



ANNUAL REPORT

OF THE SECRETARY-GENERAL

2014





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CARIBBEAN COMMUNITY SECRETARIAT

Guyana

2019

Caribbean Community (CARICOM) Secretariat

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Caribbean Community

July 2015

TO: The Conference of Heads of Government

It gives me great pleasure to submit herewith a Report of the work of the Community for the period January to December 2014, 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, reading 'Irwin Laroque', written in a cursive style.

IRWIN LAROQUE
SECRETARY-GENERAL

INTRODUCTION

The past year was an important milestone for our Caribbean Community (CARICOM). In July, Heads of Government approved our Community's first-ever Five-Year Strategic Plan (2015-2019). This Plan represents an essential strategic repositioning for our Community as we seek to secure our future in a rapidly changing and often hostile global environment.

It also seeks to reposition the Community and build resilience to put us in a position to withstand the effects of global challenges, such as climate change and the global economic and financial crises. It promotes avenues for growth and development, through accelerating implementation of the CARICOM Single Market and Economy (CSME), the use of technology, building and enhancing our human capital and harnessing our natural resources. Allied with the employment of innovation and research and the creativity of



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

our people, the platform is there for providing jobs and business opportunities so critical to the sustainable development of our Community. The Member States, the CARICOM Secretariat and the Regional Institutions are the Plan's Implementing Partners.



Secretary-General Ambassador LaRocque addresses the Opening Ceremony of the Thirty-Fifth Regular Meeting of the Conference of Heads of Government, held in Antigua and Barbuda in July

Heads of Government have defined the Plan's key areas of intervention which will serve as the Community's high-priority areas of focus. Implementation of this Plan is a major step in CARICOM's on-going Reform Process as we seek to become more efficient, accountable and above all, increase our responsiveness to the needs of the Community. The people of the Region should therefore more readily feel the difference that integration makes in their lives.

An example of that difference was demonstrated by the Caribbean Public Health Agency (CARPHA), an institution of the Community, as it dealt with issues related to the health threats of Chikungunya and Ebola. The critical nature of those threats was highlighted at a Special Session of the Conference of Heads of Government in November in Port of Spain, Trinidad and Tobago. Heads of Government agreed on a collective course of action aimed at stemming the significant threats posed by these two diseases.

As we seek to enhance our human capital, a Commission on Human Resource Development (HRD) has been established to design a holistic approach to transforming education and training. The Commission's mandate is to shape a Regional

Education and Human Resource Development 2030 Strategy which would align our citizens more closely with the expectations, needs, and imperatives of HRD for the 21st Century. Success in creating that pool of human resource talent will provide both the public and private sectors with the requisite skills to promote the Community's Growth Agenda.

Strengthening relations between the public and private sectors received a boost through an exchange of views between Heads of Government and selected Leaders of Industry and Commerce during the Thirty-Fifth Regular Meeting of the Conference, in July in Antigua and Barbuda. That engagement was a tangible demonstration of the commitment to involve a critical driver of economic growth in a mutually beneficial partnership.

Another key stakeholder was engaged earlier in the year, when I held a social media interaction with the Community's youth in January. The purpose of the forum was to expose young people across the Region, to the work of the Community, the Secretariat and the Regional Institutions. Over thirty-seven thousand hits were received from users of the CARICOM Youth Ambassadors' (CYA) Facebook page during the forum.



Secretary-General Ambassador LaRocque fields questions during his social media interaction with the Community's Youth in January which was moderated by Cindy Morquette, Dean of the CARICOM Youth Ambassadors

A major step was taken during the year towards boosting trade in agriculture with the start-up of the Caribbean Agricultural Health and Food Safety Agency (CAHFSA). CAHFSA's work is vital for the establishment of an effective sanitary and phytosanitary (SPS) regime and for the harmonisation of laws, administrative practices and procedures in respect of agriculture.

An important issue involving the use of marijuana, was addressed by Heads of Government in July, when they established a Regional Commission on Marijuana. The Commission will conduct a rigorous enquiry into the social, economic, health and legal issues surrounding marijuana use in the Region.

Two new Heads of Government, Hon. Gaston Browne, Prime Minister of Antigua and Barbuda and Hon. Donaldson Romeo, Premier of Montserrat, joined the Conference of Heads of Government after leading their parties to victory at the polls. Hon. Roosevelt Skerrit of Dominica remained a member of the Conference, having been returned to office in that country's elections.

At the Opening Ceremony of the meeting of the Conference in July, an outstanding Bahamian and Caribbean woman, Ms Marion Bethel, was bestowed with the CARICOM Triennial Award for Women.



Ms Marion Bethel receives the CARICOM Triennial Award for Women from CARICOM Chairman, Hon. Gaston Browne, Prime Minister of Antigua and Barbuda



Secretary-General Ambassador LaRocque presents Ms Michele Henderson with an award for winning the CARICOM Song Competition

That ceremony also was the occasion for the unveiling of the CARICOM song, written and produced by Ms Michelle Henderson of Dominica, in collaboration with her husband, Mr Roland Delsol Jnr as well as her band and other music colleagues in Dominica. The song was selected through a region-wide competition held in 2013.

Ms Henderson gave a dramatic rendition of *Celebrating CARICOM* which is now the official song of the Community.

In February, the Community welcomed Ambassador Manorma Soeknandan as the new Deputy Secretary-General. The Surinamese national is a lawyer by profession. She has served her country in both the legal and diplomatic areas, including as a former Ambassador to CARICOM.

In the coming year, our Community embarks on a new journey as it marks the start of our first-ever Five-Year Strategic Plan. This Plan is a bold step



Ambassador Manorma Soeknandan, Deputy Secretary-General, CARICOM Secretariat

that demonstrates our determination to provide the best options for our growth and development. It also signals a dynamic and exciting period in our determined efforts to create a sustainable, secure and viable Community for all our peoples.



Section I

REFORM PROCESS IN CARICOM



Community Strategic Plan

2014 heralded the completion of the first-ever Community Strategic Plan entitled ***Strategic Plan for the Caribbean Community (CARICOM) 2015-2019: repositioning CARICOM***. Heads of Government approved the Plan at their Thirty-Fifth Regular Meeting held in Antigua and Barbuda in July.

The Plan was prepared following extensive consultations, in 2013, with stakeholders in all Member States and in two Associate Members (the British Virgin Islands and the Turks and Caicos Islands). The arrangements for the consultations were coordinated by Change Drivers appointed by Heads of Government in 2013. The Change Drivers serve as focal points for and coordinate and facilitate matters related to the change process in their respective countries.

A Change Facilitation Team (CFT) appointed in 2012, facilitated the consultations which benefitted from the insights and experiences of Heads of Government and Ministers as well as representatives of the public and private sectors, labour, civil society, the youth, Community Institutions and the Secretariat, in crafting the Plan for CARICOM's growth and development.

The Plan outlines an ambitious roadmap for the strategic repositioning of the Community. It is grounded in a resilience model for socio-economic progress and sets out the -

- **Vision, Mission and Core Values of the Community;**
- **Priority areas for attention in the period 2015-2019;**
- **Requirements for effective implementation;**
- **Means for monitoring and measuring the results on implementation; and**
- **Role of the Secretariat.**

It identifies eight Strategic Priorities for the Community over the five-year period, and key areas of intervention for each. The Strategic Priorities are: Economic Resilience; Social Resilience; Environmental Resilience; Technological Resilience; Strengthening the CARICOM Identity and Spirit of Community; and Strengthening Community Governance along with Coordinated Foreign Policy, Research and Development and Innovation.



Consultations in The Bahamas (L) and Belize (R) on the Community Strategic Plan

Given the Community's limited resources, there was need to further prioritise the areas of intervention laid out in the Plan. On the recommendation of the

Secretary-General, Heads of Government agreed to accord high-priority to the following eleven areas for focused implementation over the next five years:



In September, work commenced to draft an implementation plan for the Strategic Plan. The Member States, the Secretariat and Community Institutions are working together, as Implementing Partners of the Plan, to ensure a coherent approach towards achieving the goals under the eleven high priority areas. By the end of the year, the draft, which had benefitted from inputs of the CARICOM Secretariat and Community Institutions, had been

sent to Member States for input. The draft will be discussed among all the Implementing Partners early in 2015.

The *Strategic Plan* identifies, *inter alia*, effective monitoring, evaluation and reporting as critical for its successful implementation. The Plan states that *Strong monitoring, evaluation and reporting will, among other things, ensure that progress is 'visible'*

to stakeholders and beneficiaries; that weaknesses are quickly identified and addressed; that targets are achievable; and that the Plan itself remains relevant to the needs of the Region. Towards the end of the year, work began to develop and implement a gender sensitive Results Based Management (RBM) System for the Plan.

Restructuring the CARICOM Secretariat

Critical for carrying the Reform Process forward, and in particular, for the restructuring of the CARICOM Secretariat, is the establishment of a **Change Management Office (CMO)**. The CMO is being established within the Office of the Secretary-General to assist the Secretary-General in driving the internal (Secretariat) transformation. It will also coordinate and provide support to the other implementing partners of the Plan. Towards the end of the year, work commenced to recruit personnel for that office. Key skills and expertise include organisational development, change management, strategic management, human resource management and business process re-engineering.

The CMO and its staff will carry forward the work of the Change Facilitation Team (CFT) which came to an end with the approval of the Community Strategic Plan.

The Strategic Plan identifies the role of the CARICOM Secretariat as vital for successful implementation and management of the Regional Integration Agenda. It underscores that reform of the Secretariat will prepare the organisation to fulfill its evolving mandate that will take it beyond administration to strategic management of the Community, and provide key services identified by stakeholders, in collaboration with Community Institutions, where appropriate. These services include strategic management, public policy

development, legal assistance, servicing the Organs and Bodies, public education, resource mobilisation and capacity building/support for Member States.

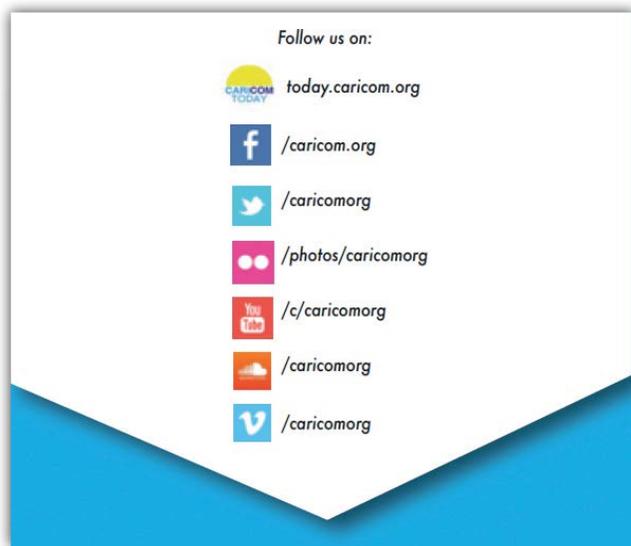
Even while awaiting the establishment of the Change Management Office, the Secretariat continued its efforts at reform, particularly in the areas of finance and accounting, and communications.

In **finance and accounting**, steps were taken to make the Organisation's practices and procedures compliant with International Public Sector Accounting Standards (IPSAS). This is in keeping with a recommendation of the Organisation's Audit Committee, established in 2011. Work began on the revision of the Secretariat's Financial Rules and Regulations in keeping with the IPSAS requirements. The Revised Financial Rules and Regulations will be put before the Community Council of Ministers in 2015 for approval. Additionally, the Secretariat prepared its 2014 annual financial statements in keeping with the IPSAS.

With respect to **communications**, the Secretariat took several measures to strengthen this function and increase its impact. The Government of Canada provided support for the reforms in this area, in the persons of a Communications Specialist and a Digital/Social Media Expert. Through these experts, several Secretariat staff received hands-on training and coaching in particular to:

- develop strategies to effectively communicate the Community Strategic Plan;
- help strengthen the Communications functions for the longer term; and
- help enhance the Organisation's social media presence.

Through this support, the Secretariat reestablished its presence on Facebook, developed a Twitter account and created a number of supporting on-line platforms including Flickr for photo storage and sharing; Vimeo for broadcast quality video sharing; YouTube for video storage and sharing; Sound Cloud for audio storage and sharing; and Hootsuite for scheduling and monitoring.



The Secretariat also enhanced its social media presence, including through the launch, in October, of **CARICOM Today**, a blog which shares the latest news and information about matters of importance and interest to the Community. The CARICOM Secretariat, Community Institutions and Member States contribute to CARICOM Today. This news and information blog also links to the Secretariat's other social media networks.



<https://today.caricom.org>

In July, the Secretariat's Executive Management approved a new Communications Strategy *Sharing the Vision – A Communication Strategy, designed for A Community for All*. The Strategy seeks to create heightened awareness of and appreciation for

CARICOM; what it means to its Members; and its place in the wider global community. It is based on a two-pronged approach, namely:

- public relations on CARICOM as an integration mechanism; and
- public information/education and advocacy on issues that are central to the CARICOM Agenda.

The process of leveraging the Community's communications resources to promote the CARICOM brand gained momentum during the year, following a series of engagements with Communications representatives in Community Institutions. From these engagements, a number of firm proposals for closer collaboration have emerged including, content sharing, and development and use of a Community Calendar.

Guidelines for co-branding by Community Institutions have also been developed and will be tabled for consideration and adoption by the Heads of Community Institutions in 2015. The strengthened collaboration among the Community Institutions' communications representatives will also be extended to Member States communications operatives. The idea is to leverage the production and distribution capacity available at the national level to promote the CARICOM brand.

Additionally, the Secretariat has initiated work to rebuild the CARICOM website as a modern, interactive platform with multi-media content. A conceptual framework of the new website has been prepared and is undergoing peer review. The proposals for the new website will be presented to the Secretary-General and the other Members of the Executive Management Committee early in 2015.

Further, the Secretariat is taking steps to upgrade and enhance its information technology (IT) infrastructure/equipment. The Government of India has agreed to support this initiative, which is expected to commence in 2016.

Development Partner Support

The Reform Process has benefitted and continues to benefit from significant Development Partner support. This includes:



The Government of the United Kingdom, through its Department for International Development (DFID), which supported the work of the CFT in coordinating the preparation of the Strategic Plan. DFID support is also facilitating the discussions of the Implementing Partners to elaborate the draft Implementation Plan and for the establishment and work of the CMO.



