in CARICOM, through its institution IMPACS.

The issue of youth violence, a grave problem in the Region, did not escape the attention of the Community during the period under review. Situational analyses conducted under the guidance of the CARICOM Youth Commission recommended that urgent action was required to address crime among the Region's youth, in and out of school. As a consequence, a Special Meeting of the Council for Human and Social Development (COHSOD) was convened in March 2008. The Meeting mandated the CARICOM Secretariat to collaborate with international organisations and third states in developing a regional crime-prevention initiative to augment work that was already ongoing at the national

and bilateral levels.

The development of this crime prevention initiative under the umbrella of COHSOD signaled a step in promoting cooperation among Councils in the Community. In addition, it was a response to the multi-faceted, multi-sectoral approach that is required for the current nature of crimes in the Region.

The Thirteenth Special Meeting of the Conference of Heads of Government held on April 5, 2008, Port of Spain, Trinidad and Tobago, was dedicated to fully explore the crime and security issues facing the Region and to agree to a Strategy and Action Plan to stem the rising tide of violent criminality.

At the Special Summit on Crime, The Conference of Heads of Government agreed to put into operation the Action Plan formulated by the Commissioners of Police and Military Chiefs, and supported by SEPAC and CONSLE to stem criminality within the Region. Part of the plan is a strategy to combat the scourge of small arms and light weapons, together with the establishment of a Regional Integrated Ballistics Information Network (RIBN) and a Regional Investigative Management System (RIMS).

Both RIBN and the RIMS were structured to bolster investigative and prosecutorial capacity in the Region, ultimately supporting Law Enforcement. The RIBN, in particular, will facilitate the sharing of intelligence across jurisdictional boundaries. It will enable national and regional Law Enforcement agencies to overcome the obstacles and delays associated with the logistics of physical evidence exchange and give them the tools to discover and analyse links between crimes, guns and suspects.



President Barack Obama receiving a few batting tips from former West Indies cricketer Brian Lara, April 2009

Impressions of Carifesta X

Scenes from the Opening Ceremony



IV Foreign and Community Relations

Foreign Policy Coordination

The international environment is by nature constantly in flux. The related political and economic changes at both the hemispheric and international levels appear to have accelerated and deepened over the past few years under the combined forces of globalisation, free trade, market liberalisation and deepening regionalism. As a result, the contours and functioning of the international system, as well as the weighting of countries, including the small, traditionally stable but vulnerable countries of the Caribbean are being significantly refashioned. In many ways the international geopolitical and geo-economic landscape can be said to have arrived at a watershed period. The impact of several of these changes created enormous geopolitical and geo-economic challenges as well as opportunities for the Caribbean Community (CARICOM).

In its external outreach, the Caribbean Community took account of the implications of major international political and economic developments. These included the redistribution of power on the global stage with the rise of emerging economic powers such as the People's Republic of China, India and Brazil; the shifting priorities of traditional partners; the increasing presence of non-traditional actors in the Region; the global economic and financial crisis; deepening regionalism and geopolitical shifts in Latin America; heightened concerns about the increasing threat of drug and arms trafficking on regional and citizen security; and the adverse impact of climate change.

During the biennium, the Caribbean Community therefore placed emphasis on the following priority areas in its engagement with Third States and international organisations. Those priority areas were climate change, sustainable development and disaster management, transnational security threats, food security, the adverse impact of the global financial and economic crisis on the Community, food and energy security, and the initiation and

strengthening of relations with new external partners. In keeping with the Community's decision to make security the Fourth Pillar of integration, crime and security were prominently placed among the foregoing areas in bilateral, multilateral and international summits and ministerial meetings.

Against these developments in the global arena, effective foreign policy coordination was critical in articulating the Community's concerns and advancing its interests. The Community's positions on the global economic and financial crisis and the need for the proposed responses of the international decision-making bodies to take into account the peculiarities and resulting challenges of small, middle-income developing countries, were articulated through several of the Community's external partners at the meeting of the Group of 20 (G20) in London in April 2009.

Of critical concern to the Community were the graduation of Middle Income Developing Countries from concessionary financing and development assistance, a situation exacerbated by the high levels of debt of many of the Community's Member States, as well as the difficulty of access to the resources pledged by the G20 to help developing countries weather the impact of the global economic and financial crisis. Efforts were also made to sensitise the United Nations agencies and the International Financial Institutions of the effects on some CARICOM Member States consequent upon their "graduation". The Secretariat was instrumental in preparing the briefs for Member States advocating for a review of procedures and criteria related to graduation.

In the period under review, the Community also maximised opportunities in international and hemispheric fora to protect its interests on the issues which took centre stage on the global agenda. During the Sixth United Kingdom / Caribbean Forum in London, England, in May 2008, agreement was reached to deepen cooperation between the two parties in the areas of climate change, youth development,



education, training and security. The Fourth CARICOM/Spain Summit held in 2008 in Zaragoza, Spain, against the backdrop of the celebration of CARICOM Day at the World's Fair, helped to strengthen the Community's cooperation relations with Spain. Among the other fora which were attended by CARICOM Heads of Government were the Fifth Summit of the Americas and the Commonwealth Heads of Government Meeting, both held in Trinidad and Tobago in April and November 2009 respectively.

The Community took advantage of these two Summits to undertake a number of fruitful bilateral meetings at the highest level with a number of its external partners, including the United States, the United Kingdom, Canada, South Africa and Australia.

Relations with Overseas Countries and Territories (OTCs) were strengthened with visits by the CARICOM Secretary-General to the Netherland Antilles in 2008.



CARICOM Heads of Government met with United States President Barack Obama on the margins of the Summit of the Americas in Trinidad and Tobago in April 2009

Bilaterals

In the margins of the Fifth Summit of the Americas, CARICOM Heads of Government held wide-ranging discussions with His Excellency Barack Obama, President of the United States; with His Excellency Leonel Fernandez, President of the Dominican Republic on the implementation of the Economic Partnership Agreement signed with the European Community in 2008, and environmental policies related to the adaptation to climate change; and with the Honourable Stephen Harper, Prime Minister of Canada on the CARICOM-Canada Trade and Development Agreement.

