



ANNUAL REPORT

OF THE SECRETARY-GENERAL

2016



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of the Secretary-General

2016

CARIBBEAN COMMUNITY SECRETARIAT

Guyana

2021

Caribbean Community (CARICOM) Secretariat

Turkeyen

P.O. Box 10827

Georgetown

Guyana

Tel: (592) 222 0001-0075

Fax: (592) 222 0170/71

E-mail: communications@caricom.org

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

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ON OUR COVER:

- 🌀 *(Top L-R) Secretary-General Ambassador Irwin LaRocque and CARICOM Chair (July - December), Prime Minister Roosevelt Skerrit of Dominica at the Thirty-Seventh Regular Meeting of CARICOM Heads of Government held in July*
- 🌀 *(Bottom left) Secretary-General and some Youth Ambassadors following their Social Media interaction in July*
- 🌀 *(Bottom right) Secretary-General addresses Staff at a meeting on the Reform Process in November*



Strategic Plan for the Caribbean Community 2015-2019: Repositioning CARICOM

Our Vision

A Caribbean Community that is integrated, inclusive and resilient; driven by knowledge, excellence, innovation and productivity. A Community where every citizen is secure and has the opportunity to realise his or her potential with guaranteed human rights and social justice; and contributes to, and shares in, its economic, social and cultural prosperity.

A Community which is a unified and competitive force in the global arena.

Our Mission

The Community works together to deepen integration and build resilience so as to:

- ☞ **Affirm** the collective identity and facilitate social cohesion of the people of the Community.
- ☞ **Realise** our human potential as defined by the **Ideal Caribbean Person**, full employment and full enjoyment of human rights.
- ☞ **Ensure** that social and economic justice and the principles of good governance are enshrined in law and embedded in practice.
- ☞ **Systematically** reduce poverty, unemployment and social exclusion and their impacts.
- ☞ **Mainstream** all aspects of sustainable development, including the environmental, economic and social dimensions.
- ☞ **Create** the environment for innovation, the development and application of technology, productivity and global competitiveness, in which the collective strength of the Region is unleashed.
- ☞ **Promote** optimum sustainable use of the Region's natural resources on land and in the marine environment, and protect and preserve the health and integrity of the environment.
- ☞ **Encourage** citizens to willingly accept responsibility to contribute to the welfare of their fellow citizens and to the common good, practice healthy living and lifestyles, respect the rule of law, protect the assets of the Community, and abhor corruption, crime and criminality in all its forms.
- ☞ **Project** *one voice* on international issues.
- ☞ **Increase** savings and the flow of investment within the Community.

Our Core Values

- Unity/Togetherness:** We commit to winning hearts and minds to work towards a robust and inclusive Caribbean Community, able to work together to preserve the gains of regional integration and address the current challenges of economic recovery and growth and sustainable human development. We celebrate the strength of both the shared and diverse aspects of our culture, heritage, and communities.
- Equity:** We emphasise the reach of services and benefits to all stakeholders across the Community.
- Integrity:** We practice a consistent commitment to honesty, trustworthiness and that which is morally correct in our relationships and operations. We are passionate about what we do and what we believe in - the value of regional integration to enable the development of our Member States.
- People Centeredness:** We emphasise the pivotal role of the peoples of the Community at all levels and in all spheres of endeavour to embrace regional integration and the benefits it continues to offer.
- Performance Driven/
Results Focused:** We emphasise the importance of targeted results in achieving sectoral/cross sectoral as well as institutional strengthening goals.
- We value productivity and we pursue good management practice with planning and implementation of our work and effective monitoring, evaluation and reporting to ensure the desired results are achieved.
- Good Governance:** We have an abiding respect for human rights, the rule and law, and take action to ensure social and economic justice for the people of the Community.
- We provide proactive, visionary leadership for promoting and reinforcing the spirit and commitment to regional integration, emphasising transparency, accountability and operational excellence within all organs and institutions in the Community. We rely on research for evidence-based decision-making at all levels, with a systematic approach to monitoring and measuring policy outcomes and impacts.
- Good Environmental Management:** We are committed to good environmental management and the protection of the Region's natural assets across all sectors of development; and empowering the peoples of the Community in their preparation for and management of the impacts of natural and manmade hazards and the effects of climate change.