The Government of Canada, which provided technical support for an improved Communications approach by the Secretariat, including an enhanced web (digital media) presence.



The United Nations (UN), through the United Nations Development Programme (UNDP), which provided support to conduct a Telesurvey to extend the reach of the consultations on the Strategic Plan. This gave a larger number of persons within the Community an opportunity to contribute to the development of the Plan.



The Government of India, which will help upgrade and enhance the Secretariat's IT infrastructure/equipment and has also indicated a willingness to support the implementation of the Plan in other areas, such as health, and HRD.

A Development Partner Coordination Forum with the three Implementing Partners of the Strategic Plan, will be held early in 2015. The Forum will discuss the resource mobilisation requirements of the Community to facilitate and sustain the

fundamental changes which it must undergo at the regional and national levels, to fulfill the objectives of the Plan. The Implementation Plan will highlight the specific priority areas where support will be required over the five-year period.



Section II

TRADE AND ECONOMIC INTEGRATION



Council for Trade and Economic Development (COTED)

In 2014, the Council for Trade and Economic Development (COTED) continued to examine its role in the strategic repositioning of the Community, particularly given the adoption of the Community Strategic Plan. The Council agreed that encouraging innovation; identifying initiatives to build competitiveness; establishing cohesion between national and regional agendas; implementing regional obligations; and increasing coordination at all levels, were needed to achieve the objectives of the Community.

The Council identified the following as necessary to execute its mandate in 2014:

- Private Sector engagement;
- A transportation strategy that takes into account the provision of reliable, affordable and safe transportation for people and goods; and
- Better understanding of the Single Information and Communication Technology (ICT) Space and the opportunities it presents for the regional economy.

The Private Sector

During the year, Heads of Government and the COTED engaged representatives of the Private Sector, with a view to establishing a dialogue and partnership for growth and development.

The discussions with the COTED, which took place in May, included issues such as public private partnerships; the establishment of a conducive environment for business, including ease of doing business; trade and growth of the private sector

with particular emphasis on movement of persons, goods and services; ICT to improve efficiencies and competencies; and the effective use of the CSME, including the establishment of an effective consultative mechanism to enhance the sector's participation in the enterprise.

Among the private sector bodies represented at the engagement with the COTED were the Caribbean Association of Industry and Commerce (CAIC); the Sugar Association of the Caribbean (SAC); the Organisation of Eastern Caribbean States (OECS) Business Council; the Caribbean Association of Small and Medium Enterprises (CASME); the Caribbean Poultry Association (CPA); the Caribbean Centre of Excellence for Youth Entrepreneurship; the Suriname Chamber of Commerce and Industry; the Jamaica Chamber of Commerce; the Barbados Private Sector; the Caribbean Farmers Network; and the Barbados Agriculture Society.

The COTED's focus on the importance of engagement with the Private Sector continued in November when that Organ and Private Sector Representatives considered a study entitled *The Role of the Private Sector in Regional Economic Development: A Proposal for Improving Harmony and Cooperation*. The study had been commissioned by the Caribbean Export Development Agency (Caribbean Export), on behalf of the CARICOM Secretariat.

The COTED committed to an inclusive approach in engaging the Private Sector and to information sharing, to promote the sector's involvement in the Community's decision-making and implementation processes. The Council agreed to support the establishment of a Caribbean Business Council (CBC) which would represent the interests of the Private Sector across the Region. Pending the establishment of the CBC however, the COTED agreed to invite the Caribbean Association of Industry and Commerce (CAIC) and the Caribbean



<https://carib-commerce.org>



<https://caribbeancongressoflabour.com>

Congress of Labour (CCL) to represent the interests of the private sector in its deliberations.

The engagement between Heads of Government and the Private Sector focused on the Region's economic future as well as the human capital requirements and the associated institutional arrangements to support the Community's growth agenda.

That encounter, which took place in July in Antigua and Barbuda at the Thirty-Fifth Regular Meeting of Heads of Government, involved Captains of Industry from some fifteen companies with investments across Member States.

The dialogue covered a range of issues such as the adoption of clear investment promotion policies which level the playing field for domestic/regional and foreign investors; removing constraints which affect competitiveness; building digital bridges and mainstreaming ICT; creating capital-friendly economies through an improved harmonised regulatory framework and public-private partnerships; and vigorously promoting the One Caribbean brand in every aspect of the CSME.

Both sides agreed on the importance of and need for Governments to create an enabling environment

for private sector growth and development, including unleashing entrepreneurial energies and opportunities and encouraging Pan Caribbean businesses. Heads of Government encouraged business leaders to invest in critical growth sectors, such as agriculture and energy as well as to give serious consideration to establishing a Caribbean private sector investment fund utilising the excess liquidity in the financial sector.



CARICOM Chair, Prime Minister Browne of Antigua and Barbuda and Prime Minister Simpson Miller of Jamaica share a light moment with some of the Region's Captains of Industry at the Thirty-Fifth Regular Meeting of the Conference held in Antigua and Barbuda in July

Micro, Small and Medium Enterprises (MSMEs)

In June, national consultations commenced to develop a Regional Policy for Micro, Small and Medium Enterprises (MSMEs). The MSME sector is a critical pillar of the Region's economic development, contributing more than seventy per cent of Gross Domestic Product (GDP) in some Member States and often employing more people than large businesses across the Region.

The consultations, supported by Caribbean Export, were launched in Guyana. They continued in Antigua and Barbuda, Barbados, Belize, Grenada, Jamaica, Saint Lucia, Trinidad and Tobago and Suriname during the period June to August.

The first draft of the policy has been prepared and submitted to Member States for comments.

CARICOM Commission on the Economy (CCE)

In 2014, Heads of Government endorsed the recommendations and work plan of the CARICOM Commission on the Economy (CCE), established in September 2013 to advise on a sustainable growth strategy for the Community.

The recommendations are aimed at restoring confidence in the economic management and governance of CARICOM economies and lay the foundation for an innovative resource mobilisation strategy to support a Growth Agenda. They focus on the following key areas:

- Fiscal sustainability (including debt management);
- Private sector stimulation and the business regulatory environment; and
- Resource mobilisation.

CARICOM Single Market and Economy (CSME)

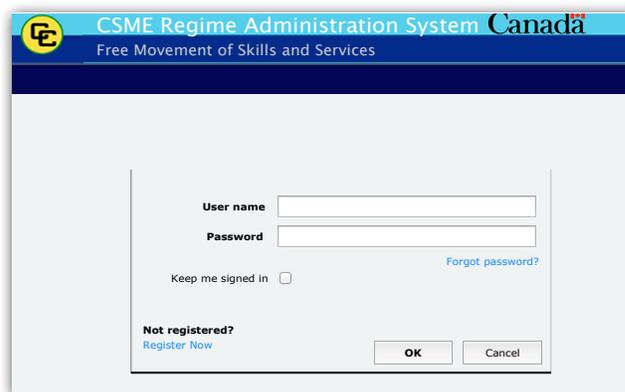
Arrangements were significantly advanced in 2014 to **standardise administrative procedures within the CARICOM Single Market**. In 2013, the COTED had identified the harmonisation of procedures as one of the ways to consolidate the CSME.

Under the Government of Canada-funded CARICOM Trade and Competitiveness Project (CTCP), a study was undertaken during the year to identify the best administrative practices under the CSME Regimes for the Movement of Skills, of Goods, of Services and for the Right of Establishment. Sixteen best practices were identified to harmonise administrative standards across these four Regimes.

The sixteen best practices are intended to address inconsistencies in the way in which Member States implement the Regimes. These variances in implementation have created confusion and lack of clarity for users. The best practices were tabled at the COTED in November, and Member States were given until the end of 2014 to complete consultations on them. The study identified ways to improve processes, such as for granting and recognition of Skills Certificates; entry procedures for service providers; and business name searches and reservations.

During the year, the **CSME Application Processing System (CAPS)** was developed. The CAPS is a fully integrated web-based information management system which will facilitate the movement of skilled persons across the twelve CSME Participating States. This will include the movement of temporary service providers and business persons. The CAPS is intended to transform the current cumbersome, time-consuming, paper-based system to a seamless on-line system. It will result in greater efficiency and ease the burden on the financial and human resources of Member States.

Initial consultations and training took place in all the CSME Participating States during the year, to build ownership and familiarity with the System. The CAPS was developed by an international software firm under the CTCP.



<https://caps.caricom.org>

Also under the CTCP, representatives of Government Ministries and of the Private Sector in Belize, Dominica, Grenada, Guyana, Jamaica and St. Vincent and the Grenadines benefitted from specially tailored educational sessions during the year. These were conducted by the CARICOM Secretariat and focused on their roles and responsibilities to citizens in respect of the **free movement of persons and the facilitation of travel**.

Contributing to efforts to increase awareness about aspects of the Free Movement of Skills Regime, twenty-five representatives of employers' and workers' associations in the CSME Participating States took part in a regional workshop which focused on the Caribbean Vocational Qualification (CVQ), the harmonised classification of occupations for CARICOM Member States, and on harmonised labour legislation in Member States. The Workshop was held in Dominica in November and was supported by the University of the West Indies (UWI) and the International Labour Organisation (ILO), with financial assistance from the European Union (EU) under the 10th European Development Fund (EDF).

In response to calls from Heads of Government and the COTED for increased and targeted **public awareness of the CSME**, two major training initiatives started during the year to enhance the distribution of information about the Single Market's operations, regulatory systems and arrangements.

They were supported by the CTCP and targeted staff and spokespersons within CSME line Ministries and Agencies responsible for facilitating access to the Single Market Regimes, namely the Movement of Skills, of Goods, of Services, and the Right of Establishment. They also targeted teachers and media workers.

The training was conducted over six months - the first starting in July for Antigua and Barbuda, St. Kitts and Nevis, and Saint Lucia; and the second starting in October, for Belize, Dominica, Grenada, Guyana, Jamaica, and St. Vincent and the Grenadines.

As part of the training, consultants worked closely with the target groups to develop new channels of communication; build capacity to sustain those channels and information flows; and develop and sustain the production of audio-visual material which clearly communicates the rules and regulations as well as overall benefits.

Participants also developed the skills to effectively communicate their knowledge of the Single Market, including how and where to access information, and how to seek redress if rights are challenged.

In the case of the teachers, the initiative also provided support for curriculum development to help integrate information about the CSME into classroom activities.

Work to develop an **online company registry** advanced in 2014. Company Registrars from the Single Market Participating States met in Saint Lucia in December, to discuss the harmonisation of online registries, the software and hardware requirements of the system, and to determine the kind of training required by the data entry operators of the system and other users in the Registries.

The objective of the online registry is to allow online registration of businesses/companies across the Participating States, thereby increasing cross-border economic activity. When completed, the Registry will be a regional database network among Company Registries in the Participating States which will be connected to a central repository at the CARICOM Secretariat.

The establishment of the online Registry is being supported by the EU under the 10th EDF.

The operation of the **CARICOM Rapid Alert System for Exchange of Information on Dangerous Consumer (non-food) Goods (CARREX)** was strengthened during the year. CARREX is intended to boost consumer protection and confidence and improve the quality of products entering and trading on the regional market.

In December, representatives from National Bureaux of Standards benefitted from training in the operation of the System and in consumer product safety. The training focused on the following two areas:

- Risk assessment concepts and methods to enhance national interagency networking in creating and sharing information; and
- Strengthening national capacities to detect unsafe products and to take timely measures to tackle the circulation of such products.

The CARICOM Secretariat facilitated the workshop with support from the Organisation of American States (OAS) and financial assistance from the EU under the 10th EDF.

Efforts to establish a **Government Procurement** system within the CSME were advanced during the year. Regional consultations were held to discuss the findings and recommendations of a major study on the required IT infrastructure for a fully functioning Regional Electronic Public Procurement System. The Study was prepared following missions to all the CSME Participating States during the period April to June.

The consultations were held in September in Barbados, Belize, Jamaica and Saint Lucia, the

latter involving all the OECS Members, and included participants from both the public and private sectors. The study and the consultations were facilitated by the EU under the 10th EDF.

In seeking to strengthen the operation of the Single Market, continued priority is being given to implementing mechanisms to facilitate and manage the movement of persons. A critical part of this is the establishment of a **Labour Market Information System (LMIS)**. The LMIS is an electronic platform which will contain statistical information on labour markets across the CSME Participating States and will provide the framework to effectively and efficiently manage an integrated labour market, within the Free Movement regime. The aim is to provide the statistical and analytical basis on which to make policy decisions to manage labour markets within the CSME. The LMIS will:

- identify the needs of the labour market;
- be able to adapt to local conditions in each Member State;
- capture information from both the formal and informal labour markets;
- take into consideration the state of inter-departmental/agency cooperation in each country; and
- propose technology solutions for information/statistics collection, analysis, reporting and dissemination.

The CARICOM Secretariat is collaborating with the ILO, Government and non-government stakeholders in Member States and the UWI to establish the System. It is being funded by the EU under the 10th EDF and work commenced in December.

Agriculture

During the year, the **Caribbean Agricultural Health and Food Safety Agency (CAHFSA)** became operational. In October, a Chief Executive Officer (CEO) was appointed by the Board of the Agency. CAHFSA's CEO is Mr Lindley Collins of Grenada.



Chief Executive Officer of CAHFSA,
Mr Lindley Collins

CAHFSA, which is headquartered in Suriname, will perform a coordinating and organising role to establish an effective and efficient regional sanitary and phytosanitary (SPS) regime. This will address one of the major technical barriers to trade.

During **Caribbean Week of Agriculture (CWA) 2014** held in Suriname in October, the COTED on Agriculture endorsed the Caribbean Community Common Fisheries Policy (CCCFP). The Policy seeks to foster greater harmonisation of the sustainable management and development of the Region's fisheries and aquaculture resources.

It places emphasis on promoting efficient use of shared resources, improving food security and reducing poverty. The Caribbean Regional Fisheries Mechanism (CRFM) worked closely with Chief Fisheries Officers, fisherfolk organisations and other stakeholders across the Region to develop the Policy.

To strengthen efforts to manage and conserve fish stocks, the COTED on Agriculture also agreed to deepen cooperation with the French Overseas Departments and Territories in the Caribbean, namely French Guiana, Guadeloupe, and Martinique. Areas of focus will include the Eastern Caribbean flying fish and combatting illegal, unreported and unregulated (IUU) fishing.