Following up on the Fifth Summit of the Americas, the CARICOM Foreign Ministers met US Secretary of State Hillary Clinton in New York in September 2009. That meeting provided an opportunity for discussions on matters arising from the meeting between CARICOM Heads of Government and President Obama and a previous meeting between the Ministers and Secretary of State Clinton in Honduras in June 2009, during the Organisation of American States General Assembly. At the meeting in New York, Secretary of State Clinton was informed of CARICOM's concerns with regard to the increase in drug and arms trafficking in the Caribbean



CARICOM Heads of Government at the Summit of the Americas in April 2009 in Trinidad and Tobago. From left are the Hon Bruce Golding, Prime Minister of Jamaica, the Hon. Baldwin Spencer, Prime Minister of Antigua and Barbuda, the Hon Tillman Thomas, Prime Minister of Grenada, His Excellency Bharrat Jagdeo, President of Guyana, the Hon. Hubert Ingraham, Prime Minister of the Bahamas

sub-region as a result of anti-trafficking efforts in other sub-regions such as the Merida Initiative and to the need to have its special concerns brought to the attention of the Group of 20 (G20) where many policy decisions on issues related to the global economy are discussed and taken.



CARICOM Heads of Government met with Prime Minister Stephen Harper (centre) of Canada on the margins of the Summit of the Americas in Trinidad and Tobago in April 2009. Second from right is the Hon Dean Barrow, Prime Minister of Belize, and at right is His Excellency Edwin Carrington, Secretary General of CARICOM.

In the margins of the Commonwealth Heads of Government Meeting, CARICOM and Australia signed a Memorandum of Understanding related to International Cooperation on Development Assistance. The MOU covers areas such as Climate Change, Disaster Risk and Emergency Management, Trade Facilitation, Agriculture, and Food Security. This was the first formal meeting between the Heads of Government of CARICOM and Australia and heralded the beginning of a new political and cooperation relationship.

Over the biennium, efforts were made to maintain and strengthen political and cooperation relations with Mexico, the United States of America, Canada, the United Kingdom, Turkey, Argentina, Brazil, Japan, and with Latin America, through the newly formed Latin American and Caribbean Integration and

Development process, while new or more recent partnerships were forged or nurtured with Turkey, Austria, Italy, Spain and Germany.

The Fifth Meeting of the CARICOM-Mexico Joint Commission was held in October 2009, in Mexico City, Mexico, reinforcing the decades-old relationship between CARICOM and Mexico. The CARICOM Secretary-General in his address noted that CARICOM had benefited from projects funded by Mexico, which had resulted in the strengthening of regional institutions, the enhancement of human resource development, and the fostering of new research and development areas within the Region. He lauded the diplomatic role Mexico continued to play internationally including as a member of the United Nations.

The Region received critical support from its international partners throughout the reporting period. The Kingdom of Spain expressed support for the CARICOM Single Market and Economy and indicated interest in contributing to the CARICOM Development Fund which was set up to provide financial or technical assistance to disadvantaged countries, regions and sectors. In January 2009, Secretary-General Carrington welcomed an offer from Spain to provide technical assistance with regards to the mechanics for the management of the CDF. The finalization of the process of establishing a CARICOM-Spain Joint Fund, on which the Caribbean Community and Spain had concluded negotiations, was also completed in January 2009.

In March 2009, the Department for International Development of the Government of the United Kingdom established a Trust Fund for £5 million at the Caribbean Development Bank to assist CARICOM and the Caribbean Forum of African Caribbean and Pacific States (CARIFORUM) to boost growth and reduce poverty through trade and regional integration. The Fund, the Caribbean Aid for Trade and Regional Integration Trust Fund, was established also in March. It will be administered by the CDB and managed by a Steering Committee comprising representatives of DFID, CARICOM

and CARIFORUM.

In July 2009, Member States of CARIFORUM as well as regional organisations and non-state actors met representatives of the European Commission, EU Member States and the European Investment Bank to discuss the Roadmap for regional integration and cooperation. The Roadmap was to set out the Region's priorities, resource requirements and implementation mechanisms, including the use of resources of the 10th European Development Fund.

CARICOM welcomed support from Canada in October 2009, through the Canadian International Development Agency for the CARICOM Trade and Competitiveness Programme in Barbados. The Government of Barbados signed the amendment to the CIDA-funded Contribution Agreement, upon which Secretary-General Carrington, Mr. Douglas Williams, Minister Counsellor (Development), High Commissioner of Canada to Guyana, and Mr. William Layne, Permanent Secretary in the Ministry of Finance, Barbados, also affixed their signatures. The amendment reflected the new arrangement regarding the Office of Trade Negotiations of the Secretariat which replaced the Caribbean Regional Negotiating Machinery.

Given the critical importance of diplomacy in strengthening the voice of small states in the challenging global environment, the CARICOM Secretariat, in partnership with the Commonwealth Secretariat and the Institute of International Relations (IIR) of the St. Augustine Campus of the University of the West Indies jointly conducted a Regional Diplomatic Training Programme for Mid-Career Diplomats in CARICOM in May 2009. The objective of the Training Programme was to expose the Foreign Service Officers from across the Community to information and techniques that would enhance their skills in the conduct of diplomacy; protocol and consular functions; political reporting; and economic and political negotiation.

Preceding the Regional Diplomatic Training Programme, the CARICOM Secretariat hosted a

two-day High-level Regional Consultation on Diplomatic Training. That consultation was funded by the Commonwealth Secretariat and it brought together senior officials from CARICOM's Foreign Ministries to identify the specific diplomatic capacity-building needs in the Community.

Demonstrating its commitment to partner with CARICOM, the Federal Republic of Germany entered into a Financing Agreement with the Community worth eight million Euros, in February 2008, to support the work of the Pan Caribbean Partnership Against HIV/AIDS in the Caribbean. The grant was to be disbursed in two tranches, the first of five million and the second of three million.