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Caribbean Community

LETTER OF TRANSMITTAL

July 2017

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 2016, in accordance with Article 23 paragraph 3 of the Revised Treaty establishing the Caribbean Community (CARICOM) including the CARICOM Single Market and Economy.

IRWIN LAROCQUE
SECRETARY-GENERAL



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

INTRODUCTION

The winds of change blew through the Community and its Secretariat in 2016.

It was a year of studied and deliberate progress in our integration movement as we continued to work to provide the people of the Community with the benefit of our co-ordinated actions. Important in achieving that objective is advancing our reform process.

The framework of that process has begun to take shape both within the Community and its Secretariat. The Implementing Partners for the Strategic Plan for the period 2015-2019 (the Member States, the Regional Institutions and the Secretariat) have embraced the challenge of working in a cohesive manner to fulfill the objectives of the Plan.

Despite its inherently unsettling nature, reform is absolutely essential to confront the ever-changing nature and challenges of today's global environment. At the end of it all, our regional integration process will be much more efficient and effective, in serving the interests of our people. The purpose of our reform exercise is to ensure that the citizens of CARICOM derive the maximum benefit from our integration movement built on a solid platform of resilience.

One major factor in advancing those interests is the operation of the CARICOM Single Market and Economy (CSME). Heads of Government have mandated that a comprehensive review of the CSME be conducted. We are undertaking that review, including how we can re-calibrate the CSME to make it more responsive to address issues of growth and competitiveness.

During the year, we demonstrated once again the strength and value of our togetherness when Hurricane Matthew wrought severe devastation, with Haiti and The Bahamas particularly hard hit, and other countries such as Barbados and St Vincent and the Grenadines being affected. The outpouring of assistance from the Governments and peoples of the Community certainly brought comfort to those in distress.

The Caribbean Disaster Emergency Management Agency (CDEMA) performed yeoman service as it co-ordinated the recovery efforts which were also boosted by efforts from the government and people of many Member States. The Caribbean Catastrophe Risk Insurance Facility (CCRIF) also honoured its financial commitments to those countries whose level of destruction triggered the compensation clauses in their insurance policies. These continuous climatic events highlight the need to implement the measures contained in the Paris Agreement. All of our Member States signed the Agreement at the United Nations (UN) Headquarters in New York in April and ten have already ratified it.

A reinforcement of the value of our integration movement can be gauged from the fact that many of our neighbours are eager to become a part of it. A report from a Technical Working Group (TWG) established to articulate an enlargement policy was submitted during the year and is now the subject of further elaboration by the CARICOM Committee of Ambassadors (CCA) and the Secretariat.

It is becoming more and more evident that the social, political and economic challenges that we all face are best overcome by our collective actions. These actions are critical as we address the troubling issue of the withdrawal of correspondent banking which threatens our economic, financial and trading stability. This includes its effect on remittances from relatives abroad. Having brought all the stakeholders together last October, they engaged in constructive dialogue towards a permanent solution.

The Community's advocacy was given a significant boost when in October, Prime Minister Keith Mitchell of Grenada became Chair of the World Bank Small States Forum. This presented a further opportunity for the Community to address issues relating to greater access to public and private sector financing, including through proposals for innovative modalities, instruments and technologies.

The consistently proven advantage and success of acting in concert will stand us in good stead as we assess the implications of other global events on our Community. The decision by the United Kingdom (UK) to withdraw from the European Union (EU), the so called Brexit, was a watershed event in current world affairs whose geopolitical and geo-economic repercussions will be far-reaching and long-lasting. Both the UK and the EU are strong and valued partners of the Community.

The surprise victory of President Donald Trump in the United States (US) elections promises interesting times as he seeks to make good on his campaign promises. The United States is the Region's major trading partner and a country which is home to a significant Caribbean diaspora. The new administration's policy to the Caribbean is therefore awaited.