CWA 2014 was held under the theme *Transforming Caribbean Agriculture through Family Farming*. This includes indigenous peoples, traditional communities, fisher folk and pastoralists involved in crop, livestock, forestry, fishery and aquaculture production. The 2014 observance highlighted and underscored the vital role which these producers play in helping to reduce the high food import bill as well as in revitalising agriculture in the Region.

CWA 2014 also highlighted the need to support family farmers in expanding sustainable practices and improving productivity. Several Development Partners pledged their commitment to support national and regional efforts to improve the lot of family farmers. These efforts include developing detailed analysis to inform the identification and evaluation of policy options, trade policy assessments, vulnerability and resilience analysis,



and developing measures to improve agricultural productivity and sustainability, including greater use of technology and the design of effective social protection systems.

Barbados, Belize, Guyana and Jamaica, CARICOM's **sugar** producers, have been working to restructure their sugar industries to increase production, intra- and extra-regional trade and value addition. Sugar stakeholders in these countries have been contributing to this effort, focussing on some key issues during the year. This included highlighting the continuing importance of sugar to regional

economies, challenges in export markets and the need for strengthened collaboration.

On the recommendation of the Sugar Stakeholders, the COTED has agreed that Ministers with responsibility for sugar will hold discussions with Trade Ministers and Heads of Government on the developments taking place in the industry. The COTED has also agreed to the request of the Stakeholders for support to preserve and protect the CARICOM market and for lobbying efforts in the EU and the USA with regard to quotas.

Transportation

Terms of Reference for the **Regional Transportation Commission (RTC)** were finalised during the year. The Commission will review and make recommendations in the following areas:

- The strategic transportation priorities for the Region;
- Enhancing coordination among airlines in the Region to improve the level of air services within the Community;
- Cost of travel in the Region, in particular the structure of air fares, including the tax component of the ticket prices, and measures to enhance the efficiency of the CARICOM airlines;
- Feasibility of establishing a Single/Integrated airspace in CARICOM;

- Establishing maritime transportation services within the Community; and
- Ease of travel within the Region taking into account, inter alia, existing decisions regarding the CARICOM passport and the Single Domestic Space for hassle-free travel.

The Commission, established in 2013, will execute its work through Working Groups focused on the following areas:

- Air Transportation;
- Maritime Transportation;
- Government-owned Air Carriers in CARICOM;
- Transportation in Agricultural Goods; and
- Establishment of a Single Airspace.

With respect to the **Government-owned Airlines**, there were major agreements among them following discussions in January and February, facilitated by the CARICOM Secretariat. The air carriers identified areas for cooperation including procurement of equipment, training, flight scheduling, and aircraft maintenance.

In addition, Caribbean Airlines (CAL) and the Leeward Island Air Transport (LIAT) agreed to expand their collaboration beyond the technical level to interaction at the corporate level, with a view to cementing and increasing collaboration and improving efficiencies. In September, they

named specific points of contact for each area of co-operation.

Negotiations for a revised **CARICOM Multilateral Air Services Agreement (MASA)** advanced during the year with Member States approval of a first draft. The Draft will be submitted to the Legal Affairs Committee (LAC) for review.

MASA provides a more liberal environment for the air carriers of participating states to operate air services in the Region. The revised MASA will replace the last Agreement, signed in 2004.



Secretary-General Ambassador LaRocque (C) with representatives of Regional air carriers, at the CARICOM Secretariat in February

Services

Work commenced during the year on the **legislative framework to implement the Regional Policy for the Provision of Professional Services in the CSME**, approved by the COTED in 2013. An inventory of each Member State's policies, plans and strategies was undertaken in July, to assist in this regard.

Additionally, with a view to **enhancing Haiti's participation in the Services Sector**, the CARICOM Secretariat held consultations with service providers from the public and private sectors in that Member State. While the service providers expressed strong willingness to participate more fully in the CSME, they identified the issue of visa requirements for Haitian nationals imposed by some Member States, as an impediment to their trade in services.

Information and Communication Technology for Development (ICT4D)

A digital economy is key to changing the socio-economic profile of the Region, for creating jobs especially for the Community's youth, and engendering innovation and competitiveness. Heads of Government have agreed that the ICT thrust should be undertaken in tandem with the Reform Process of the Region and that sustained efforts should be made in 2014-2015 to build a **Single ICT space** as part of the digital layer of the CSME. This includes addressing issues related to roaming rates and improved broadband service across the Region as well as cyber-security.

A roadmap for the implementation of the Single ICT space is to be presented for consideration of Heads of Government in 2015.

The Single ICT Space will encompass the management of regional information, human resources, legislation and infrastructure in the sector to elicit maximum benefit for the people of the Region. It is being built on the foundation of the

Regional Digital Development Strategy (RDDS), approved in 2011.

In April, the Community joined in the global observance of **International Girls in ICT Day**. The 2014 observance was held under the theme *Expanding Horizons And Changing Attitudes*. The observance is a call for action to create a global environment that empowers women and girls to meet their goals and aspirations using ICT, including considering careers in the growing ICT field.

The CARICOM Secretariat hosted activities to mark the observance, including an interactive session and exhibition to which approximately one hundred women and girls were invited, including CARICOM Staff, CARICOM Youth Ambassadors, University students, youth groups and secondary school students. Guyana, Montserrat and St. Vincent and the Grenadines also staged events marking the day. Girls in ICT Day has been observed annually by the Members of the International Telecommunication Union (ITU) since 2010.



Participants at the CARICOM Secretariat's observance of International Girls in ICT Day and Deputy Secretary-General Ambassador Manorma Soeknandan (seated centre) along with CARICOM Secretariat Officials (seated L-R) Patricia McPherson, Deputy Programme Manager, Education; Jennifer Britton, Deputy Programme Manager, ICT4D; and David Hales, Director, External Economic and Trade Relations

Energy

In November, COTED endorsed the establishment of the **Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE)**. The Centre will function as an implementation hub for the CARICOM Energy Policy, Roadmap and Strategy adopted in 2013. CCREEE is also intended to enhance the environment for sustainable energy investments and markets in the Region.

COTED has established a competitive process to select the host country for the Centre. Expressions of Interest will be requested from Member States and proposals will be evaluated by a panel of representatives of the three core partners - the Secretariat, the Small Island Developing States Energy Initiative (SIDS DOCK), and the United Nations Industrial Development Organisation (UNIDO). The Panel is expected to complete its work and make a recommendation to the COTED in 2015.

CARICOM Energy Week (CEW), an initiative of the CARICOM Secretariat, was observed across the Region in November, under the theme *Achieving Climate and Economic Resilience through Sustainable Development*. As part of the observance, five students from the University of Guyana served a two-month internship at the CARICOM Secretariat and assisted in developing energy awareness material including posters, brochures, and bumper stickers promoting renewable energy. One of their significant contributions was the creation of Facebook pages for the Energy Units in Montserrat and St. Kitts and Nevis. The pages encouraged young people in those Member States to actively participate in Energy Week and facilitated their involvement in online competitions which were managed by the Interns.



The Prime Minister of St. Vincent and the Grenadines, Dr the Hon. Ralph Gonsalves, launched CEW 2014 in that Member State, in the presence of national officials and representatives of several regional organisations. As part of the launch, the *Lowman Bay Solar Project* of the St. Vincent Electricity Services Limited (VINLEC) was commissioned.

CEW 2014 was also celebrated in other Member States with activities to raise awareness about the importance of energy to the Region's economic development and to influence actions to transform the Community's energy future towards renewables.

In February, Representatives of Member States and other key stakeholders in the energy sector met to chart the way forward for the **Renewable Energy and Energy Efficiency Technical Assistance (REETA) project** funded by the Government of Germany, through the German Agency for International Cooperation (GIZ). The CARICOM Secretariat administers the REETA project, which is valued at €5.02M.

This four-year (2012-2016) project explores the use of solar energy, wind power, bio-energy, and hydropower for energy cost savings in many areas, including for businesses and households. It builds on Member States' sustainable energy efforts as well as on the achievements of the Caribbean Renewable Energy Development Programme (CREDP), implemented from 2003 to 2013.

The REETA project also seeks to build capacity in the private sector to implement renewable energy and energy saving measures. Additionally, it supports the CARICOM Energy Programme and the programmes of Regional Institutions involved in sustainable energy development.

The discussions in February, afforded stakeholders an opportunity to focus on the priority areas of support and provided the basis for developing a work programme that reflects Member States' sustainable energy needs.

The Government of Germany is the Region's single largest contributing partner in the area of sustainable energy development.



Section III

HUMAN AND SOCIAL DEVELOPMENT



Human Resource Development (HRD) and Education

In March, Heads of Government considered the state of education in the Region at a Special Session on Education and Human Resource Development (HRD) during their Twenty-Fifth Inter-Sessional Meeting held in St. Vincent and the Grenadines. The Session was facilitated by the Lead Head of Government for HRD, Health and HIV and AIDS, the Prime Minister of St. Kitts and Nevis, Rt Hon. Dr Denzil Douglas, with the support of the CARICOM Cluster on HRD. The Cluster is led by the Caribbean Examinations Council (CXC) and includes the CARICOM Secretariat, the UWI, the University of Guyana, the Caribbean Knowledge and Learning Network Agency (CKLNA) and the Caribbean Centre for Development Administration (CARICAD).

While acknowledging the significant gains which had been made over the past decades, Heads of Government lamented the inherent inefficiencies and wastage in the Region's education and training systems. They established a **CARICOM Commission on Human Resource Development** to shape a Regional Education and HRD 2030 Strategy. The Strategy will form the basis for converged action by Member States and relevant institutions and create a framework for the CARICOM Education Agenda.

The seventeen-member Commission comprises specialists and other stakeholders in the field of education and HRD. It is chaired by the Deputy Prime Minister and Minister of Education, Youth, Sports and Culture of St. Kitts and Nevis, Hon. Shawn Richards. The CARICOM Secretariat is coordinating the work of the HRD Commission and providing technical support. The Caribbean Development Bank (CDB) is providing financial as well as technical support. Dr Didacus Jules, Director-General of the Organisation of Eastern Caribbean States Commission (OECS) and Dr Paulette Dunn-

Pierre, a noted expert in the area of Technical and Vocational Education and Training (TVET), are providing guidance as Lead Experts.

The Commission, which began its work in November, will undertake a comprehensive high-level and empirical review of education and HRD in the Community aligned to 21st century competencies, competitiveness and sustainability. It will collaborate with Education and other Ministries as well as with civil society actors, in particular labour and the private sector, on perspectives and key proposed actions.



Chair of the CARICOM Commission on Human Resource Development, Hon. Shawn Richards

Work continued to advance the establishment of the **CARICOM Qualifications Framework**. A second draft of the Framework to establish standards for mutual recognition of qualifications in the Region, from vocational to doctoral certifications, was completed. As the Community seeks to fully implement the CSME, in particular the Free Movement of Skills Regime, it is critical to establish a common mechanism to determine the equivalency of qualifications of CARICOM nationals.

Streamlining the teaching profession and the establishment of a CARICOM Council for Teaching and Teacher Education progressed during the year. The second draft of the *Regional Standards of Practice for the Teaching Profession* was completed, along with the *Regional Guidelines to establish National Teaching Councils*. These are intended to protect standards of entry into the profession; maintain and improve standards of professional practice and conduct; establish and maintain a Register of Teachers; promote research; establish procedures for the exchange of information; and promote teaching as a profession.

In March, the second draft of the Regional Standards and the Regional Guidelines were submitted to Member States for consultation. Work on the Regional Standards and the Regional Guidelines will be carried forward as part of the mandate of the CARICOM HRD Commission.

During the year, at the request of the Council for Human and Social Development (COHSOD), the Secretariat drafted a Regional Open Distance Learning Policy Framework. The Framework provides a uniform structure for developing and delivering **distance education** throughout the Region, catering to a range of circumstances including persons with disabilities, school drop-outs, and working parents.

In September, the **CARICOM Regional Technical and Vocational Education and Training (TVET) Strategy for Workforce Development and Economic Competitiveness** was launched. The TVET Strategy was developed following extensive consultations with stakeholders in Member States and was approved by the COHSOD in May 2013. It updates the 1990 Regional TVET Strategy to meet the realities of the twenty-first century.



The Strategy will guide action plans in Member States as they implement the Caribbean Vocational Qualification (CVQ) and strengthen the delivery of TVET. It is an ambitious approach aimed at improving education for employment in the Region and strengthening economic competitiveness.

The Government of Canada supported the preparation of the Strategy through the CARICOM Education for Employment (C-EFE) Programme, which commenced in December 2010. The C-EFE Programme is being implemented through a partnership involving the Caribbean Association of National Training Agencies (CANTA), the Association of Canadian Community Colleges (ACCC) and the Association of Caribbean Tertiary Institutions (ACTI). It is expected to be completed in 2018.

The C-EFE Programme is seeking to support educational and training institutions in the Region to move from a more traditional, academic, supply-driven system to a more responsive, applied, demand-driven system that equips learners with skills for jobs of the future.