CARICOM Heads of Government and DSG at the New York Stock Exchange - 20 June 2008

One of the highlights of the Community in the reporting period was the New York Conference on the Caribbean which was convened in June 2008. It was the second such forum after the historic Conference on the Caribbean held in Washington DC in June 2007. There were high level meetings between the Heads of Government and key US officials including Congressman Charles Rangel, Chairman of the Ways and Means Committee of the House of Representatives; Mr. Michael Bloomberg, Mayor of New York; Mr. Marty Markowitz, Brooklyn Borough President, and top executives of Wall Street. Efforts coordinated for a partnership between the University of the West Indies and

Medgar Evers College materialised in the signing of a Memorandum of Understanding. The MOU will enable the fostering of stronger ties between the two tertiary institutions in specific areas of importance to the Caribbean and the Diaspora in New York. At a meeting in Brooklyn, New York, focus was placed on education, trade and investment and the Diaspora's involvement in the Region's development.

Relations between CARIFORUM and the European Commission were strengthened in 2008 with the signing of a Financing Agreement totaling US\$ 2.4 Million to support sustainable management of energy resources in CARIFORUM States. CARICOM's contribution to that project totaled US\$200,000. The Energy Agreement was part of a larger programme coordinated by International Development Partners valued at more than US\$38M, to increase renewable energy resources for a more secure and competitive energy future; and ultimately to reduce this group's contribution to greenhouse gas emissions and pollution.

Due priority was given to relations with regional and inter-governmental organisations which have longstanding relations with CARICOM. Focus continued on deepening relations with the Association of Caribbean States, the Organisation of American States, the Latin American Economic System, the Central American Integration System, the Economic Commission for Latin America and the Caribbean, the Commonwealth Secretariat, the United Nations, the European Community and the African Union.

With regard to the latter, an 11-member delegation from the East African Community Secretariat (EACS) in 2008 paid a three-day visit to the CARICOM Secretariat in Georgetown, Guyana, and the CSME Unit in Bridgetown, Barbados. The visit was requested by the EACS and was aimed at studying and analysing the progressive movement of the Region's integration processes from the free trade area to common market and subsequently to CSME. The EACS had expressed an interest in understanding the role played by the CARICOM

Secretariat in the integration process; examining the regulatory framework governing the CSME and ascertaining the key processes that governed the negotiations for the CSME. The EAC is a five-member regional intergovernmental organisation headquartered in Arusha, Tanzania.

Credentials

During the biennium, Plenipotentiary Representatives from Barbados, Chile, India, Italy, Mexico, Saint Lucia, St. Vincent and the Grenadines, the United Kingdom, South Africa, Mexico and Japan presented their letters of credence to the Secretary-General and were duly accredited to the Community.

External Economic & Trade Relations

CARICOM Heads of Government at the 30th Meeting of the Conference of Heads of Government in July 2009 in Georgetown agreed that the CRNM would be referred to as the **Office of Trade Negotiations**. This decision followed an agreement by the Heads of Government at the Twentieth-Intersessional Meeting of CARICOM Heads of Government held March 2009 in Belize to "incorporate the Caribbean Regional Negotiation Machinery into the Secretariat as a Specialised Department recognising and providing for the special nature of its role and functions."

CARICOM Heads of Government at their 30th Meeting also agreed on the appointment of Ambassador Gail Mathurin as Director-General of the OTN (pictured on page 34)

The OTN now has extended responsibility for the coordination, development and execution of negotiating strategies for all the Community's external trade negotiations.

Over the biennium, the focus of the Secretariat's External Economic and Trade Relations was driven by the goal of promoting economic development of the Community, enhancing collaboration with regional and international

agencies, and securing the effective participation of Member States in the bilateral trade arrangements and the multilateral trading system.



Amb. Gail Mathurin, Director-General, Office of Trade Negotiations (OTN), CARICOM Secretariat, and Mr. Carl Greenidge, also of the OTN

In 2009, those efforts were centred on the preparation for participation in the negotiation of a Trade and Development Agreement with Canada, in collaboration with the Office of Trade Negotiations and the Organisation of Eastern Caribbean States Secretariat. The preparations followed exploratory discussions held with the CARICOM Secretariat, the then CRNM and the OECS Secretariat, and Canadian officials in 2008. The first round of negotiations was held in November in 2009 in Bridgetown, Barbados, with the Community expressing satisfaction with the round that focused on matters including market access for agricultural goods, services, culture and investment, as well as institutional issues.

With regard to the Economic Partnership Agreement, activities in 2009 focused on operationalising the EPA Implementation Unit. The Unit, headed by Mr. Brandford Isaacs, Adviser to the Secretary-General, was established in February 2009 to fast-track the implementation of the EPA. It is anticipated that the approach towards the implementation of the EPA may provide the stimulus and the foundation for the Region's effective insertion

into the global economy.

At the WTO level, the Secretariat collaborated with the CRNM in providing support to Member States in formulating Regional positions as part of the Doha Development Round.

During 2008, Regional Trade Officials underwent capacity-building training in the area of Trade Policy. The WTO, the Inter-American Development Bank–Inter-American Institute for the Integration of Latin America and the Caribbean organized three workshops in the following areas: *Non-Agricultural Market Access Negotiations, Government Procurement and a WTO Short Trade Policy Course, as well as Trade Remedies, Technical Barriers to Trade and Regional Trade Agreements.*

In addition, trade policy formulation and other capacity-building initiatives were undertaken, successfully, with significant support from the Commonwealth Secretariat's coordinated Hub and Spokes Project, which is managed by the External Economic and Trade Relations Programme of the Secretariat.

Efforts in 2008 were directed towards sensitising the Private Sector on the various Bilateral Agreements, in collaboration with the Caribbean Association of Industry and Commerce (CAIC).

The successful coordination of the Community's participation in EXPO Zaragoza in Spain was also among the achievements of the External Economic and Trade Relations in 2008.

There were various encounters in 2008, with agencies and departments of the United States Administration, including a Public Hearing by the United States International Trade Commission to a Review of Economic Growth and Development in the Caribbean Region at which senior Secretariat officials spoke on behalf of the Community. The review was undertaken pursuant to a request by the Committee on Ways and Means of the US House of Representatives in its attempts to identify ways in which U.S. trade and aid policy could assist the Caribbean Basin.