These happenings should firmly serve to emphasise the importance of deepening the CARICOM integration movement.

Our Community lost one of its true champions when the Honourable Patrick Manning, former Prime Minister of Trinidad and Tobago, died in July. His strong belief in and commitment to integration led to him promoting initiatives such as the Petroleum Fund; the Task Force on Crime and Security, resulting in Security Cooperation being adopted as the fourth pillar of our integration movement; and CARICOM leading the global charge on combating non-communicable diseases (NCDs).

As the year came to a close, it was with great sadness that the Community learnt of the passing of the former President of Cuba, His Excellency Fidel Castro Ruz, OCC. His contribution to the development of our Region can never be forgotten. This iconic global figure never forgot the role that Barbados, Jamaica, Guyana and Trinidad and Tobago played in breaking his country's diplomatic isolation. He was instrumental in providing tremendous assistance from Cuba to our Community. He was truly a valued friend.

We have also had cause for special celebrations this year as Barbados and Guyana marked their Golden Jubilee as independent countries. Our athletes, led by the incomparable Usain Bolt, made the Region proud at the Rio Olympics. Our cricketers recorded an historic treble as champions in the Men's and Women's International Cricket Council World T20 as well as the Under 19 World Cup.

I would like to thank the Heads of Government for agreeing to my re-appointment as Secretary-General of CARICOM for a second five-year term to August 2021. In the context of the reform process, the Heads of Government agreed to my proposal for a limit of two terms for Secretaries-General of the Community.

Our Heads of Government, Ministers, Officials, staff of the Secretariat and of our Regional Institutions continue to demonstrate their commitment to the integration process. As I meet stakeholders in civil society, the private sector and among the youth, I am considerably heartened by the widespread support for continuing to build the viable and resilient *Community for All* that we are working towards. To achieve that goal, we must redouble our efforts in the coming year.



SECTION I

ECONOMIC INTEGRATION

Building Economic Resilience & Building Technological Resilience

Strategies, 2015-2019

- ⌘ *Accelerate implementation and use of the CARICOM Single Market and Economy (CSME) (ECN 1)*
- ⌘ *Integrate into the global economy (ECN 2)*
- ⌘ *Introduce measures for macroeconomic stabilisation (ECN 3)*
- ⌘ *Build competitiveness and unleash key economic drivers to transition to growth and generate employment (ECN 4)*
- ⌘ *Develop the Single ICT Space (TEC 1)*
- ⌘ *Bring technology to the people and transform them into Digital Citizens and Digital Entrepreneurs (TEC 2)*
- ⌘ *Mobilise resources and commitment of Member States to invest in ICT (TEC 4)*

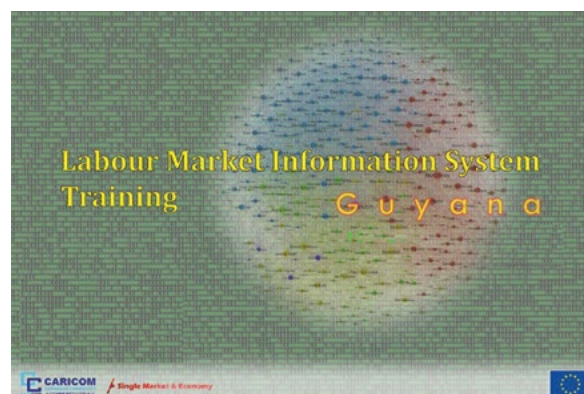
The CARICOM Single Market and Economy (CSME)

The CARICOM Single Market and Economy (CSME) remains the main vehicle for the Community to build its economic resilience and provide a platform to integrate further into the global economy. Twelve CARICOM countries participate in the CARICOM Single Market (CSM) arrangements, 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.

Efforts continue to fully integrate Haiti into the CSME arrangements. Montserrat participates in some areas of the CSM, including the trade regime and elements of the movement of skills regime.

In July, Heads of Government mandated a **comprehensive review** of this flagship programme, to determine how it could be more responsive to the need for sustained economic development in Member States, based on international competitiveness and coordinated economic policies. They are to consider the results of the Review at their Inter-Sessional Meeting in February 2017.