In addition to the development of the CARICOM TVET Strategy for Workforce Development and Economic Competitiveness, key activities of the C-EFE Programme to date include working with ACTI to develop a leadership programme for managers of institutions delivering skills training; and establishing partnerships between Canadian and Caribbean institutions to improve or develop

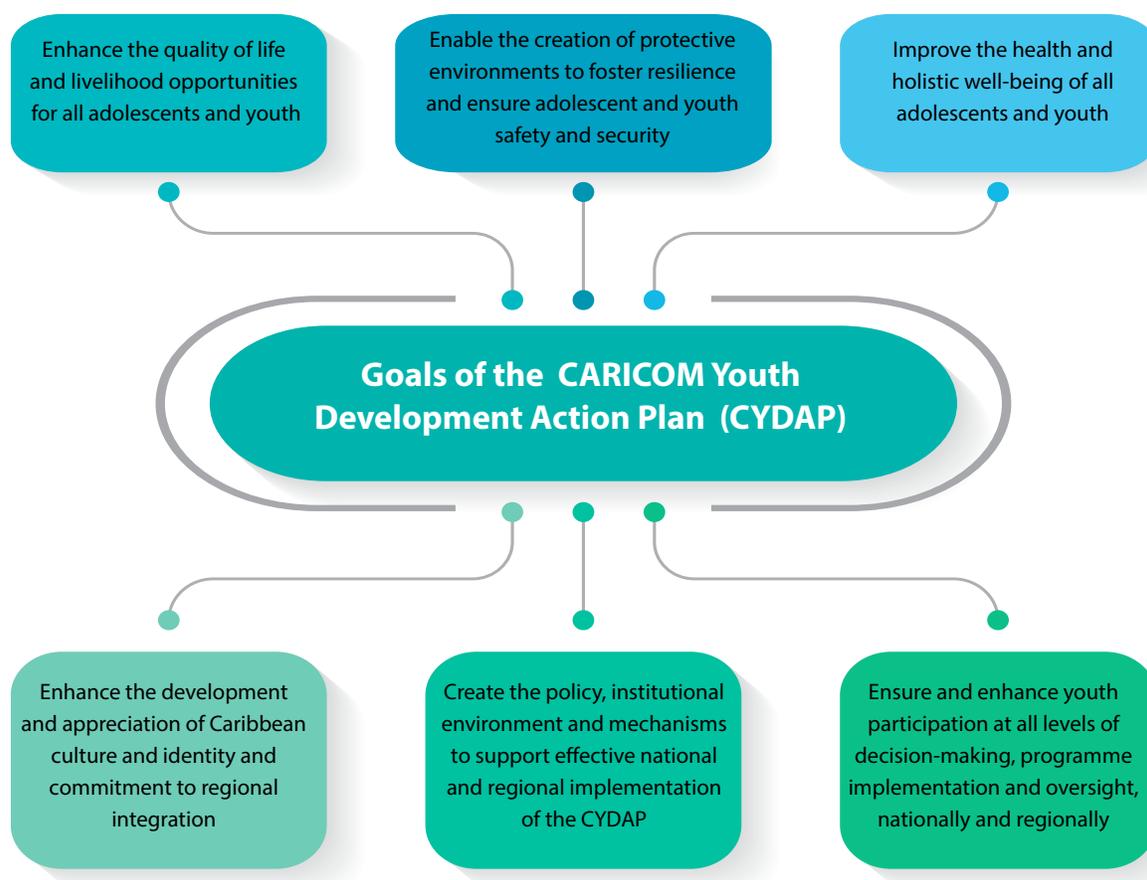
educational programmes for the jobs of tomorrow in the Region.

Twelve Member States participate in the C-EFE Programme, namely Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago.

Youth

Work to finalise the **CARICOM Youth Development Action Plan (CYDAP)** continued during the year through Youth Fora in six Member States - Antigua and Barbuda, The Bahamas, Belize, Grenada, Guyana and Suriname.

The Action Plan operationalises the Declaration of Paramaribo on the Future of Youth in the Caribbean Community, complements the implementation of the CSME, and supports adolescent and youth well-being and empowerment. It is anchored in six goals which provide a framework to monitor progress of regionally and nationally agreed youth development targets.



Efforts to enhance the potential for sustainable livelihoods for the Region's youth through entrepreneurship continued in 2014. ***Creativity for Employment and Business Opportunity (CEBO)*** workshops were held during the year in Grenada (April-May), St. Vincent and the Grenadines (July), Suriname (September), Saint Lucia (October); and Antigua and Barbuda (November).

Approximately one hundred and fifteen young people, between the ages of 15 and 29 years, benefitted from the workshops which sought to engage, motivate and inspire their entrepreneurial interests and actions.

The Workshops provided practical experience as well as business training, emphasising creativity and teamwork. They comprised hands-on, interactive sessions during which participants set up simulated companies, developed a basic business plan and created, marketed and sold products and services using seed money provided by the simulated Bank of CEBO. At the end of the

workshop, participants prepared profit and loss statements, analysed their successes and mistakes, and shared profits in accordance with criteria which they had developed.

The CEBO Workshops in Grenada and Saint Lucia were supported by the Government of Spain under the CARICOM-Spain Citizen Security Project entitled *Support for Youth Empowerment and Resilience*, while USAID supported those in Suriname and St. Vincent and the Grenadines, under the Caribbean Basin Security Initiative (CBSI).

Additionally, with support from the Government of Spain, training of trainers workshops were conducted in The Bahamas, St. Kitts and Nevis and Trinidad and Tobago. The workshops trained facilitators in the countries where CEBO would be rolled out for the first time and equipped them with the necessary skills to engage, motivate and transfer knowledge to a wide cross-section of young people in interactive, practical, youth-friendly and fun ways.



Participants at the CEBO workshop held in Grenada in April/May



CEBO participants and facilitators, joined by Minister of Youth Empowerment, Hon. Glen Phillip (front row, 3rd L) and Programme Manager, Youth and Culture, CARICOM Secretariat, Dr Hilary Brown, (front row, 4th R), following their Training of Trainers workshop in St. Kitts and Nevis in June



Officials and participants at the Opening of the CSME Advocacy Workshop for CARICOM Youth Ambassadors held in Guyana in May. Seated are (L-R): Representative of the EU Delegation to Guyana, Mr Robert Baldwin; CARICOM Secretary-General, Ambassador Irwin LaRocque; Minister of Foreign Affairs of Guyana, Hon. Carolyn Rodrigues-Birkett; Dean of the CYAs, Ms Cindy Morquette; and Officer in Charge, Regional Trade and Economic Integration, CARICOM Secretariat, Ms Desiree Field-Ridley



Youth Ambassadors during a training session at the CSME Advocacy Workshop

A comprehensive review of the **CARICOM Youth Ambassadors (CYAs) programme** was completed in 2014. The review provides recommendations to reposition the programme so as to maximise national and regional impact. It also includes a plan for sustainable financing. The results and recommendations of the review will be presented to the COHSOD on Youth.

The CYAs function as focal points for deepening youth participation in the regional integration and development process, through advocacy and peer education. The Ambassadors are selected from the membership of the National Youth Councils in CARICOM Member States and Associate Members. During the year, Ambassadors were appointed in Antigua and Barbuda, The Bahamas, Barbados,

Belize, Dominica, Grenada, Montserrat, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname, and in two Associate Members, Anguilla and the Cayman Islands.

In May, over twenty CARICOM Youth Ambassadors (CYAs) were trained to promote the benefits of the CSME to their peers. Through a two-day CSME Advocacy Workshop, the CYAs learnt about regional integration and the operation of the CSME. They were also trained in public speaking, giving media interviews as well as developing youth-friendly messages.

The Workshop was hosted by the CARICOM Secretariat with funding from the EU under the 10th EDF.

Children

During the year, Heads of Government supported the **Call to Action to end the institutionalisation of children under the age of three years** and accelerate their integration into the family. The Call to Action urges Governments to reaffirm their

commitment to the protection of children without parental care, and in particular, to end the placement of children under three years old in institutions. It is estimated that more than 240,000 children and adolescents are living in residential care institutions in Latin America and the Caribbean.

2014 marked the 25th Anniversary of the United Nations Convention on The Rights of the Child signed by all CARICOM Member States.

In May, the **Caribbean Child Rights Observatory Network (CCRON)** was launched. The Network is a collaboration involving the CARICOM Secretariat, the United Nations Children's Fund (UNICEF) and the UWI. CCRON comprises knowledge centres and institutions that promote children's rights in the Caribbean. The official hub of the Network is located at the Institute of International Relations (IIR) of The UWI, St. Augustine Campus, Trinidad and Tobago.

CCRON gathers, compiles, analyses, and shares data on children, to support regional and national

strategies, policies and programmes, and to inform decision-makers on ways to protect children. It also functions as an advocate for children's issues, giving a voice to this most vulnerable group.



<http://ccron.org>

The Network was established under a Memorandum of Understanding between the IIR and UNICEF signed in January. CCRON draws on the Convention on the Rights of the Child (CRC), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the Convention on the Rights of Persons with Disabilities (CRPD) to carry out its mandate.

Culture

Continuing the Regional initiative, **Animating the Caribbean**, twenty-four young people in Guyana benefitted from training in computer animation during the year. The workshop, held in July, included skills training in communication, teamwork, conflict resolution, the Region's oral tradition, script writing and digital animation. It also offered participants the opportunity to apply technology to tap into their creativity for use in fields such as advertising, education, and film.

The Animating the Caribbean Workshop is a collaborative project between the CARICOM Secretariat and Anima Caribe of Trinidad and Tobago. USAID supports the initiative as part of the CARICOM Programme on Crime and Violence Prevention.

A significant product of the workshop was an animated video on the topic of love and belonging. The video, which presents stories told by youth of how people should live together in peace, was released as the Community joined the global observance of *International Day of Peace* on 21 September.



Participants at the *Animating the Caribbean* workshop held in Guyana in July

Health

During the year, the Caribbean Public Health Agency (CARPHA) declared **Chikungunya and Ebola** preparedness top public health priorities. This followed an outbreak and spread of the diseases in many parts of the world. In the Region, the most immediate concern was Chikungunya, spread by the *Aedes Aegypti* mosquito.

With support from the CARICOM Secretariat and Development Partners, CARPHA led the regional response, providing assistance to Member States, including laboratory testing for Chikungunya and public education.

In September, Chief Medical Officers and other health experts from Member States met to rationalise the Region's response to both diseases, agreeing that preparation was paramount with no room for complacency.

CARPHA continued to work with Member States and partners to bolster preparedness for Ebola by implementing measures to minimise risks, including those linked to the revised International Health Regulations (IHR) of 2005. These Regulations are intended to provide a public health response to

the international spread of disease in ways that are commensurate with and restricted to public health risks, and which avoid unnecessary interference with international traffic and trade.

Also in September, the Secretary-General held discussions with officials from Argentina, Brazil, Mexico, the Food and Drug Administration (FDA) of the United States, the Pan American Health Organisation (PAHO), and the World Health Organisation (WHO) on supporting CARICOM Member States' capacities and their compliance with international health regulations for Ebola and Chikungunya.

Heads of Government held a special meeting in Trinidad and Tobago in November, at which a *10-Point Plan of Action to Stop Ebola There and Here* was adopted, as well as actions to deal with Chikungunya.

While acknowledging the low likelihood of the Ebola Disease penetrating the Region, given limited traffic from the affected areas, the Heads of Government agreed that, because of the severity of the virus, the Region needed to strengthen measures including harmonising travel restrictions at ports of entry. The 10-Point Plan of Action also



CARICOM Heads of Government and delegates in discussion at the Seventeenth Special Meeting of the Conference held to address the health threats of Chikungunya and Ebola

advocated strengthening health systems through training, equipment, laboratories, and containment; and enlisting the participation of airlines in transporting specimens and response teams.

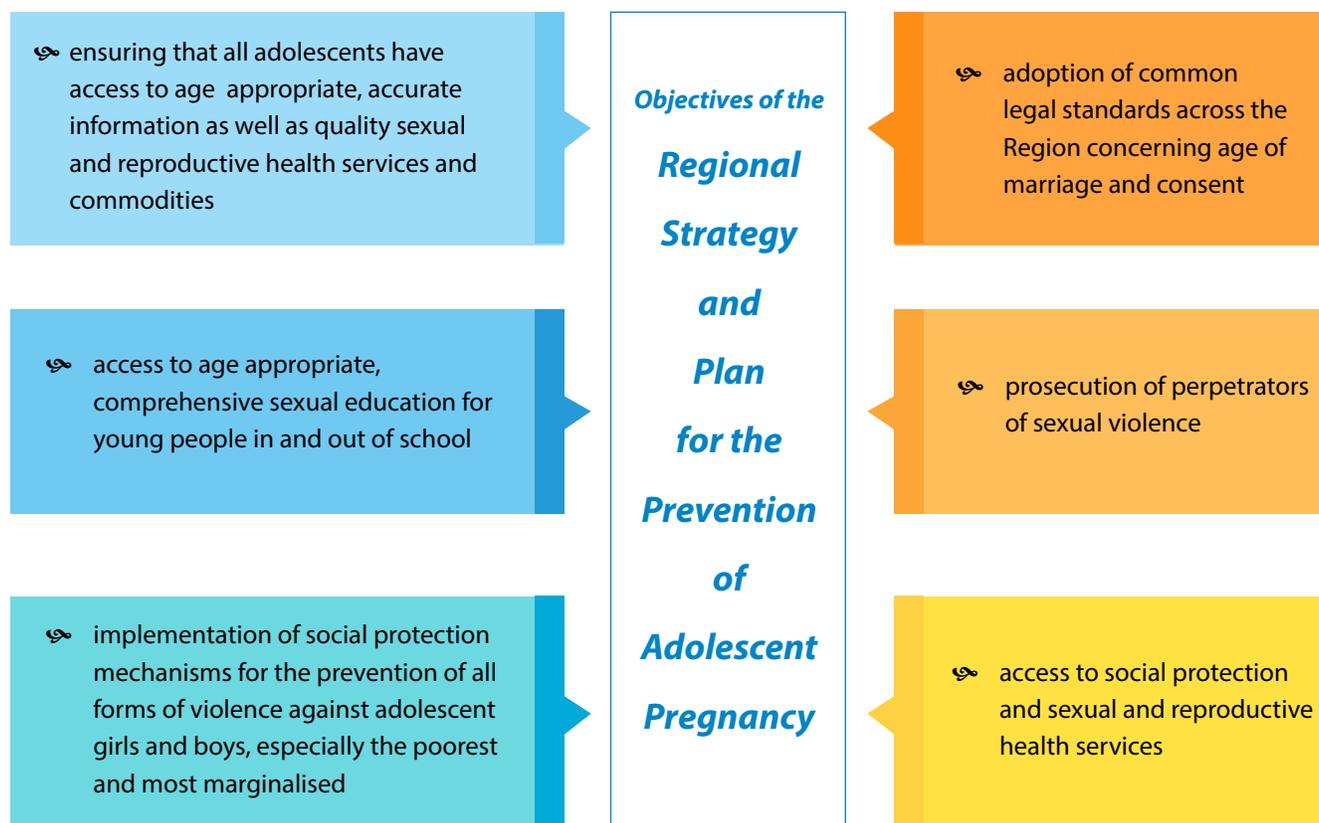
With respect to Chikungunya, the Heads of Government agreed to a multi-sectoral approach to fight the disease, involving the education, tourism, media, local government and other sectors; strengthening vector control response capacity; and the facilitation by PAHO, of bulk purchasing of public health supplies, including mosquito nets, insecticides and repellent.

The first Caribbean Examination Council (CXC)-managed **Regional Examination for Nurse Registration** was conducted in October. The exam was developed by the Regional Nursing Body (RNB) and the CXC. It will be recognised by international nurse registration bodies and will be the standard

criterion for obtaining employment in nursing in many Member States.