Further, as a follow-up to the Americas Competitiveness Forum and the Conference on the Caribbean, Washington, which were both held in June 2007, a Concept Paper was prepared for submission to the CARICOM Caucus of Ambassadors in Washington D.C. and it was used as the basis of a discussion on areas for possible collaboration between CARICOM and the U.S. Department of Commerce.

Advancing critical elements of the Single Economy was also the focus of the Economic Development Policy, Tax Administration and Research (EDPTA&R) Programme in 2008. During that year, the Programme focused specifically on creating the conditions for the reduction of disparities among Member States to encourage the equitable distribution of the benefits likely to accrue from the full implementation of the CSME.

Significantly, agreement was reached among CARICOM Member States to proceed with the preparation of a Strategic Plan for Regional Development which will be based on the creation of an appropriate Community policy framework to facilitate the provision of a range of regional public goods and for encouraging private sector development.

A noteworthy achievement of CARICOM solidarity in 2008 was the disbursement of more than US\$30.0 million to Member States which made requests for access to the Petroleum Fund. These resources were used for infrastructure projects.

The CARICOM Financial Services Agreement and the CARICOM Investment Code were submitted for signature by Member States. The former will provide a harmonized framework for the regulation and operations of financial institutions across the Community, while the latter is an instrument that would provide the basis for CARICOM to be designated as a single investment location by elaborating the scope of the harmonized treatment for both intra-CARICOM and extra-CARICOM investment inflows.

A Plan of Action was put forward for some CARICOM States to be designated as “*Small Vulnerable Highly Indebted Middle-Income states*” as part of the Community's advocacy efforts on this issue of critical importance for their continued development.

The period under review also saw an advanced agreement on a work programme towards formulating a framework for the coordination and harmonization of fiscal policy within the Community in accordance with Article 44 of the Revised Treaty of Chaguaramas.



Honourable Baldwin Spencer Prime Minister and Minister of Foreign Affairs of Antigua and Barbuda, shares a joke with Rt Honourable David Milliband Foreign Secretary of Great Britain as Parliamentary UnderSecretary of State for Foreign and Commonwealth Affairs Honourable Meg Munn looks on, at Lancaster House, London, July 2008

Dr. The Hon. Ralph Gonsalves, Prime Minister of St. Vincent and the Grenadines, (right) and The Hon. David Thompson, Prime Minister of Barbados (partly hidden) with President Hugo Chavez of Venezuela at the Summit of the Americas in Trinidad and Tobago in April 2009.



The Hon Dean Barrow, Prime Minister of Belize shares a light moment with President Barack Obama of the United States of America at a meeting on the margins of the Summit of the Americas, in Trinidad and Tobago, April 2009.

At the Meeting of the Secretaries-General of the Caribbean Community (CARICOM), the Association of Caribbean States (ACS) and the Central American Integration System (SICA) in Port of Spain, Trinidad and Tobago, 2009, are from left, Amb. Irwin LaRocque, Assistant Secretary-General Trade and Economic Integration, CARICOM Secretariat; Ms. Glenda Itiaba, Chef de Cabinet, Office of the Secretary-General, CARICOM Secretariat; His Excellency Juan Daniel Alemán, Secretary-General of the Central American Integration System (SICA); His Excellency Luis Fernando Andrade Falla, Secretary-General of the Association of Caribbean States (ACS); His Excellency Edwin Carrington, Secretary-General of CARICOM; and Amb. Colin Granderson, Assistant Secretary-General Foreign and Community Relations, CARICOM Secretariat.



V Operations of the Secretariat

In the period under review, the Office of the Deputy Secretary-General (ODSG) continued to focus on organisational efficiency and effectiveness and standards of accountability and transparency. This Office has responsibility for corporate functions namely, Finance, Human Resource Management, Procurement, Resource Mobilisation, Technical Assistance to Member States, Integrated Information Services, the Documentation Centre and Registry, Administrative Services and Strategic Planning and Monitoring and Evaluation. The Office is also responsible for the technical programme areas of Statistics and Information and Communication Technology for Development (ICT4D).

In the execution of the normal corporate functions of the Office, two hundred and seventy six (276) meetings of the Community were serviced and managed; and specialised staff were recruited for the implementation of the Caribbean Institutional Strengthening Programme (9th EDF CISP) funded by the European Union.

Several in-house, on-line and external training programmes were organised for Staff in several areas. In addition to the annual staff orientation exercises, the training programmes included Project Management, Performance Measurement, Procurement, Records Management, Document Reproduction Systems and Procedures Management and Advanced Digitisation Techniques. Training was also provided in the area of negotiating Preferential Trade Agreements.

In addition to the routine corporate functions the following special initiatives were undertaken 2009:

- three studies were completed which provided recommendations for integrating the business processes of the Secretariat; further strengthening the Human Resources function; and for the preparation of a new Strategic Plan for the Secretariat. Further information on these three studies is

provided below;

- building on steps taken previously, additional measures were taken to further expand and strengthen programme budgeting procedures applied in the preparation and management of the Work Programme and Budget. This initiative was in keeping with the recommendations of Twelfth Meeting of the Budget Committee (Guyana, 2008). The introduction of these additional measures further supports the Results Based Management approach which underpins the planning and implementation of the Secretariat's Work Programme;
- the Secretariat's Procurement Manual was revised in accordance with international best practices;
- the strengthening of operational systems and capacity building in the Administrative Services Programme to include enhanced asset management procedures;
- the videoconferencing facility was expanded to include the CARICOM Representation Office in Haiti. Video-Conferencing facilities are now available in all CARICOM Member States. Additionally INFOKIOSKS, made available by the government of India, were installed in Guyana and in Belize. This now brings to 14 the number of kiosks established in Member States;
- the hosting of the first Information and Communication Technology Youth Festival in May 2009 as part of the activities to mark World Telecommunications and Information Society Day. The theme of this event was Protecting Children in Cyber Space. Students from twenty-four (24) primary and secondary schools in Guyana participated in five (5) workshops on the use of digital technology for the production of videos and music and the creation of websites;

Strategic Planning Monitoring and Evaluation

The Strategic Planning and Monitoring and Evaluation (SPM&E) Programme continued to pursue its general objectives of promoting, mentoring and supporting Staff in developing an appreciation of good Project Management Principles in the implementation of the Work Programme and Budget; and the institutionalisation of the Results Based Management approach to monitoring the performance of Programmes. While some incremental changes were observed during the 2009, continued efforts and support are required to bring all staff to the appropriate skill levels.