During the year Member States began to prepare to implement the regional **Labour Market Information System (LMIS)**. The System is important for the proper management of the Free Movement of Skills Regime within the CSME.



A series of training workshops were held beginning in October with support from the European Union (EU) under the 10th European Development Fund (EDF). The training benefitted officials in the Ministries/ Departments of Statistics, Finance, Planning, Health, Education, and Social Security. Representatives of Trade Unions and Employers Organisations also benefitted. Participants were taught how to use labour market information in policy-making and its importance to the process. The training also strengthened the management capability of the stakeholders who play an integral role in the free movement of skills/labour regime. It covered areas such as how to identify sources of labour market information, classification of labour statistics, labour market modelling, survey analysis and policy implications.

The LMIS utilises special software developed by the International Labour Organisation (ILO). In June, the Secretary-General signed a Memorandum of Understanding (MOU) with the ILO to authorise its use by the Community. Under another phase of the LMIS training initiative, also with support from the EU under the 10th EDF, System and Data Administrators were taught to conduct the day-to-day operations of the system.

Work continued to advance the implementation of a **Community Procurement system**. Consultations on the establishment of national procurement advertising portals, which began in 2015 in Trinidad and Tobago, Suriname, Jamaica, Saint Lucia and Barbados, continued in the remaining CSME Participating States. These national databases are intended to inform the Community Public Procurement Notice Board, which will serve as a repository for all procurement opportunities and contract awards across the Community.

Procurement specialists were trained on the instruments which make up the integrated and single CSME Public Procurement Regime. Training sessions were held in Barbados in September, Belize in January, and Jamaica in July. A sensitisation session was also held at the CARICOM Secretariat's Office in Barbados in September for procuring entities, bidders, suppliers and other stakeholders. The sessions were funded by the EU under the 10th EDF CSME Economic Integration Programme.



Procurement Specialists at the training workshop held in Barbados in September

The CSME Public Procurement Regime comprises the Framework Regional Integration Policy (FRIP) on Public Procurement; the Draft CSME Policy on Public Procurement; the Draft CARICOM Model Bill for implementing the provisions of the Protocol; the Procurement Standard Operating Procedures (PSOPs); Standard Bidding Documents (SBDs); and the Community Public Procurement Notice Board (CPPNB).

Automation of **on-line company registries** continued during the year. Registry staff in the CSME Participating States were trained in June and July in the critical steps of the company registration process. In October, Staff at the Secretariat learned about the features and functionalities of the system to facilitate a seamless handover of the harmonised regional database on completion of the implementation phase of the project, scheduled for 2017.

This regional on-line registry, being developed with EU funding under the 10th EDF, will allow interested parties to search an on-line database of companies across Member States.

In September, the model **CARICOM Consumer Protection Bill** was approved by the Legal Affairs Committee (LAC) for implementation by Member States. This followed endorsement of the draft Bill by the Council for Trade and Economic Development (COTED) in 2015. The Bill addresses a range of areas, such as the establishment of national consumer affairs commissions, consumer rights, duties of suppliers, unfair trading practices, consumer safety, recall of goods, distance selling, establishment of a rapid alert system and consumer agreements.

The COTED has asked Member States, which have not yet enacted consumer protection legislation, to do so within the next two years, guided by the model CARICOM Bill. Member States which had enacted consumer protection legislation previously are to revise/amend their existing legislation to harmonise it with the model CARICOM Bill.

CSME Sensitisation and Education

Young people and their role in the CSME were a major focus of public education activities in 2016. Through the 10th EDF project **Students engaging the CSME through Field Promotion**, some sixty students benefitted from three week-long missions to Member States. The project seeks to foster a practical understanding of the CSME while exposing these young CARICOM Nationals to the opportunities to work, travel and do business in the Community.

In March, students from Saint Lucia visited Suriname; in April, students from Barbados visited Jamaica; and in May, students from Suriname visited Dominica. CARICOM Youth Ambassadors (CYAs) also participated in these missions to ensure that their programme of advocacy for regional development also included practical experiences of the CSME.