In August, the COHSOD approved a **Regional Strategy and Plan for the Prevention of Adolescent Pregnancy**. The aim is to reduce adolescent pregnancies by at least twenty per cent over the five-year period, 2014-2019. The Strategy-Plan was developed by a multi-sectoral and multi-disciplinary Regional Task Force led by the United Nations Population Fund (UNFPA), in collaboration with the Secretariat. Adolescent pregnancy is a priority issue under the Caribbean Cooperation in Public Health, Phase III (CCH III).

The Strategy-Plan was prepared following a series of consultations with a broad range of stakeholders, including decision-makers, adolescents and youth.



The CARICOM Secretariat, in collaboration with UNFPA and other organisations, will monitor implementation of the Strategy-Plan, identify country and regional level needs, and coordinate the provision of technical assistance.

A complementary **Strategy for Parenting Education and Support** was also developed during the year. The Strategy serves as a blueprint for parenting education on a range of issues affecting children and adolescents. It was prepared following recommendations from a Regional Working Group on Health and Family Life Education (HFLE).

Caribbean Wellness Day (CWD) 2014 was observed on 13 September under the theme *The Heart of a*

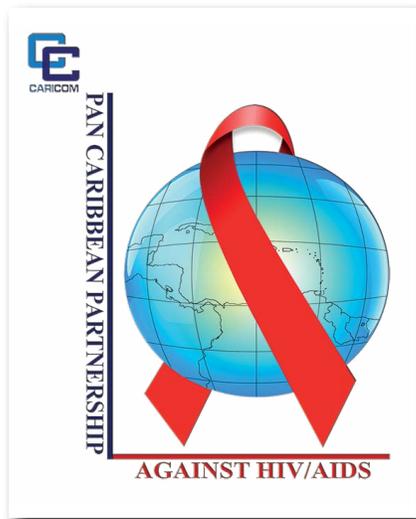
Healthy Workforce is a Productive Workforce with activities taking place across the Region to promote the wellness revolution, highlighted in 2007 at the Special Meeting of Heads of Government on Chronic Non-Communicable Diseases (NCDs) held in Trinidad and Tobago.

The CARICOM Secretariat joined the wider Community in observing CWD 2014 through a week of multifaceted activities. They included a health and wellness exhibition; healthy eating demonstrations; NCDs risk screening in collaboration with the Ministry of Health, Guyana; interactive discussions on health and wellness; and sport activities.



Snapshot of the CARICOM Secretariat's week-long CWD activities

PANCAP



Heads of Government at their Regular Meeting in July considered PANCAP's Justice for all Roadmap, a key deliverable of the Partnership's **Justice for All Programme**. The Programme promotes activities consistent with the UN Universal Declaration of Human Rights to which all countries are committed, specifically elimination of stigma and discrimination against people living with HIV by 2015 and upholding the human rights and dignity of all.

Heads of Government reaffirmed their support for efforts to eliminate stigma and discrimination to effectively combat the spread of HIV.

An important element of the Roadmap is the Declaration entitled *Getting to Zero Discrimination Through Justice For All*. Heads of Government reviewed the Declaration and agreed to defer full consideration pending consultations at the national level. The PANCAP Coordinating Unit (PCU) facilitated those consultations with a view to clarifying issues, especially those related to eliminating discriminatory laws. Based on the consultations, the Declaration will be revised and resubmitted for consideration of the COHSOD, with options for implementation.

The consultations on the revised Declaration also took into consideration newer developments arising from the 20th International AIDS Conference, particularly those related to achieving the new 90-90-90 goals of The Joint United Nations Programme on HIV and AIDS (UNAIDS), namely:

90 percent of people living with HIV will know their status, 90 percent of people with diagnosed HIV infection will receive antiretroviral therapy (ART), and 90 percent of those receiving ART will have viral suppression at levels that will prevent transmission by 2020, possibly leading to the end of the epidemic by 2030.

In September, the COHSOD endorsed the **Caribbean Regional Strategic Framework (CRSF) on HIV and AIDS for 2014-2018**. The CRSF was developed through an inclusive consultative approach involving a cross-section of government officials, including Prime Ministers, leaders of non-governmental organisations, representatives of faith-based organisations, youth movements, media, universities, medical experts, and Development Partners. Its key goals are:

- increasing access to justice for all in the Caribbean;
- strengthening country ownership and multi-sectoral approaches; and
- promoting good governance by strengthening accountability and transparency mechanisms.

The CRSF was also endorsed at the 13th Annual General Meeting (AGM) of PANCAP in November. PANCAP has prepared a five-year resource mobilisation strategy to ensure the successful implementation of the CRSF 2014-2018.

Sustainable Development

The Community was strongly represented at the **Third International Conference on Small Island Developing States (SIDS)** held in Apia, Samoa, in September. Community representation comprised the Heads of Government of Barbados, Grenada and St. Kitts and Nevis as well as Ministers from Belize, Guyana, Jamaica, St. Vincent and the Grenadines and Trinidad and Tobago and the Secretary-General. The Region's preparations were coordinated by the Sustainable Development Task Force led by Saint Lucia's Minister for Sustainable Development, Energy, Science and Technology, Dr the Hon. James Fletcher.



At the SIDS Conference, CARICOM delegates advocated for special consideration for the peculiar vulnerabilities of SIDS in the formulation of economic policies by the International Community. They highlighted the critical importance of debt management, concessionary financing, partnerships, financing for climate change adaptation and mitigation, trade, capacity-building, technology transfer, and sustainable energy in addressing the severe challenges confronting SIDS.

The CARICOM delegation also called for an immediate end to the practice of using GDP per capita as the criterion for development aid. They underscored the need for the evaluation of the economic and development health of SIDS to include an analysis of their vulnerability and resilience. Additionally, they emphasised that debt forgiveness, debt-for-climate swaps and debt relief must be part of any serious consideration of SIDS development.

CARICOM joined with the Pacific Islands Forum and the Africa, Indian Ocean, Mediterranean and South China Sea (AIMS) Group to host a side event highlighting the opportunities and challenges, which face SIDS in their efforts to finance sustainable development. Different country experiences were also explored. Heads of Government and the Secretary-General also participated in several other side events at the Conference, including on Disaster Risk Management, and Ocean Acidification.

In May, the Secretariat hosted the **Caribbean Sub-Regional Capacity Building Workshop on the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilisation**. The Nagoya Protocol is a protocol to the Convention on Biological Diversity (CBD). The aim of the workshop was to assist Member States to reap a fair and equitable share of benefits from the use of their genetic resources and the traditional knowledge about them.

The workshop sought to strengthen the capacity of the participating countries to ratify or accede to the Protocol and to prepare for its implementation. It was held in collaboration with the Secretariat of the CBD with funding from the EU.

The Secretariat also facilitated the delivery of training to Member States and compiled a list of consultants who could assist them in the legislative and policy implementation processes. In April, Guyana became the first CARICOM Party to the Nagoya Protocol.

In July, Heads of Government issued the **CARICOM Declaration on the International Development Agenda Post-2015** which highlights the major priorities and concerns of the Region. Fully aware of the opportunities and challenges for the Community in the elaboration and implementation

of a post-2015 development agenda and in efforts to deepen and accelerate regional integration in pursuit of sustainable development, Heads of Government declared as follows:

- *the international development agenda must be inter-governmentally determined and agreed;*
 - *the eradication of poverty must remain the core objective and overarching preoccupation of the international development agenda;*
 - *the development agenda must be premised on promoting the welfare and wellbeing of all people;*
 - *the development agenda should promote and mainstream sustainable development and the balanced integration of its three dimensions - economic, social and environmental - at all levels;*
 - *the unique and particular vulnerabilities and challenges of small island developing states (SIDS) must remain a priority in the development agenda;*
 - *the development agenda should build on the lessons of the Millennium Development Goals (MDGs) toward a single comprehensive and integrated agenda that is responsive to the diverse development realities with which individual countries and regions are confronted;*
 - *the persistent and emerging challenges of climate change, energy security, water security, sustainable agriculture, food security and nutrition, employment, economic growth and diversification, debt sustainability, health (addressing both communicable and non-communicable diseases), gender equality and the empowerment of women, challenges facing youth and children, crime and security, and governance should be featured in the development agenda in order to address these and other critical challenges that constrain the development prospects and performance of CARICOM Member States;*
- *the development agenda should incorporate broader measures of progress to complement Gross Domestic Product (GDP), as GDP alone is an inadequate measure of the state of development in many economies; we encourage on-going efforts to devise appropriate approaches and instruments to that end;*
 - *emphasis must be placed on ensuring that definitive arrangements, including effective partnerships, are made to provide adequate financial and other resources, trade and market access, technology transfer and capacity building, particularly in the area of data collection and statistical analysis and improving resilience to the effects of climate change, to assist developing countries to implement the post-2015 development agenda;*
 - *greater emphasis must be placed on the development of monitoring, evaluation and accountability frameworks to guarantee the implementation of commitments made by all actors;*
 - *the fostering of a comprehensive global policy environment more conducive to the achievement of development objectives is an absolute imperative. Greater coherence across the trade, finance, environment and social policies is essential in this regard. Decisive progress in the Doha Development Round, the democratisation of global economic governance, and ambitious action on climate change are important requirements in the creation of such an environment;*

- institutional arrangements should foster and complement the effective implementation of the development agenda and efforts should be pursued to ensure their coherence through appropriate reform and strengthening; and
- all relevant stakeholders, such as governments, civil society, the private sector, and intergovernmental organisations, must be included in the process of determining and advancing the post-2015 development agenda to ensure more dynamic partnerships at all levels.

Reparations for Native Genocide and Slavery

During the year, Heads of Government adopted the **Regional Strategic and Operational Plan for a Caribbean Reparatory Justice Programme (CRJP)**. Key elements of the Plan, prepared by the CARICOM Reparations Commission (CRC) and approved in July, include:

- Request for a full formal apology by the Governments of Europe involved in the trans-atlantic slave trade
- Establishment of Caribbean cultural institutions through which the Caribbean experience could be scientifically told
- An Indigenous Peoples development programme
- Technology transfer
- Debt cancellation

The CRC was established in 2013 to pursue Reparations for Native Genocide and Slavery with the United Kingdom, France and Holland. The Commission comprises the Chairs of National Reparations Committees as well as a representative of the UWI. Professor Sir Hillary Beckles, Vice Chancellor of the UWI is Chair of the CRC. The CARICOM Secretariat continued to support its work during the year.

In July, Professor Sir Hilary Beckles addressed the British House of Commons to advocate for reparatory justice for the Region. He emphasised the need for a development conversation about this historical injustice and that a reparatory process would bequeath honour and dignity to the Region as well as the people of Great Britain and Europe.



Delegates at the Second Regional Conference on Reparations, held in Antigua and Barbuda in October, including Chair of the Reparations Commission, Prof. Sir Hilary Beckles (front row, 2nd L); CARICOM Chair, Prime Minister Browne of Antigua and Barbuda (back row, 2nd L); and former Jamaica Prime Minister, P.J. Patterson (back row, 1st L)

With a view to widening the dialogue on Reparations, the Second Regional Conference on Reparations was held in October in Antigua and Barbuda under the theme *Scientific Engagement and Community Mobilisation*. The Conference brought together a number of economists, lawyers, academics, historians, faith-based leaders, community activists,

scientists, journalists and artists to further map out national and regional strategies to advance the case for reparations from Europe. Delegations from Guadeloupe, Martinique and representatives of civil society organisations from Canada, the United Kingdom and the United States were also in attendance.

Regional Commission on Marijuana

During the year, Heads of Government extensively discussed issues surrounding the use of marijuana, including its medical use, aspects of decriminalising small quantities for recreational use, and concerns regarding the potential negative public and mental health aspects.

To address these issues and concerns, they established a Regional Commission on Marijuana to conduct a rigorous enquiry into the social, economic, health and legal issues surrounding marijuana use in the Region. The Commission will also advise whether there should be a change in

the current drug classification of marijuana, thereby making the drug more accessible for a range of users.

The Commission, headed by Professor Rose Marie Belle-Antoine, Dean of the Faculty of Law, UWI, St. Augustine Campus, includes practitioners with profound knowledge in medicine and allied health, health research, law enforcement, ethics, education, anthropology, sociology, and culture. The CARICOM Secretariat and CARPHA are supporting the work of the Commission which is expected to submit its final report to Heads of Government eighteen months following the start of its work.

Members of the Regional Commission on Marijuana



Professor Rose Marie Belle-Antoine, Chair



Franklin Francis/
Ras Franki-Tafari



Dr Maxine Gossell-Williams



Bishop (Rtd) Simeon Hall



Dr Kishore Shallow



Dr Alana Griffith



Professor Wendell Abel



Ms Esther Best



Mr Dormah Harrison

Sports

The 10th edition of the CARICOM 10K Road Race was held in June in Antigua and Barbuda, ahead of the Thirty-Fifth Meeting of the Conference. Tonya Nero of Trinidad and Tobago retained her title and the Secretary-General's Trophy for the third time in a row. Guyanese national Cleveland Forde excelled in the men's section, winning the Chairman's trophy. Athletes from ten Member States participated in the race.

Two six year-old brothers, Mark and Marcus Murphy, of Antigua and Barbuda, were also recognised for being the youngest to complete the event.



CARICOM Assistant Secretary-General Dr Douglas Slater (C) with the winners of the 10th Annual CARICOM 10K race, Cleveland Forde of Guyana and Tonya Nero of Trinidad and Tobago, held in Antigua and Barbuda in July



Section IV

SECURITY



Supporting the Reduction of Youth on Youth Violence

The **CARICOM-Spain Citizen Security Project to support the reduction of Youth on Youth** violence in schools and communities was piloted in May and June. Five Member States participated namely, Antigua and Barbuda, Jamaica, St. Kitts and Nevis, Saint Lucia and Trinidad and Tobago. The US\$436,000 Project was approved in 2013 under the CARICOM-Spain Joint Fund. It seeks to identify solutions to youth on youth violence and to integrate reformed gang members into society. It will run for eighteen months.

The project is coordinated by the Secretariat. It involves training teachers, students, and school administrators in at-risk schools in a range of areas. These include developing safety and security strategies around the design and use of school buildings; drug use prevention; identification and management of early warnings in troubled students; life skills for students; and anti-bullying measures.