The SPM&E Programme, working closely with Staff at all levels, completed a Draft Strategic Plan (2010 – 2015) for the CARICOM Secretariat. In this exercise, a wide range of consultations were held in Member States and involved both Government Officials and Representatives of Civil Society. This Draft Document will be submitted to the Twenty-Six Meeting of the Community in June 2010 for final approval.

Human Resource Management

With the completion of the study on Performance Management during the period under review, the Secretariat concluded the preparation of a comprehensive package of recommendations which will be used to guide the reform and strengthening of the Human Resource function. This package also includes recommendations from studies completed during 2007 - 2008 namely, a Human Resource Audit and Work Force Assessment; and a Job-Evaluation and Reclassification Exercise. With this package of recommendations, the Secretariat will be better positioned during the 2010-2011 biennium to work towards a more objective measurement of individual staff performance; to incorporate measurement / management of performance at the Directorate / Divisional levels, and to integrate elements of the performance management system for the measurement of organisational performance.

Resource Mobilisation and Technical Assistance

In the biennium, the Resource Mobilisation Unit focused on institutionalising a Co-ordinated approach to International Development Partners (IDPs) and to Harmonised Reporting. Attention was also given to new modalities for receiving and managing financial resources received from IDPs. One such modality introduced is the establishment of an Aid for Trade Trust Fund at the CDB, financed by DFID.

In addition to the management of existing Agreements arrangements, negotiations were completed with the Government of Spain on arrangements for a Joint Fund with Spain which is expected to bring more maturity to the Secretariat's Development Finance Cooperation with IDPs.

Technical Action Service Unit

The Technical Action Service Unit (TASU) concluded the capacity development initiative for Member States which had commenced in 2004. During 2009, the last three (3) of the thirty-one (31) training sessions were conducted. This initiative was designed to facilitate on-the-job training for those key officials in Member States who are responsible for *inter alia* the implementation of decisions related to the CSME.

During the year under review, TASU also commenced work on the issues and constraints related to the participation of stakeholders and beneficiaries in decision-making, implementation and the operation of the CSME. During the implementation of this intervention which is being carried out in five (5) Member States, emphasis is being placed on approaches to more effectively engaging non-state actors and other stakeholders in the consultative, decision-making and implementation processes of the CSME. One of the outcomes of this intervention would be a determination of the kinds of arrangements and infrastructure that should exist in Member States to support effective participation.

Integrated Information Systems

With respect to the application of information technology to the improvement in the operations of the Secretariat, proposals for the integration of the business processes, (finance, human resources, document management and project management) of the organisation contained in a study conducted in 2009 were reviewed and accepted in principle. The next phase of the initiative - the application of technology in the integration of the business processes of the organisation - will focus on the mobilisation of resources to implement the proposal and recommendations.

In addition to its routine services to the CARICOM Secretariat, IIS services were also extended to the Offices of the CARICOM Competition Commission and the Caribbean Regional Information and Translation Institute, both located in Suriname.

Information Communication Technology for Development (ICT4D)

With a mandate to contribute to the advancement of the application of Information and Communication Technologies (ICTs) in social and economic development, and to shape the transformation of the Community into a knowledge-based society, the Secretariat has been engaged in a process of completing a Regional Information and ICT4D Action Plan and Strategy as well as a Work Plan for 2009 - 2012. The Secretariat was also involved in the development of the information society indicators and information-sharing, and innovation through the Caribbean Information Society (CARIB-IS) project supported by the European Union. The Secretariat is supported in its work by a Regional ICT Steering Committee comprising representatives of Member States.

During 2009 the ICT4D mandate was extended by the Conference of Heads of Government (30th Meeting, Guyana, July 2009) to include a longer term strategy and plan of action for the ICT sector into 2020.

The ICT4D programme also provided support to International and Regional Organisations such as the International Telecommunication Union, the United Nations Economic Commission for Latin America and the Caribbean (ECLAC), the Caribbean Centre for Development Administration (CARICAD), the Caribbean Knowledge and Learning Network (CKLN); and the Caribbean Telecommunications Union.

Statistics

The Statistics Sub-Programme continued its focus on strengthening statistical capacity in Member States and Associate Members in order to provide statistical products for policy formulation and decision-making. Working closely with the Standing Committee of Caribbean Statisticians (SCCS) and the Advisory Group on Statistics (AGS) of the Standing Committee, the following initiatives were completed:

- a) the fourth Seven-Week Workshop in Demographic Analysis. The number of persons trained has increased to approximately ninety five (95). This now provides a more sustainable base for Social Statistics and Population and Household Census related work;
- b) training in the conduct of Censuses to include Census Methodology, Training and Organisation, Questionnaire Design, Data Processing and Data Dissemination using CensusInfo. Training was also provided in the area of Mapping/Geographic Information Systems.
- c) training in the area of Social / Gender Statistics and Indicators inclusive of the Caribbean Specific Millennium Development Goals Indicators (MDGs);
- d) training in the area of Economic Statistics. Technical Working Groups have been established and are functioning in the areas of National Accounts / Trade in Services Statistics / Short-Term Indicators and in Merchandise Trade;

- e) training in the UN Devinfo dissemination software for Member States and the OECS Secretariat
- f) the establishment of online facilities for the dissemination of Merchandise Trade Statistics; and for the dissemination of Census data;
- g) the observance of the First Caribbean Statistics Day.