Students from Barbados at the Jamaica Tourist Board in April



Students from Saint Lucia engage representatives of Suriname's Chamber of Commerce



Dominica's Ambassador to CARICOM, H.E. Mr Felix Gregoire, addresses students from Suriname during their visit to Dominica

Throughout the year, sensitisation sessions were held in a number of the CSME Participating States, for public and private sector workers. The sessions focused on a range of CSME-related issues, such as free movement of skills/labour, facilitation of travel, right of establishment, free movement of services, regional procurement, consumer protection, competition law and policy, and immigration. The sessions were funded by the EU under the 10th EDF.

Correspondent Banking, De-Risking and Labelling the Region as a Tax Haven

Amid strong concerns about the severe impact which the **withdrawal of correspondent banking services** continues to have on Member States' trade, economic welfare and the transfer or remittances, Heads of Government appointed a high-level advocacy group at their Inter-Sessional Meeting in February. The Group, led by Prime Minister Gaston Browne of Antigua and Barbuda, will represent the Region in addressing the issue. This includes an approach to the United Nations (UN) and the World Trade Organisation (WTO), as well as the United States Congress, to create greater international awareness of the challenge confronting the Community. The High-Level Advocacy Group also includes the Prime Ministers/Ministers of Finance of Belize, Saint Lucia, and Trinidad and Tobago.

Correspondent Banks, mainly based in the US, Europe and Canada, which provide services to smaller domestic banks and financial institutions to complete international payments and settlements, have determined that a way of managing their risks is by severing ties with institutions in the Region, so called *de-risking strategies*. CARICOM has maintained that correspondent banking services are an important global public good that is essential for global trade and is particularly important for small developing economies.

In October, Prime Minister Browne hosted a *Global Stakeholder Conference* on the related issues of the Impact of the *Withdrawal of Corresponding Banking services from Banks in the Region, De-Risking and on the Impact of Labelling the Region as a Tax Haven*.

Participants included representatives of Member States; Senior Representatives of International Financial Institutions (IFIs), including the International Monetary Fund (IMF) and World Bank; regulatory bodies; the European Commission; the Organisation for Economic Cooperation and Development (OECD) Global Forum; commercial banks and central banks in the Region; the Caribbean Development Bank (CDB); and the CARICOM Secretariat.

Participants received and endorsed guidance from the Financial Action Task Force (FATF) and the Financial Stability Board (FSB) advocating for open dialogue and engagement to help avoid unnecessary restrictions on and/or termination of relationships between correspondent and respondent banks, without a thorough assessment of the risks associated with the specific customer. They welcomed the Guidance, published in a report released on the eve of the Conference, as a vital platform from which both correspondent and respondent banks could have constructive dialogue leading to a permanent solution. They called on international banks to continue their provision of correspondent banking relations, while all parties implement the guidance of the FATF and the FSB.

Noting that clarity in regulatory expectations was vital to compliance, the Stakeholders also urged all regulatory authorities to accept the Guidance on Correspondent Banking Services along with a four-point Action Plan of the FSB aimed at assessing and addressing the decline in correspondent banking. That Action Plan had been presented to G20 Leaders in 2015.

The Stakeholders called on member states of the OECD and the EU to align their individual transparency criteria to that set out in the framework of the Global Forum standards approved by 137 jurisdictions.

They committed their jurisdictions to redouble efforts to achieve full compliance with the international standards set by the FATF, the FSB and the OECD Global Forum. In this respect, they welcomed the EU pledge of €4.5M to the Caribbean Forum of the African, Caribbean and Pacific States (CARIFORUM)/the Caribbean Financial Action Task Force (CFATF) to address any existing deficiencies.

They also agreed that Caribbean banks should work with correspondent banks to develop model agreements which incorporate the principles enshrined in the Guidance as a basis for negotiating the provision of correspondent banking services in the future.