The project also seeks to strengthen pro-social school norms and values through the establishment of *Champions for Change Clubs*; and to increase the capability of out-of-school youth, parents, community leaders and leaders of faith-based organisations through parenting and mentoring classes and assigning mentors to at-risk youth.

Additionally, it includes character development training, reinforced by after school activity programmes; and entrepreneurial training under the CEBO project, for out of school youth and school leavers, to increase employability.

Regional Programme to Support the CARICOM Crime and Security Strategy (CCSS)

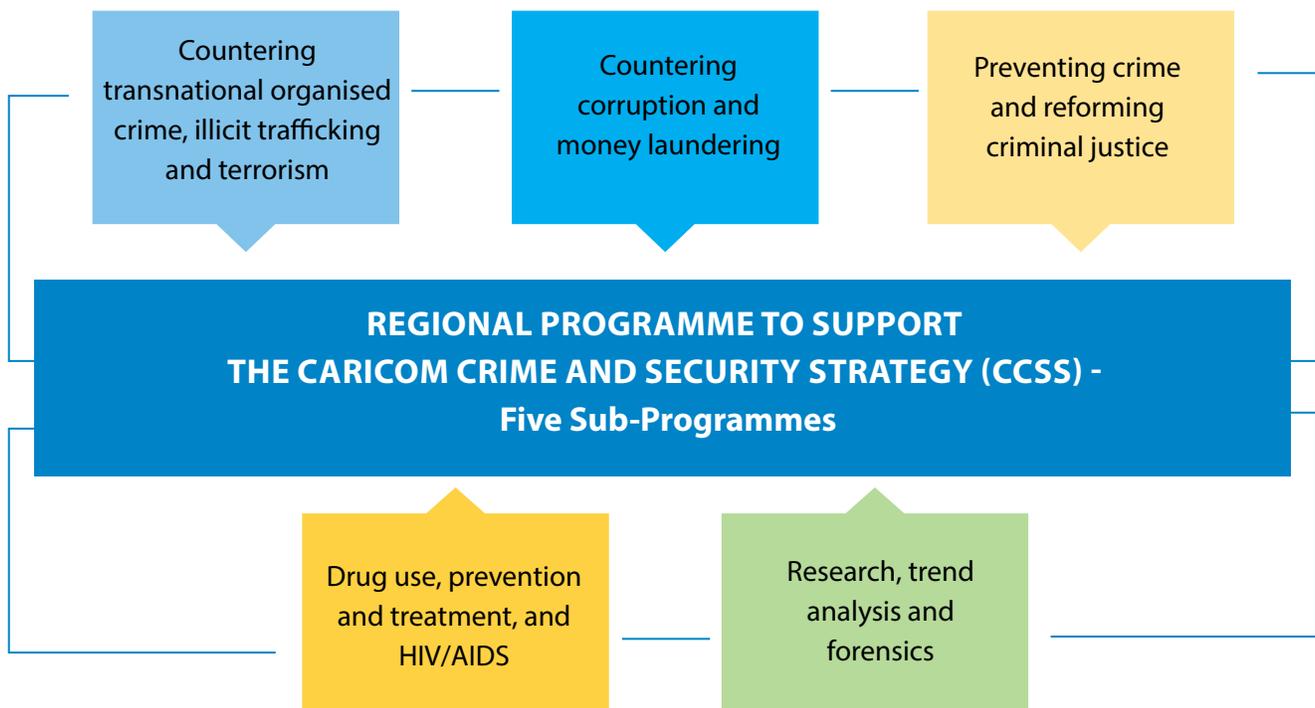
The CARICOM Crime and Security Strategy (CCSS), approved by Heads of Government in 2013, was further advanced in 2014 with the launch in April, of a Regional Programme to help achieve its goals over the period 2014-2016.

It's **vision** is:

By 2016, the countries of the Region will be in a position to count on strengthened institutions and cooperate in an effective and sustainable manner to counter the destabilising impact of organised crime.

The Regional programme is built around five sub-programmes which directly target the priority goals of the CCSS. It also draws on significant elements of the CARICOM Social Development and Crime Prevention Action Plan (2009-2013).

Under the Action Plan, a number of interventions were undertaken in Member States, including the development of survey instruments to collect data on gangs and gang related violence from schools and communities; training in leadership empowerment and conflict management; and development of strategies to facilitate exiting gangs members and reintegrating ex-gang members into society.



The Regional Programme was jointly developed by the United Nations Office on Drugs and Crime (UNODC), the CARICOM Implementation Agency for Crime and Security (CARICOM IMPACS), and the

CARICOM Secretariat, with contributions from the Caribbean Aviation Safety and Security Oversight System (CASSOS) and the Regional Security System (RSS).



Section V

FOREIGN AND COMMUNITY RELATIONS



COMMUNITY RELATIONS

In March, Heads of Government considered the issues and recommendations from the Technical Working Group (TWG) on **Membership and Associate Membership in CARICOM**, established in 2012. They endorsed the following process for considering applications for Associate Membership:

- Determination by the Conference of eligibility of the applying country;
- Confirmation of the *acquis communautaire* of CARICOM or the mandatory rights, obligations and benefits of CARICOM Membership;
- Acceptance of the *acquis communautaire* by the applying country;
- Negotiation between the Community and the applying country on the implementation of the *acquis communautaire*, including timeframes for compliance and determination of a minimum level of compliance required prior to formal accession;
- Conclusion of a formal Accession Agreement; and
- Deposit of an Instrument of Accession.

Heads of Government requested the Secretariat to reflect further on the concerns of some Member States regarding the constitutional status of territories seeking to become Members or Associate Members of CARICOM, and the implications for the manner in which the Community conducts its work. This should include the constitutional implications of admitting additional overseas territories/dependencies as Associate Members.

At the request of the Government of Antigua and Barbuda, the Community mounted an **Electoral**

Observation Mission to that Member State for elections held in June. The eleven-member team was drawn from seven Member States and was headed by Mr Orrette Fisher, Director of the Electoral Office of Jamaica.



Head of the CARICOM Electoral Observation Mission to Antigua and Barbuda, Mr Orrette Fisher

The CARICOM Secretariat provided logistical and administrative support to the Mission. The Mission observed that voters cast their ballots without intimidation or harassment and the results reflected the will of the people of Antigua and Barbuda.

In January, the Secretary-General welcomed the **first Plenipotentiary Representative of Haiti to CARICOM**, His Excellency Peterson Noel. Ambassador Noel is a former member of staff of the Secretariat and the CARICOM Representation Office in Haiti (CROH).



Secretary-General Ambassador LaRocque and Ambassador Peterson Noel, Haiti's first Plenipotentiary Representative to CARICOM

RELATIONS WITH THIRD STATES



United Mexican States (Mexico)

CARICOM and Mexico share a strong relationship which is formally underpinned by instruments such as Technical Cooperation Agreements and Memoranda of Understanding.

In April, at the Third CARICOM-Mexico Summit, CARICOM Heads of Government and the President of Mexico held fruitful discussions on a range of issues, including the negative impact of climate change and comprehensive disaster management. The Leaders also approved the Sixth Mexico-CARICOM Technical Cooperation Programme (2014-2015) which will support the Region's efforts in the areas of education, statistics, entrepreneurial innovation, health, comprehensive disaster risk management and agriculture.

The President of Mexico announced the willingness of his country to extend the Mexico Mesoamerican Infrastructure Fund to include CARICOM Member

States. The objective of the Fund is to provide financial support and technical assistance for infrastructure projects. This will be done through grants and concessionary loans to member countries for qualifying projects in the areas of roads, water, solid waste and urban transport.

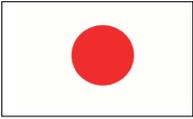
The Fund was created in 2012 with seed money of US\$160M. Mexico projects that from this seed contribution, it will be possible to leverage US\$500M – US\$1,000M for the Fund.



(L-R) Trinidad and Tobago's Foreign Minister, Hon. Winston Dookeran, Mexico's Foreign Minister, H.E. Mr Jose Antonio Meade and Secretary-General Ambassador Irwin LaRocque preparing for the Meeting of Foreign Ministers which preceded the Third CARICOM-Mexico Summit



Heads of State/Government, Heads of Delegation and the Secretary-General at the Third CARICOM-Mexico Summit held in Merida, Mexico in April



Japan

CARICOM and Japan marked their twenty-year relationship in 2014, designated as *CARICOM-Japan Friendship Year*. This relationship covers a range of areas including culture, trade and tourism. An important engagement to mark this milestone was the first-ever CARICOM-Japan Summit, held in July in Trinidad and Tobago.

During the discussions between CARICOM Heads of Government and the Prime Minister of Japan, the latter reaffirmed his country's support for key CARICOM issues. These included continued access to concessionary development finance by CARICOM Member States designated as Middle-Income Countries; cooperation in the international arena, particularly reform of the UN; the 2015 Paris Agreement on climate change; and the post-2015 Millennium Development Goals (MDGs). Japan also pledged to work with CARICOM to promote the principles of the *Rule of Law at Sea*.



The Japanese Prime Minister took the opportunity to announce Japan's new policy towards CARICOM, consisting of three pillars, namely:

- Cooperation towards sustainable development, including overcoming vulnerabilities particular to small islands states;
- Deepening and expanding bonds founded on exchanges and friendship; and
- Cooperation in addressing challenges of the international community.



Kingdom of Spain

2014 marked fifteen years since CARICOM and Spain formalised relations. In July 1999, a Scientific and Technical Cooperation Agreement was signed, reflecting both Parties' commitment to maintaining a strategic long-term partnership.

CARICOM Heads of Government and the Prime Minister of Spain observed this milestone during discussions at the Thirty-Fifth Regular Meeting of the Conference, held in July in Antigua and Barbuda. The leaders pledged to further strengthen their partnership and ensure that their shared values continued to underpin

the CARICOM-Spain relationship. These values include respect for the principles of democracy, the rule of law and for human rights; promotion of sustainable development; recognition of the special circumstances and needs of Small Island Developing States (SIDS), and of Small Highly Indebted Vulnerable Middle Income Countries.

In May, the CARICOM-Spain Joint Commission met in Guyana and established criteria for enhanced Spanish Cooperation, with greater impact on the well-being of the Region's peoples. The Joint Commission agreed to three priority areas for cooperation for the period 2014-2018, namely economic growth, security and development, and democratic governance.



2014 also marked the Forty-Second anniversary of the establishment of diplomatic relations among the then independent States of CARICOM and Cuba and the Twelfth anniversary of Cuba-CARICOM Day.

CARICOM Heads of Government and the President of Cuba commemorated these milestones at their Fifth Summit on 8 December, Cuba-CARICOM Day, in Havana. The leaders expressed pride in their shared Caribbean identity as well as in the strong and high level of bilateral and political relations. The Declaration of Havana adopted at the Summit, set out their agreements in a wide range of areas including strengthening south-south cooperation; addressing climate change; protecting the environment and the sustainable use of resources, especially those in the Caribbean Sea; and combatting trafficking in persons, illegal drugs and small arms.

Heads of Government recognised and were appreciative of Cuba's continuing contribution to

the well-being of the people of the Region, through its support in areas such as health, human resource development, culture and sports.

Both sides also welcomed the progress in the negotiations to expand market access and improve economic cooperation under the CARICOM-Cuba Trade and Economic Cooperation Agreement, signed in 2000.

Cuba is willing to grant CARICOM Member States preferential access into its market for approximately two hundred and ninety-seven additional products. This would position CARICOM companies to take advantage of enhanced market access opportunities.

Cuba is requesting duty free access for some eighty-five additional products into the markets of CARICOM MDCs. CARICOM is prepared to grant Cuba duty free access for approximately forty-seven of these additional products and will continue to consult internally regarding the remaining thirty-eight products.



In June, Foreign Ministers from CARICOM and from the Dominican Republic held discussions with their UK Counterpart at the Eighth Caribbean-United Kingdom (UK) Forum in London held under the theme *A Partnership for Prosperity*.

A key issue raised by CARICOM representatives was the difficulties being encountered by Caribbean business persons and artists wishing to take advantage of the trade opportunities under the Economic Partnership Agreement (EPA) as a result of UK visa policies. Similar difficulties were also

being encountered by students whose professional qualifications require on-the-job training.

The Representatives of the Region also used the opportunity to raise CARICOM's continued concern about the negative impact of the Air Passenger Duty (APD) on the tourism industry. Earlier in the year, the UK had amended the APD bands, however the adjusted tax measures continued to have a negative effect.

The UK reaffirmed its commitment to the Region. This included, establishing links between Diplomatic Academies in both the Caribbean and the UK and support in areas related to education, youth employment, ICT and security.



Republic of Turkey

In July in Istanbul, CARICOM and Turkey charted mechanisms for enhanced cooperation in trade and investment at the First Meeting of

Ministers of Foreign Affairs under the *Turkey-CARICOM Consultation and Cooperation Mechanism*. Key areas of discussion, highlighted in the *Declaration of Istanbul*, included the post-2015 development agenda, climate change and cultural exchanges.



Canada

The Sixth Round of Negotiations for a CARICOM-Canada Trade and Development Agreement concluded in April. The text of many chapters has been agreed to including Rules of Origin, Customs Procedures, Trade Facilitation, Technical Barriers to Trade, Sanitary and Phytosanitary Measures,

Transparency in Government Procurement, Agriculture and Fisheries, Intellectual Property and Environment.

Both sides have agreed to use the succeeding period until the Seventh Round is scheduled for reflection, political stock-taking and where appropriate, further engagement at the political level and the level of Chief Negotiators.



Federal Republic of Germany

In April, the Community and Germany reviewed their ongoing cooperation in a range of areas, including climate change, energy, health and sustainable development. The discussions, which took place at the CARICOM Secretariat, involved Representatives of the German Ministry of Economic Cooperation, the GIZ, as well as of the German Development Bank. The CARICOM side

was represented by a delegation from the CARICOM Secretariat, led by the Deputy Secretary-General, Ambassador Manorma Soeknandan.

The Government of Germany, through regional initiatives including the GIZ-REETA (Renewable Energy and Energy Efficiency Technical Assistance) Project, has made valuable contributions to the Secretariat's capacity to coordinate sustainable development policies, most significantly in renewable energy.



United States of America (USA)

In October, representatives of CARICOM and the United States (US) held discussions at the Sixth Meeting of the Trade and Investment Council (TIC) in Nassau, The Bahamas.