The training and other interventions undertaken by the Statistics Programme were supported by financial and technical assistance received from several international and regional agencies. These included the Caribbean Development Bank, the European Community (9th EDF Caribbean Integration Support Programme), the Inter-American Bank, the United Nations Population Fund; the European EUROSTAT, International Labour Organisation), United Nations Educational, Scientific and Cultural Organisation, the United Nations Statistics Division; and the Partnership in Statistics for the 21st Century (PARIS21)

Documentation Centre

The Documentation Centre benefitted in the biennium, from a training programme in advanced digitisation techniques under the US-funded Digital Library of the Caribbean Project (**dLOC**). This was facilitated by Mark Sullivan and Brooke Wooldridge of the University of Florida and Florida International University respectively.

The **dLOC** facilitates the collaborative sharing of digitized institutional resources including newspapers which reflect the Caribbean history, culture and identity. The CCS contribution to the digital Library focuses on the various CARIFESTAs held between 1972 and 2008. The Documentation Centre has already digitized some of the Community's historical documents and commenced the digitization of CCS out of print publications during the first quarter of 2009.

Guidelines for the declassification of the CARICOM Secretariat's documents were revised during 2008 in preparation for the recommencement of the declassification exercise that began early in 2009. The CARICOM Secretariat's Meeting documents were last declassified at the 44th Meeting of the Common Market Council in 1997. The documents emanating from the 1997 - 2003 Meetings of the Council for Human and Social Development (COHSOD) as well as those from Meetings of the Council for Finance and Planning (COFAP) are scheduled for declassification. During 2009, the list of approximately 1,550 previously declassified documents was checked against lists submitted to the various Councils over the years. It is proposed to release the list of documents pertaining to Agriculture during 2010.

The Documentation Centre continues to provide upon request, electronic copies of all CCS documents to CARICOM member states. This is possible with its improved capacity for electronic storage. Over 5,000 CCS documents have been archived to date.

A one-day Records Management Seminar was convened at the Secretariat during December 2009, for staff involved in the management of CCS records. This Seminar was supported by a wide cross-section of CCS staff who benefited from discussions which included the Governance of corporate records and also legal and security aspects. Staff also had the opportunity to view a demonstration of the CCS Electronic Records Management System. The Seminar was facilitated by Mr Emerson Bryan, Information and Document Management Officer of the Office of Trade Negotiations, CARICOM Secretariat. A follow up seminar on Archives Management is scheduled for the 2nd Quarter of 2010.

Finance and Budget

2008

In the year 2008, the Community Council approved a budget of **EC\$45,476,828** for the CARICOM Secretariat to be financed by Member States. This budget together with other income of **EC\$71,248** represented the total income of the Secretariat.

The CARICOM Secretariat also received **EC\$22,393,936** from International Development Partners (IDPs) for specific programmes and projects some of which span a number of years, as advances for spending in the current and future financial years.

In 2008 the Secretariat expended **EC\$ 45,981,168** from Member States' resources. With respect to funding from IDPs the sum of **EC\$18,425,504** was expended.

2009

In 2009, the Community Council approved a budget of **EC\$45,476,828** for the CARICOM Secretariat. This budget funded by contributions from Member States together with other income of **EC\$90,683** comprised income for the year 2009 totalling **EC\$45,567,511**. The CARICOM Secretariat also received **EC\$43,398,548** from IDPs.

In 2009, actual expenditure from Member States' resources amounted to **EC\$45,399,157**. With respect to funding from IDPs, the sum of **EC\$60,356,337** was expended.

The table below provides a summary of expenditure funded from Member States contributions for the years 2008 and 2009:

Expenditure Categories	2008		2009	
	Approved Budget EC\$	Actual Expenditure EC\$	Approved Budget EC\$	Actual Expenditure EC\$
Head I - Human Resource Costs	33,537,032	33,351,894	33,899,992	34,333,716
Head II - Other Operating Expenses	11,177,776	11,857,413	11,356,836	10,875,428
Head III - Capital Expenditure	762,020	771,861	220,000	190,013
TOTAL	45,476,828	45,981,168	45,476,828	45,399,157

The Secretariat received unqualified opinions on its **Financial Statements for 2008 and 2009** from the External Auditors.

Agreements

With its goal of ensuring the efficiency and expeditious delivery of legal and advisory services in support of the implementation of the decisions of the Community, the Office of the General Counsel continued to provide critical support for the establishment of the CARICOM Single Market, the implementation of the CARICOM Single Economy, and general legal advice.

The new instruments that were entered into by the Caribbean Community during 2008 and 2009 were:

1. Agreement between the Government of the Republic of Suriname and CARIFORUM in Respect of the Caribbean Regional Information and Translation Institute (CRITI) (headquartered in the Republic of Suriname). This Agreement was signed by H.E. Mr. Edwin W. Carrington on behalf of CARIFORUM and H.E. Drs. Rinaldo Ronald Venetiaan on behalf of the Republic of Suriname in the Republic of Suriname on 17 January 2008.
2. Agreement Establishing the Caribbean Community Accreditation Agency for Education and Training which was opened for signature in Nassau, The Bahamas at the 19th Intersessional Meeting of the Conference of Heads of Government, 7-8 March 2008.
3. Agreement Establishing the Caribbean Aviation Safety and Security Oversight System (CASSOS) which was opened for signature at the 10th Ordinary Meeting of the Legal Affairs Committee in Gros Islet, Saint Lucia on 9 May 2008.
4. CARICOM Arrest Warrant Treaty which was opened for signature in Bolans, Antigua and Barbuda at the 29th Meeting of the Conference of Heads of Government, 1-4 July 2008.
5. CARICOM Maritime and Airspace Security Cooperation Agreement which was opened for signature in Bolans, Antigua and Barbuda at the 29th Meeting of the Conference of Heads of Government, 1-4 July 2008.
6. Agreement Establishing the Caribbean Disaster Emergency Management Agency (CDEMA) which was opened for signature in Bolans, Antigua and Barbuda at the 29th Meeting of the Conference of Heads of Government, 1-4 July 2008.
7. Agreement Relating to the Operation of the CARICOM Development Fund (CDF) which was opened for signature in Bolans, Antigua and Barbuda at the 29th Meeting of the Conference of Heads of Government, 1-4 July 2008.
8. Cooperation Agreement between the Caribbean Community (CARICOM) and the International Criminal Police Organization (ICPO-INTERPOL) The purpose of this Cooperation Agreement is to establish a framework for cooperation between the Parties, within their respective competencies and subject to their respective rules and regulations.
Signature: The International Criminal Police Organisation (INTERPOL) - 19 March 2009 / The Caribbean Community (CARICOM) - 25 February 2009
9. Memorandum of Understanding issued by the Government of Australia and the Caribbean Community (CARICOM) regarding International Cooperation on Development Assistance (Signed in Port of Spain, Trinidad and Tobago, on the 29 November 2009)

In this Memorandum of Understanding CARICOM and Australia will cooperate to improve the economic well-being of all their citizens, to defend and strengthen their Government structures and to provide for social stability and security.
Signature: The Caribbean Community (CARICOM) - 29 November 2009 / Australia - 29 November 2009.