As regards the unfair and unfortunate **labelling of the Caribbean as a tax haven**, the Stakeholders noted that such labelling was grounded more in perception than reality. They resolved to launch a targeted and focussed campaign to eliminate this false characterisation, particularly as the Global Forum on Transparency and Exchange of Information for Tax Purposes, the global authority on this issue, does not refer to the Caribbean as a tax haven.

They acknowledged nevertheless that some jurisdictions had been tardy in passing legislation for common reporting standards, a key criterion used by the Global Forum in assessing jurisdictions.

As an area of concern for the international community was the Region's perceived lack of enforcement action, the Stakeholders agreed that this issue must be addressed by dedicating more resources to Financial Intelligence Units and other agencies, including the CFATF, to help them perform their functions more effectively. They also agreed that their jurisdictions had to prepare themselves adequately for evaluations by international agencies. This would require the urgent establishment of Frameworks for National Risk Assessments, National Action Plans and National Committees on Anti-money Laundering/Countering the Financing of Terrorism (AML/CTF) to help identify areas of weakness within their systems. In that regard, data systems needed to be improved and the Action Plan for Statistics, approved by CARICOM Heads of Government in July, should be implemented.

The Community will pursue the recommendations from the Stakeholder Conference and will continue its advocacy which has been successful in bringing global attention and heightened awareness to the issues.

Services

During the year and with funding from the EU under the 10th EDF, **Regional Strategies and Implementation Plans were drafted for seven services sub-sectors** which had been prioritised by the COTED. These sub-sectors are professional services; health and wellness services; ICT services, recreational, cultural and sporting services; tourism services; education services; and financial services. The draft Strategies and Implementation Plans were prepared following consultations with some 3,000 stakeholders across the seven priority service sub-sectors in all Member States. The drafts were considered at a Regional Symposium on Services held in Antigua and Barbuda in October. The recommendations emanating from the discussions will be used to refine the drafts.

More than 138 representatives from the public and private sector across the Region participated in the Regional Symposium which was chaired by the Lead Head of Government with responsibility for Services in the CARICOM Quasi Cabinet, Prime Minister Gaston Browne of Antigua and Barbuda.



Lead CARICOM Head of Government for Services,
Prime Minister Gaston Browne of Antigua and
Barbuda



Stakeholders at the Regional Symposium on Services
held in Antigua and Barbuda

Also during the year with funding from the EU under the 10th EDF, Haiti's Universal Service Obligations in the Postal Sector was drafted. The Obligations include proposals for the financial inclusion and trade facilitation of micro, small and medium enterprises (MSMEs). This initiative is expected to have a positive impact on the livelihood of the people of Haiti, especially those engaged in the informal sector of the economy.

Agriculture

In December, the EU funded **Agriculture Policy Programme (APP)** came to an end. Implementation of this 10th EDF Programme commenced in June 2014. The APP focused on boosting agriculture in CARIFORUM through the development of small holder agricultural producers and entrepreneurs. The beneficiaries include small farmers, fisher-folk, small-scale processors and traders, including organised associations and networks of women and youth.



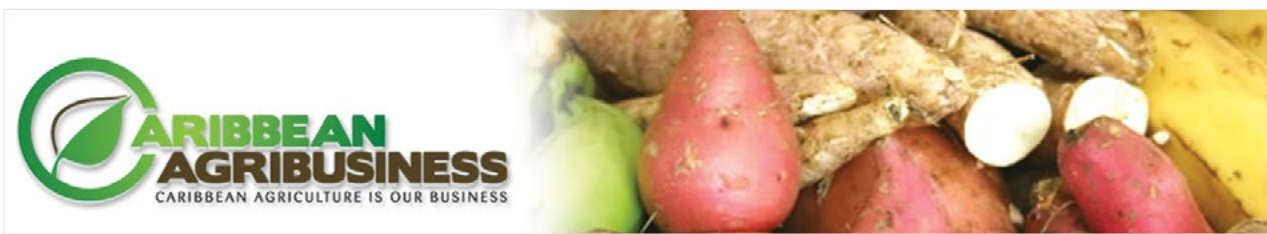
Members of the Technical Advisory Committee for the APP, meeting in Trinidad and Tobago in August

Under the APP, €8.6M was allocated to the Caribbean. The Inter-American Institute for Cooperation on Agriculture (IICA) was the implementing agency.