Member States improve their capacity to meet the requirements of the new US Food Safety Modernisation Act. Workshops will be held in Member States from January to March 2015 focusing on SPS measures.

During the discussions, the US agreed to proceed with its offer of technical assistance to help

The workshops are being developed by USAID and the United States Department of Agriculture (USDA), in collaboration with the Inter-American Institute for Cooperation on Agriculture (IICA).

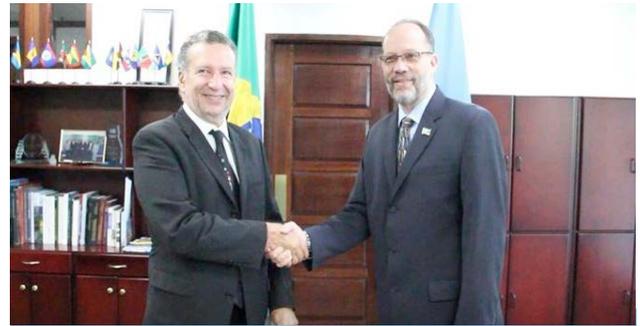
Plenipotentiary Representatives accredited to CARICOM

During the year, Botswana, Brazil, Canada, Chile, Cuba, El Salvador, Finland, France, Georgia, Germany, India, Lithuania, The Netherlands, Slovenia, South Africa, Spain, Sweden, Turkey,

the United Kingdom and Venezuela accredited Plenipotentiary Representatives to CARICOM. For Botswana, El Salvador, Georgia, Lithuania, the Netherlands and Sweden, these were the first Envoys accredited to the Community. This brings to thirty-six the number of Third States and Groups of States formally accredited to CARICOM.



Secretary-General Ambassador LaRocque and H.E. Ms Bernadette Sebage Rathedi, Botswana's first Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and H.E. Mr Lineu Pupo de Paula, Federative Republic of Brazil's Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and H.E. Dr Nicole Giles, Canada's Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and H.E. Mr Fernando Mariano Schmidt Ariztia, Republic of Chile's Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and H.E. Mr Julio César González Marchante, Republic of Cuba's Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and H.E. Mr Raymundo Ernesto Rodríguez Díaz, Republic of El Salvador's first Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and H.E. Mr Yrjö Kim David Luotonen, Finland's Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and H.E. Mr Michel Prom, French Republic's Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and H.E. Mr Otar Berdzenishvili, Georgia's first Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and H.E. Dr Lutz Hermann Görrens, Federal Republic of Germany's Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and H.E. Mr Venkatachalam Mahalingam, India's Plenipotentiary Representative to CARICOM



Deputy Secretary-General Ambassador Manorma Soeknandan and H.E. Ms Raimonda Murmokaitė, Lithuania's first Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and H.E. Ms Lucita Cecilia Gairoen-Nisa Moeniralam, Kingdom of the Netherlands' first Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and H.E. Dr Božo Cerar, Slovenia's Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and H.E. Ms Maureen Isabella Modiselle, South Africa's Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and H. E. Mr José María Fernández López de Turiso, Kingdom of Spain's Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and H.E. Mr Claes Hammar, Sweden's first Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and H.E. Ms Şule Öztunç, Republic of Turkey's Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and
H.E. Ms Victoria Glynis Dean, United Kingdom's
Plenipotentiary Representative to CARICOM



Secretary-General Ambassador LaRocque and
H.E. Mr Raúl LiCausi Pérez, Bolivarian Republic of Venezuela's
Plenipotentiary Representative to CARICOM



Section VI

STATISTICS



During the year, Regional and National Statistical Systems were strengthened leading to increased capacity to produce statistics in accordance with regional guidelines and international standards.

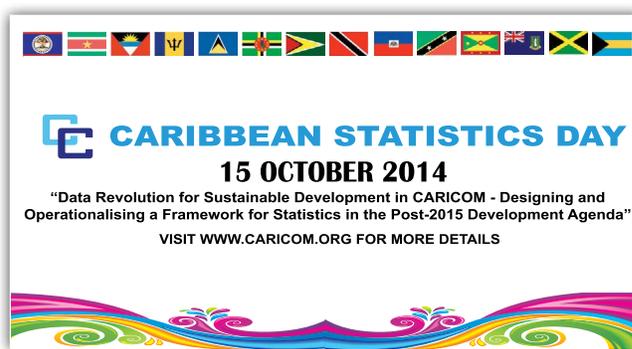
In May, the newly formed **Caribbean Association of Professional Statisticians (CAPS)** was inaugurated during the Second High-Level Advocacy Forum on Statistics which focused on the theme *Data Revolution for Statistics*.

The CAPS will assist the process of harmonising statistics within the Region. It will also facilitate the compilation of a database of regional statistical experts through its membership directory. Dr Philomen Harrison, Project Director, Regional Statistics at the CARICOM Secretariat, was elected as the President of the CAPS Board of Directors.



President of CAPS, Dr Philomen Harrison

In October, the Community observed its **Sixth Annual Caribbean Statistics Day**, recognising the vital role of statistics in improving the daily lives of people. The theme was *Data Revolution for Sustainable Development of CARICOM - Designing and Operationalising a Framework for Statistics in the Post-2015 Development Agenda*. Activities were held across the Community, including engagements with suppliers and users of data, such as schools, to promote the importance of statistics to development.



Also in October, the Standing Committee of Caribbean Statisticians (SCCS) at its Thirty-Ninth Meeting, urged the International Statistical Community to push for a **dual set of indicators in respect of the UN Sustainable Development Goals (SDGs)**.

The SCCS recommended that the core set of indicators should be the starting point for CARICOM and countries should aim to migrate to the full set within a specific timeframe. The recommendation is to be considered by the COTED in 2015. In addition, the Committee has emphasised that the Caribbean-specific indicators for the Millennium Development Goals (CSMDGs) should also inform the process moving forward in CARICOM. The Caribbean-specific indicators were produced by the CARICOM Region to make the MDGs more relevant to the Region's circumstances.

Under the 10th EDF, all Member States and some staff of the CARICOM Secretariat benefitted from **technical assistance in Merchandise Trade Statistics**. The focus was on the new Eurotrace system for trade data processing and dissemination, installed under the 9th EDF. Member States received assistance in installing/upgrading the Eurotrace software and in resolving challenges; in preparing relevant guidelines and manuals; and training in the operation of the software (inclusive of training of trainers).

Through the Eurotrace system, it is expected that the processing and quality of trade data generated by Member States and the CARICOM Secretariat will be enhanced.

Also during the year, **electronic databases for social statistics** were updated in several areas including:

- Labour force (data for seven countries for 2012 and for five countries for 2013);
- Education (data for eleven countries for 2012);
- Health (data for fifteen countries for 2012, five countries for 2013 and one country for 2014);
- Vital statistics (data for sixteen countries for 2012 and eight countries for 2013);
- Population (data for fourteen countries for 2013 and seven countries for 2014);
- Crime (data for fifteen countries for 2005 to 2010);

- Poverty (data for two countries for 2012 and 2013);
- MDGs/CSMDGs (data for eleven countries for 2012 and 2013);
- Free movement (data regarding skills certificates issued in 2010 and 2013); and
- 2010 Census (data collected and compiled for eighteen countries).

Further, **Regional National Accounts databases** were updated with 2012 data for sixteen countries and with 2013 data for eleven countries.

Additionally, **Regional Trade databases** were updated with annual data up to 2013.

Two **statistical publications** were issued in 2014:

- Foreign Direct Investment Flows of CARICOM Member States: 2002-2013; and
- National Accounts Digest: CARICOM Associate Members: 2006-2012.



Section VII

AGREEMENTS SIGNED/RATIFIED



The following new Agreement was opened for signature in 2014 and was signed and ratified by the Member States as indicated:

⌘ **Protocol to amend Article 83 of the Revised Treaty of Chaguaramas establishing the Caribbean Community including the CARICOM Single Market and Economy** (*Buccament, St. Vincent and the Grenadines, 11 March 2014*)

- Signature
 - Antigua and Barbuda, Barbados, Dominica, Grenada, St. Vincent and the Grenadines (11 March 2014);
 - Suriname (20 May 2014);
 - Guyana (2 July 2014);
 - Saint Lucia (3 July 2014);
 - St. Kitts and Nevis (4 July 2014);
 - Jamaica (26 September 2014)
- Ratification
 - Guyana (18 August 2014);
 - Jamaica (25 November 2014)

The following Agreements which had been opened for signature prior to 2014, were signed and/or ratified by Member States as indicated:

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

- Signature - Antigua and Barbuda (10 March 2014)

⌘ **Agreement Establishing the CARICOM Regional Organisation for Standards and Quality (CROSQ)** (*Belize City, Belize, February 4, 2002*)

- Signature - Montserrat (2 July 2014)

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

- Signature - Guyana (2 July 2014)
- Ratification - Guyana (18 August 2014)

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

- Signature - Guyana (2 July 2014)
- Ratification
 - Trinidad and Tobago (9 March 2014);
 - Guyana (18 August 2014)

⌘ **Memorandum of Understanding for the Sharing of Intelligence among Member States of the Caribbean Community** (*Basseterre, St Kitts and Nevis, 6 July 2006*)

- Accession - Haiti (6 May 2014)

⌘ **Memorandum of Intent between the Government of the United States of America and Member States of the Caribbean Community on Co-operation regarding the Development of an Advance Passenger Information System (APIS)** (*St. Kitts and Nevis, 16 October 2006*)

- Accession - Haiti (6 May 2014)



Section VIII

OPERATIONS OF THE CARICOM SECRETARIAT



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

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

The Secretariat's Work Programme for 2014 was approved by the Community Council of Ministers in January and spanned all the areas highlighted in this Report. Efforts continued to sharpen the focus of these programmes on results and on demonstrating value for money. Highlights of some areas of the Secretariat's administrative operations for the year are set out below.

Capacity Building in Member States



Through the Secretariat's internship programme, nineteen students from The Bahamas, Guyana, Jamaica and Saint Lucia got the chance to work in the Organisation in 2014. Areas of the internships were trade negotiations, strategic planning, legal services, statistics, administrative services, and energy.

The internships provide students with an opportunity to develop their skills in the application of theory to practical work situations. They also prepare the students to enter into full-time employment in their areas of specialisation upon graduation; increase their sense of responsibility; help them develop good work habits; and provide invaluable and in-depth knowledge about the activities and operations of the Secretariat.

Human Resource Management



In 2014, all CARICOM Regional Institutions joined the CARICOM Secretariat's Group Health and Life insurance. The expansion of the health group resulted in increased access to health and life insurance coverage for all participants and a decrease in their monthly premiums.

The Secretariat continued to focus on staff wellness and work life balance during the year. A number a health and wellness activities were conducted including blood glucose and blood pressure checks, updating vaccination regimens, and vision and dental checks. In addition, there were a number of health debates and discussions.

Staff Welfare was also in focus with the celebration of **Staff Talent Week** in November, under the theme *Creativity and Innovation for a Better Tomorrow*. Staff once again fully participated in all aspects and dimensions of the week – exhibition of collectibles; food displays; expressions of talent through song, poetry and drama, and a fashion show.



Secretary-General Ambassador LaRocque and Ms Veda Tappin of the Directorate for Human and Social Development enjoying a display during Staff Talent Week

Conference Services



The Secretariat continued to support the process of community consultation and decision-making by providing effective and efficient conference services for meetings. This included assisting with document finalisation and dissemination; rapporteurial services and administrative support at meetings.

Approximately one hundred and eighty-seven meetings were serviced in 2014. The use of information technology greatly enhanced the speed and efficiency of document dissemination for these meetings and reduced the need for printed copies. It also allowed Member States to have earlier and faster access to documentation.

Documentation Services



The Secretariat provided staff and other stakeholders in the Community with resource materials from its documents collections and databases, for decision-making and research needs. During the year, the Secretariat digitised and assigned International Standard Book Numbers (ISBNs) to forty CARICOM policy

documents which were previously only available in hard copy, thereby extending access. These included CARICOM Agribusiness Development Strategy; Caribbean Community Agricultural Policy; Caribbean Cooperation in Health Phase III (CCH III): Regional Health Framework 2010-2015: Investing in Health for Sustainable Development; Regional Digital Development Strategy (RDDS) 2010-14; Caribbean Community Energy Policy; Caribbean Community Regional Aid for Trade Strategy 2013-2015; Regional Guidelines for Developing Policy, Regulation and Standards in Early Childhood Development Services; Regional Strategy: Technical and Vocational Education and Training; and Strategic Plan of Action for the Prevention and Control of Chronic Non-Communicable Diseases (NCDs) for countries of the Caribbean Community (CARICOM) 2011-2015.

Also, one-thousand and sixty-six ISBNs were assigned to publishers during the year. The Secretariat administers the ISBN programme for twelve Member States, namely, Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines and Trinidad and Tobago.

Exhibitions and Tours



The Secretariat mounts exhibitions to coincide with regional and international events/milestones. During the year these included exhibitions to mark the Forty-First Anniversary of the Caribbean Community (July); in support of Girls in ICT Day (April); to highlight, using the Anansi character, the youth development themes at the May Meeting of the COHSOD; in observance of

Caribbean Health and Wellness Week (September); to mark Caribbean Statistics Day and Breast Cancer Awareness Month (October); and for CARICOM Secretariat Staff Talent Week (November).

Fifteen tours were conducted for local schools and visiting delegations during the year. These included tours by students of the T.A. Marryshow Community College, Grenada and the Signal Hill Secondary School, Tobago.



As part of its public education programme, the CARICOM Secretariat conducted several school tours during 2014

Audit



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

In 2014, areas of review included the Fixed Asset System, maintenance of the Secretariat's fleet of motor vehicles, Monthly Management Accounts, the Integrated Information System (IIS), the Global Fund Round 9 activities of PANCAP, and the Organisation's pension scheme. The reviews

entailed the conduct of compliance testing and provision of recommendations for improvements, where necessary.

A self-assessment exercise was completed of the Internal Audit Unit. This is in keeping with established international standards to ensure that the Secretariat's internal capacity is aligned with the professional practice for internal auditing.

Audit services were also provided to support Community Institutions in 2014. This included leading a Value for Money Audit of the CKLNA.

Finance and Budget



In 2014, the **Community Council approved a budget of EC\$89,035,030 for the CARICOM Secretariat** of which **EC\$54,232,093** was funded by Member States and **EC\$34,802,937** was contributed by Development Partners. Together with other income of **EC\$918,282** (such as from ISBN registration and processing fees, disposal of fixed assets and interest), income for 2014 totalled **EC\$89,953,312**.