VI Appendices

THE CARIBBEAN COMMUNITY SECRETARIAT

Executive Management

The task of drawing together the separate but interlocking strands of the Work Programme of the CARICOM Secretariat falls under the ambit of the Secretary-General - the Chief Executive Officer of the Caribbean Community (CARICOM) who is assisted by the Deputy Secretary-General, the General Counsel, and the Assistant Secretaries-General responsible for Regional Trade and Economic Integration, Foreign and Community Relations, Human and Social Development, and the Caribbean Forum of African, Caribbean and Pacific States, respectively. (Please see next page for Executive Management Gallery).

Administrative leadership, political and technical advice and support for the work of the Organs of the Community and Member States are provided through this means.

The CARICOM 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, Cuba and the Dominican Republic.

FUNCTIONS OF THE CARICOM SECRETARIAT:

- Service meetings of the Organs and Bodies of the Community and take appropriate follow-up action to such meetings;
- Initiate, organise and conduct studies on issues for the achievement of the objectives of the Community;
- Provide, on request, services to Member States of the Community on matters relating to the achievement of its objectives;
- Collect, store and disseminate to Member States of the Community information relevant for the achievement of its objectives;
- Assist Community Organs in the development and implementation of proposals and programmes for the achievement of objectives of the Community;
- Prepare the draft budget of the Community for examination by the Budget Committee;
- Provide, on request, technical assistance to national authorities to facilitate implementation of Community decisions;
- Conduct, as mandated fact-finding missions in Member States; and
- Initiate or develop proposals for consideration and decision by competent Organs in order to achieve Community objectives.



Executive Management



*His Excellency Edwin Carrington
Secretary-General*



*Her Excellency
Ambassador Lolita Applewhaite
Deputy Secretary-General*



*Ms. Cheryl Thompson-Barrow
General Counsel*



*Dr. Edward Greene
Assistant Secretary-General
Human and Social Development*



*His Excellency
Ambassador Colin Granderson
Assistant Secretary-General
Foreign and Community Relations*



*His Excellency
Ambassador Irwin LaRocque
Assistant Secretary-General
Trade and Economic Integration*



*His Excellency Willys Ramirez,
Assistant Secretary-General,
CARIFORUM*



*Dr. Maurice Odle,
Economic Adviser to the
Secretary-General*



*Her Excellency Gail Mathurin,
Director-General Office
of Trade Negotiations*

Organs and Institutions of the Caribbean Community

The Caribbean Community has the following objectives identified in Article 6 of the Revised Treaty:

- Improved standards of living and work;
- Full employment of labour and other factors of production
- Accelerated, coordinated and sustained economic development and convergence;
- Expansion of trade and economic relations with third States;
- Enhanced levels of international competitiveness;
- Organisation for increased production and productivity;
- 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;
- Enhanced co-ordination of Member States' foreign and [foreign] economic policies;
- Enhanced functional cooperation including:
 - More efficient operation of common services and activities for the benefit of its peoples
 - Accelerated promotion of greater understanding among peoples and the advancement of their social, cultural and technological development
 - Intensified activities in areas such as health, education

The principal organs of the Community are:

- The Conference of Heads of Government commonly called 'The Conference'
- The Community Council of Ministers commonly called 'The 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 and is the final authority of the Community.

The primary responsibility of the Conference is to determine and to provide the policy direction for the Community. It is the 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. Decisions of the Conference are generally taken unanimously.



Bureau of the Conference

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 Bureau consists of the incumbent Chairman of the Conference, as Chairman, as well as the incoming and outgoing Chairmen of the Conference and the Secretary-General in his capacity as the Chief Executive Officer.

The responsibilities of the Bureau are to:

- Initiate proposals
- Update consensus
- Mobilise and secure implementation of CARICOM decisions in an expeditious and informed manner

The Community Council of Ministers (The Council)

The Council is the second highest Organ. It consists of Ministers responsible for Community Affairs and any other Minister designated by Member States in their absolute discretion. It is responsible for the development of Community strategic planning and coordination in the areas of economic integration, functional cooperation and external relations.

Community Organs

The principal organs of the Community are assisted in the performance of their functions by the following four Ministers Councils:

- The Council for Trade and Economic Development (COTED) promotes trade and economic development of the Community and oversees the operations of the CSM&E;
- The Council for Foreign and Community Relations (COFCOR) determines relations with international organisations and third states;
- The Council for Human and Social Development (COHSOD) promotes human and social Development;
- The Council for Finance and Planning (COFAP) coordinates economic policy and financial and monetary integration of Member States.
- The Council for National Security and Law Enforcement (CONSLE) coordinates security and law enforcement arrangements across the Community.