<i>Component 1:</i>	Strengthening regional agricultural development policy and strategy – led by the CARICOM Secretariat.
<i>Component 2:</i>	Improving the transfer/adoption of research/technologies - led by the Caribbean Agricultural Research and Development Institute (CARDI).
<i>Component 3:</i>	Contributing to agricultural enterprise development and improved market linkages - led by the IICA.

Key achievements under the APP included:

- ☞ Assistance to Member States in developing/updating National Agriculture Policies/Action Plans.
- ☞ Transformation of the online facility www.agricarib.org into a Caribbean agribusiness web portal to operate as a central hub for gathering and exchange of information on regional agriculture. The site features a buyers and sellers discussion forum and contains information on Member States' agricultural sector trends and outlook for production and marketing, profiles on key products of interest to the Region, statistics, news and events. It is managed by the Secretariat and has social media links to Facebook, Twitter and Instagram.



- ☞ Capacity building for agricultural policymakers/planners in Member States.
- ☞ Research and recommendations in a range of areas affecting the growth and transformation of the sector, including:
 - * Adequacy of agricultural market infrastructure and recommendations for improvement, with specific focus on the needs of women and small farmers.
 - * Strengthening the integration of disaster risk management and climate change considerations in the Agriculture Sector. This included the development of a new standardised regional instrument for assessing the extent to which climate change and disaster risk management are integrated in agriculture planning. The tool has been applied in eleven CARICOM States and is recommended to be applied every three years to help countries mainstream these important issues in general planning for the Sector. The tool will be administered by the Food and Agriculture Organisation (FAO) with support from CDEMA. In October, Ministers of Agriculture endorsed the use of the Instrument.
 - * Assessment of business facilitation mechanisms to identify barriers to intra-regional trade and proposals to improve access to transportation services by small producers.
 - * Regional Policy Framework for Cassava-Based Industry Development.
 - * Regional Policy Framework and Coordinating Mechanism for the Herbs & Spices Industry.
- ☞ Support for the involvement of youth in agricultural development. This included a specially tailored training programme on entrepreneurship and business development for agriculture, through the Secretariat's *Creativity for Employment and Business Opportunity (CEBO)* Initiative (see Pg. 22). The CEBO training programme took place during the Ninth Regional Planners Forum for Agriculture held in Trinidad and Tobago in June. In addition, of youth were involved in the 2016 Caribbean Week of Agriculture (CWA), including in a policy dialogue and agribusiness workshop. Young Entrepreneurs from across the Region also got an opportunity to showcase their products at the CWA Market Place Exhibition and Trade Show which provided them with significant regional market promotion and business exposure.

Also under the APP, a standardised format was developed to conduct plant import risk analysis by Member States. The aim is to harmonise the pest risk analysis procedures with guidelines provided by the International Plant Protection Convention (IPPC). In October, Ministers of Agriculture approved the standardised format for use by Member States.

In October also, Ministers of Agriculture endorsed the ***Resolution of the Ministers/Representatives of Agriculture within CARICOM to commit to work together and unify towards addressing the issue of chronic hunger, poverty and food nutrition security for the people of Haiti***. That Resolution, had been supported earlier in the year by eleven CARICOM Member States, including Haiti, at the Thirty-Fourth FAO Regional Conference for Latin America and the Caribbean held in Mexico.

CARICOM Agriculture Ministers approved the appointment of a committee of Agriculture Ministers to coordinate CARICOM actions with Haiti, as stipulated in the Resolution. The Committee comprises Antigua and Barbuda, The Bahamas, Dominica, Saint Lucia, and St. Vincent and the Grenadines (convenor). Ministers also urged Member States to support and promote the advancement of the Resolution. This includes discussions leading to pragmatic solutions for a greater relationship with Haiti while supporting free movement between decision-makers and agripreneurs from Haiti, and from the rest of the Caribbean to Haiti.