As part of continuing efforts to strengthen its governance arrangements, commencing in 2014, the Secretariat's Financial Statements are being prepared in compliance with International Public-Sector Accounting Standards (IPSAS). The Standards provide a framework for international best practice in financial reporting and facilitate enhanced decision-making.

A Summary of Member States Assessed Contribution for 2014 is given below (EC\$)

Member State	% of Budget	HQ 2014 Amount	% of Budget	OTN 2014 Amount	Total
Anguilla	0.11	53,547	-	-	53,647
Antigua & Barbuda	1.44	702,284	1.49	81,389	783,673
Barbados	7.86	3,833,302	8.12	443,542	4,276,844
Belize	2.25	1,097,319	2.23	126,727	1,224,046
Bermuda	1.00	487,697	-	-	487,697
British Virgin Islands	0.77	375,527	-	-	375,527
Cayman Islands	1.00	487,697	-	-	487,697
Dominica	0.79	385,281	0.82	44,791	430,072
Grenada	1.44	702,284	1.49	81,389	783,673
Guyana	7.00	3,413,882	7.23	394,928	3,808,810
Haiti	6.00	2,926,185	6.20	1,306,593	3,264,850
Jamaica	23.15	11,290,197	23.92	-	12,596,790
Montserrat	0.11	53,647	-	81,389	53,647
St. Kitts & Nevis	1.44	702,284	1.49	81,389	783,673
Saint Lucia	1.44	702,284	1.49	81,389	783,673
St. Vincent & The Grenadines	1.44	702,284	1.49	394,928	783,673
Suriname	7.00	3,413,882	7.23	645,103	3,808,810
The Bahamas	11.43	5,574,382	11.81	1,360,124	6,219,485
Trinidad & Tobago	24.12	11,763,263	24.90	-	13,123,387
Turks & Caicos Islands	0.21	102,416			102,416
Total	100.00	48,769,748	100	5,462,345	54,232,093

In 2014, **actual expenditure** from Member States' resources was **EC\$48,606,467**. The table below

provides a summary of approved and actual expenditure from Member States' contributions.

Expenditure Categories	2014	
	Approved Budget EC\$	Actual Expenditure EC\$
Head I - Human Resource Costs	41,447,650	38,009,062
Head II - Other Operating Expenses	12,505,854	10,395,228
Head III - Capital Expenditure	278,589	202,177
TOTAL	54,232,093	48,606,467

With respect to resources from Development Partners, **EC\$35,518,351** was expended. This included expenditure from projects begun in

previous years. The following Development Partners contributed to the work of the Secretariat in 2014:

- Caribbean Development Bank (CDB)
- Commonwealth Fund for Technical Cooperation (CFTC)
- Canadian International Development Agency (CIDA)
- Commonwealth of Learning (COL)
- European Union (EU)
- Food and Agriculture Organisation of the United Nations (FAO)
- Global Fund
- German Agency for International Cooperation (GIZ)
- Government of Japan
- Government of Spain
- Government of Kazakhstan
- Inter-American Development Bank (IDB)
- Inter-American Institute for Cooperation on Agriculture (IICA)
- International Labour Organisation (ILO)
- Organisation of American States (OAS)
- UK Department for International Development (DFID)
- United Nations Children's Fund (UNICEF)
- United Nations Development Programme (UNDP)
- United Nations Environment Programme (UNEP)
- The Joint United Nations Programme on HIV and AIDS (UNAIDS)
- United States Agency for International Development (USAID)
- United States Department of Agriculture (USDA)
- World Trade Organisation (WTO)

The Secretariat received an unqualified opinion on its Financial Statements for 2014 from the External Auditors.



Section IX

APPENDICES



Appendix I

The Caribbean Community



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

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

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

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

The Principal Organs of the Community are:

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

The Conference of Heads of Government

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

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

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

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

Bureau of the Conference

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

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

The responsibilities of the Bureau are to:

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

The Community Council of Ministers

The Community Council of Ministers is the second highest Organ of the Community.

It consists of Ministers responsible for Community Affairs and any other Minister designated by Member States. It is responsible for:

- ⌘ the development of Community strategic planning and coordination in the areas

of economic integration, human and social development, security, and external relations; and

- ⌘ reviewing and approving the work programme and budget of the CARICOM Secretariat.

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

Community Organs & Bodies

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

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

The Bodies are:

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

The Secretary-General of the Caribbean Community

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

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

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

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

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

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

Past Secretaries-General of CARICOM¹

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

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

The Caribbean Community (CARICOM) Secretariat

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

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

Functions of the CARICOM Secretariat:

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

Structure of the CARICOM Secretariat

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

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

Institutions and Associate Institutions of the Community

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

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

COMMUNITY INSTITUTIONS

INSTITUTIONS		COMMENTS
CAHFSA	Caribbean Agricultural Health and Food Safety Agency	<i>As per Decision of the Twenty-First Inter-Sessional Meeting of the Conference of Heads of Government (March 2010, Dominica)</i>
CARDI	Caribbean Agricultural Research and Development Institute	<i>As per Article 21 of the Revised Treaty</i>
CARICAD	Caribbean Centre for Development Administration	<i>As per Article 21 of the Revised Treaty</i>
CARPHA	Caribbean Public Health Agency	<i>As per Decision of the Twenty-First Inter-Sessional Meeting of the Conference of Heads of Government (March 2010, Dominica)</i>
CASSOS	Caribbean Aviation Safety and Security Oversight System	<i>As per Decision of the Twenty-Ninth Regular Meeting of the Conference of Heads of Government (July 2008, Antigua and Barbuda)</i>
CCC	CARICOM Competition Commission	<i>As per Articles 171 - 174 of the Revised Treaty</i>
CCCCC	Caribbean Community Climate Change Centre	<i>As per Decision of the Thirteenth Inter-Sessional Meeting of the Conference of Heads of Government (February 2002, Belize)</i>
CDEMA	Caribbean Disaster Emergency Management Agency	<i>As per Article 21 of the Revised Treaty (Formerly CDERA)</i>
CARICOM IMPACS	CARICOM Implementation Agency for Crime and Security	<i>As per the Twenty-Sixth Regular Meeting of the Conference of Heads of Government (July 2005, Saint Lucia)</i>
CDF	CARICOM Development Fund	<i>As per Article 158 of the Revised Treaty and the Agreement Relating to the Operations of the CDF</i>
CIMH	Caribbean Institute for Meteorology and Hydrology	<i>As per Article 21 of the Revised Treaty (Formerly CMI)</i>
CKLNA	Caribbean Knowledge and Learning Network Agency	<i>As per the Decision of the Twenty-First Inter-Sessional Meeting of the Conference of Heads of Government (March 2010, Dominica)</i>
CMO	Caribbean Meteorological Organisation	<i>As per Article 21 of the Revised Treaty</i>
CRFM	Caribbean Regional Fisheries Mechanism	<i>As per Decision of the Twenty-Fourth Regular Meeting of the Conference of Heads of Government (July 2003, Jamaica)</i>
CROSQ	CARICOM Regional Organisation for Standards and Quality	<i>As per Article 67 of the Revised Treaty and the Agreement Establishing CROSQ</i>
CTU	Caribbean Telecommunications Union	<i>Formalised by Decision of the Thirty-Fourth Regular Meeting of the Conference of Heads of Government (July 2013, Trinidad and Tobago)</i>
CXC	Caribbean Examinations Council	<i>Formalised by Decision of the Twentieth Inter-Sessional Meeting of the Conference of Heads of Government (March 2009, Belize)</i>
CCJ	Caribbean Court of Justice	<i>Pursuant to Article 211 of the Revised Treaty and the Agreement establishing the CCJ</i>

ASSOCIATE INSTITUTIONS

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

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

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

Appendix II

Acronyms

ACCC	Association of Canadian Community Colleges
ACP	African, Caribbean and Pacific Group of States
ACTI	Association of Caribbean Tertiary Institutions
AfT	Aid for Trade
AGM	Annual General Meeting
AIMS	Africa, Indian Ocean, Mediterranean and South China Sea
APIS	Advance Passenger Information System
ART	Antiretroviral therapy
BVI	British Virgin Islands
CAHFSA	Caribbean Agricultural Health and Food Safety Agency
CAIC	Caribbean Association of Industry and Commerce
CAL	Caribbean Airlines
CANTA	Caribbean Association of National Training Agencies
CAPS	CSME Application Processing System
CAPS	Caribbean Association of Professional Statisticians
CARDI	Caribbean Agriculture Research and Development Institute
CARIBBEAN EXPORT	Caribbean Export Development Agency
CARICAD	Caribbean Centre for Development Administration CARICOM
CARICOM	Caribbean Community
CARICOM IMPACS	CARICOM Implementation Agency for Crime and Security
CARIFORUM	Caribbean Forum of ACP States
CARPHA	Caribbean Public Health Agency
CARREX	CARICOM Rapid Alert System for Exchange of Information on Dangerous Consumer (non-food) Goods
CASME	Caribbean Association of Small and Medium Enterprises
CASSOS	Caribbean Aviation Safety and Security Oversight System
CBC	Caribbean Business Council
CBD	Convention on Biological Diversity
CBSI	Caribbean Basin Security Initiative
CCCFP	Caribbean Community Common Fisheries Policy
CCE	CARICOM Commission on the Economy
CCH	Caribbean Cooperation in Health
CCH III	Caribbean Cooperation in Health Phase III
CCJ	Caribbean Court of Justice

CCL	Caribbean Congress of Labour
CCREEE	Caribbean Centre for Renewable Energy and Energy Efficiency
CCRON	Caribbean Child Rights Observatory Network
CCSS	CARICOM Crime and Security Strategy
CDB	Caribbean Development Bank
CDEMA	Caribbean Disaster Emergency Management Agency
CDF	CARICOM Development Fund
CEBO	Creativity for Employment and Business Opportunity
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
C-EFE	CARICOM Education for Employment
CEO	Chief Executive Officer
CET	Common External Tariff
CEW	CARICOM Energy Week
CFT	Change Facilitation Team
CFTC	Commonwealth Fund for Technical Cooperation
CIDA	Canadian International Development Agency
CISP	Caribbean Integrated Support Programme
CKLNA	Caribbean Knowledge and Learning Network Agency
CLE	Council of Legal Education
CMO	Caribbean Meteorological Organisation
COFAP	Council for Finance and Planning
COFCOR	Council for Foreign and Community Relations
COHSOD	Council for Human and Social Development
COL	Commonwealth of Learning
COTED	Council for Trade and Economic Development
CPA	Caribbean Poultry Association
CRC	CARICOM Reparations Commission
CRC	Convention on the Rights of the Child
CREDP	Caribbean Renewable Energy Development Programme
CREEE	Centre for Renewable Energy and Energy Efficiency
CREP	CARICOM Regional Energy Policy
CRFM	Caribbean Regional Fisheries Mechanism
CRJP	Caribbean Reparatory Justice Programme
CROH	CARICOM Representation Office in Haiti
CRPD	Convention on the Rights of Persons with Disabilities
CRSF	Caribbean Regional Strategic Framework (on HIV and AIDS)
CROSQ	CARICOM Regional Organisation for Standards and Quality
CSMDG	Caribbean Specific Millennium Development Goals
CSME	CARICOM Single Market and Economy
CTCP	CARICOM Trade and Competiveness Project

CTO	Caribbean Tourism Organisation
CTU	Caribbean Telecommunications Union
CVQ	Caribbean Vocational Qualification
CWA	Caribbean Week of Agriculture
CWD	Caribbean Wellness Day
CXC	Caribbean Examinations Council
CYA	CARICOM Youth Ambassador
CYAP	CARICOM Youth Ambassador Programme
CYDAP	CARICOM Youth Development Action Plan
DFID	Department for International Development (of the United Kingdom)
EDF	European Development Fund
EPA	Economic Partnership Agreement
EU	European Union
FAO	Food and Agriculture Organisation of the United Nations
FDA	Food and Drug Administration (of the United States)
GDP	Gross Domestic Product
GIZ	German Agency for International Cooperation
HFLE	Health and Family Life Education
HR	Human Resource
HRD	Human Resource Development
ICT	Information and Communication Technology
ICT4D	Information and Communication Technology for Development
IDB	Inter-American Development Bank
IDP	International Development Partner
IHR	International Health Regulations
IICA	Inter-American Institute for Cooperation on Agriculture
IIR	Institute of International Relations (of The University of the West Indies)
IIS	Integrated Information System
ILO	International Labour Organisation
IPSAS	International Public Sector Accounting Standards
ISBN	International Standard Book Number
IT	Information Technology
ITU	International Telecommunication Union
IUU	Illegal, unreported and unregulated
LAC	Legal Affairs Committee

LIAT	Leeward Islands Air Transport
LMIS	Labour Market Information System
MASA	Multilateral Air Services Agreement
MDC	More Developed Country
MDGs	Millennium Development Goals
MOU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprise
NCD	Non-Communicable Disease
NTMA	Non-Tariff Market Access
OAS	Organisation of American States
OECS	Organisation of Eastern Caribbean States
OTN	Office of Trade Negotiations (of the CARICOM Secretariat)
PAHO	Pan American Health Organisation
PANCAP	Pan Caribbean Partnership Against HIV/AIDS
PCU	PANCAP Coordinating Unit
RDDS	Regional Digital Development Strategy
REETA	Renewable Energy and Energy Efficiency Technical Assistance
RMB	Results Based Management
RNB	Regional Nursing Body
RRC	Regional Reparations Commission
RSS	Regional Security System
RTC	Regional Transportation Commission
SAC	Sugar Association of the Caribbean
SCCS	Standing Committee of Caribbean Statisticians
SDG	Sustainable Development Goal
SIDS	Small Island Developing States
SIDS DOCK	Small Island Developing States Energy Initiative
SPS	Sanitary and Phytosanitary
TCI	Turks and Caicos Islands
TIC	Trade and Investment Council
TVET	Technical and Vocational Education and Training
TWG	Technical Working Group
UK	United Kingdom
UN	United Nations

UNAIDS	The Joint United Nations Programme on HIV and AIDS
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
UNODC	United Nations Office on Drugs and Crime
USA	United States of America
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
UWI	University of the West Indies
VINLEC	St. Vincent Electricity Services Limited
WHO	World Health Organisation
WTO	World Trade Organisation



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