Bodies of the Community are:

The Legal Affairs Committee

The Budget Committee

The Committee of Central Bank Governors

The existing Institutions of the Caribbean Community are:

Caribbean Meteorological Institute	(CMI)
Caribbean Meteorological Organisation	(CMO)
Caribbean Environmental Health Institute	(CEHI)
Caribbean Agriculture Research and Development Institute	(CARDI)
Association of Caribbean Community Parliamentarians	(ACCP)
Caribbean Centre for Development Administration	(CARICAD)
Caribbean Food and Nutrition Institute	(CFNI)
CARICOM Implementation Agency for Crime and Security	(IMPACS)
Caribbean Examination Council	(CXC)
Caribbean Aviation Safety and Security Oversight System	(CASSOS)
Caribbean Disaster Emergency Management Agency	(CDEMA)

Under the Treaty, the following entities are Associate Institutions of the Community:

Caribbean Development Bank	(CDB)
University of Guyana	(UG)
University of the West Indies	(UWI)
Caribbean Law Institute / Caribbean Law Institute Centre	(CLI / CLIC)
The Secretariat of the Organisation of Eastern Caribbean States	(OECS)



Acronyms

ACP	African, Caribbean and Pacific States
ACCP	Association of Caribbean Community Parliamentarians
ACS	Association of Caribbean States
BPoA	Barbados Programme of Action
CAIC	Caribbean Association of Industry and Commerce
CAMID	Caribbean AgriBusiness Marketing intelligence and Development Network
CARIB-IS	Caribbean Information Society Project
CARDI	Caribbean Agriculture Research and Development Institute
CAREC	Caribbean Epidemiology Centre
CARICOM	Caribbean Community
CARIFESTA	Caribbean Festival of Arts
CARIFORUM	Caribbean Forum of ACP States
CARPHA	Caribbean Public Health Agency
CARTAC	Caribbean Regional and Technical Assistance Centre
CASSOS	Caribbean Aviation Safety and Security Oversight System
CCDP	Caribbean Capacity Development Project
CCJ	Caribbean Court of Justice
CDB	Caribbean Development Bank
CDERA	Caribbean Disaster Emergency Response Agency
CDTA	CARICOM Double Taxation Agreement
CEHI	Caribbean Environment Health Institute
CET	Common External Tariff
CFNI	Caribbean Food and Nutrition Institute
CIDA	Canadian International Development Agency
CLA	Committee of Lead Agencies / Associations
CLDF	CARICOM Legal Drafting Facility
CMO	Caribbean Meteorological Organisation
COFCOR	Council for Foreign and Community Relations
COFAP	Council for Finance and Planning
COHSOD	Council for Human and Social Development
COTED	Council for Trade and Economic Development
CPAGCC	Caribbean Planning for Adaption to Global Climate Change
CRDTL	Caribbean Regional Drug Testing Laboratory
CREDP	Caribbean Renewable Energy Development Programme
CRNM	Caribbean Regional Negotiating Machinery
CROSQ	CARICOM Regional Organisation for Standards and Quality
CSA	Caribbean Shipping Association
CSME	CARICOM Single Market and Economy
CTO	Caribbean Tourism Organisation
CVQ	Caribbean Vocational Qualification

CYAP	CARICOM Youth Ambassador Programme
DFID	Department of International Development
EC	Eastern Caribbean
EEC	European Economic Commission
EPA	Economic Partnership Agreement
EU-LAC	European Union - Latin American and the Caribbean
FCR	Foreign and Community Relations
FOODEX	International Food and Drink Exhibition
FTAA	Free Trade Area of the Americas
HFLE	Health and Family Life Education
IATA	International Air Transport Association
IBRD	International Bank for Recommendation and Development
ICAO	International Civil Aviation Organisation
IDB	Inter-American Development Bank
IDB-INTAL	Inter-American Development Bank-Inter-American Institute for the Integration of Latin America and the Caribbean
IICA	Inter-American Institute for Cooperation on Agriculture
JICA	Japan International Cooperation Agency
MDC	More Developed Country
MDGs	Millennium Development Goals
OAS	Organisation of American States
OECS	Organisation of Eastern Caribbean States
PANCAP	Pan Caribbean Partnership Against HIV/AIDS in the Caribbean
PEP	Public Education Programme
SIDS	Small Island Developing States
SME	Small and Medium-sized Enterprise
STI	Sexually Transmitted Infection
TASU	Technical Action Service Unit
UN	United Nations
UK	United Kingdom
UN/AIDS	United Nations Acquired Immune Deficiency Syndrome
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNGA	United Nations General Assembly
UNCTAD	United Nations Conference on Trade and Development
UNECLAC	United Nations Economic Commission for Latin America and the Caribbean
UNSD	United Nations Statistics Division
USAID	United States Agency for International Development
UWI	University of the West Indies
WSIS	World Summit on the Information Society
WTO	World Trade Organisation





Heads of Government and Delegations 19th Intersessional Nassau, The Bahamas, March 2008

Seated from left : Dr the Honourable Keith Mitchell (Grenada); Honourable Baldwin Spencer (Antigua and Barbuda); His Excellency Edwin Carrington (Secretary-General CARICOM), Rt Honourable Hubert Ingraham (The Bahamas); Honourable David Thompson (Barbados) His Excellency Donald McKinnon (Secretary-General of The Commonwealth); Honourable Patrick Manning (Trinidad and Tobago)

Standing from Left: Honourable Michael Browne (St Vincent and the Grenadines); Honourable Reuben Meade (Montserrat); Honourable Roosevelt Skerritt (Dominica); Honourable Dale Butler (Bermuda), Honourable Bruce Golding (Jamaica); and Honourable Dean Barrow (Belize)



Heads of Government and Delegations 30th Meeting of the Conference of Heads of Government, Georgetown, Guyana, July 2009

Seated from left: Honourable Patrick Manning (Trinidad and Tobago); Honourable Roosevelt Skerritt (Dominica); His Excellency Edwin Carrington (Secretary-General CARICOM); His Excellency President Bharrat Jagdeo (Guyana); Honourable Dean Barrow (Belize); His Excellency President Runaldo Venetiaan (Suriname) and Rt Honourable Hubert Ingraham (The Bahamas).

Standing from left: Honourable Delano Bart (St Kitts and Nevis); Honourable Mark Scotland (Cayman Islands); Honourable Tillman Thomas (Grenada); Dr the Honourable Ralph Gonsalves (St Vincent and the Grenadines); Honourable Dr Ewart Brown (Bermuda); Honourable Baldwin Spencer (Antigua and Barbuda); Honourable David Thompson (Barbados); Honourable Bruce Golding (Jamaica); Honourable Stephenson King (Saint Lucia) and Honourable Osbourne Fleming (Anguilla).