The commitment of Ministers of Agriculture to work together with Haiti towards addressing the urgent need for sustainable actions against hunger and malnutrition in that Member State was heightened in the light of the devastation caused by Hurricane Matthew during the second main harvest season, resulting in compromised food security levels.

The annual ***Caribbean Week of Agriculture (CWA)*** was held in October under the theme *Investing in Food and Agriculture* and was hosted, for the first time, by an Associate Member of CARICOM, the Cayman Islands. The focus of the 2016 Week was on understanding how investment in the sector could be increased. The Week featured an Investment Seminar, involving international businesses and regional investment promotion agencies, to explore the needs and strategies for agriculture and agribusiness. Discussions at the Seminar highlighted the need for a regional investment strategy. The discussions were also used to gather views on the main elements of such a strategy.



Energy

CARICOM Member States have agreed to develop strategies for energy-efficient building codes and energy performance standards for building.

This agreement was reached at a regional workshop on Energy Efficiency Standards and Regulations in Buildings, held in Grenada in July. The objective was to establish consensus on practical and realistic benchmarks for the energy performance of buildings, and to reach agreement on the considerations to be included in a Regional Energy Efficiency Building Code (REEBC). This is in keeping with a 2013 mandate from Ministers of Energy. A draft of the Building Code will be completed in 2017 for review by Member States.



Participants at the workshop on Energy Efficiency Standards and Regulations in Buildings, held in Grenada

The CARICOM Secretariat partnered with the CARICOM Regional Organisation for Standards and Quality (CROSQ) and the Grenada Bureau of Standards to host the Regional Workshop which brought together experts from all Member States. The workshop was supported by the German Agency for International Cooperation (GIZ), through the regional Renewable Energy and Energy Efficiency Technical Assistance (REETA+) Programme; the Grenada-based Reform of the Electricity Sector to Support Climate Policy Programme; and the CDB.

In May, CARICOM Heads of Government and Ministers of Energy joined their counterparts from the Dominican Republic and from Central America at the **US-Caribbean-Central American Energy Summit**, hosted by United States Vice-President Joe Biden, at the Department of State in Washington.

At the Energy Summit, the report of the Energy Task Force for the Caribbean and Central America was presented. The Task Force was established to assist with creating a regulatory framework for the sustainable energy sector, as part of the commitments from the 2015 CARICOM-US Summit. The Task Force identified steps to continue progress under the Caribbean Energy Security Initiative (CESI) focusing on actions that support and improve the governance and investment in climate for clean energy.

The Leaders gave a commitment to support the Caribbean's transformation of its national energy systems, to share lessons learned through new and expanded regional information networks, to report progress, and to pursue the following in accordance with national laws:

- ☞ Comprehensive, planning-based and research-driven approaches to energy transition, including implementation of pilot and demonstration projects, based on successful models so that individual clean energy projects are part of a fully integrated, climate-resilient energy transition plan toward clean sustainable energy for all.
- ☞ For Caribbean countries, necessary and specific reforms, including recommendations from the 2013 CARICOM Energy Policy and the outcome of the 2015 Dominican Energy Pact, to support policy and regulatory environments that facilitate the introduction of new technologies favoring sustainable and clean energy and that provide legal certainty for investors and improved predictability in price and supply for users.
- ☞ Where viable, alignment of national legal and regulatory approaches to facilitate greater clean energy investment throughout the region, provided that countries can access finance and other resources on affordable terms, to set the stage for future electrical interconnection.
- ☞ Where technically and commercially feasible, promote and develop affordable: no- or lower-carbon electricity generation through wind, solar, geothermal power, hydropower, bioenergy, ocean energy, energy recovery from waste, and other clean energies; and energy efficiency measures. Recognising also, that alternative fuels, such as natural gas, can play a useful bridging role.
- ☞ Open, transparent, competitive and criteria-based processes, including liberalisation where cost effective, to procure energy investment and facilitate access to finance for cleaner and climate resilient energy projects and infrastructure.
- ☞ Data and energy information exchange and coordination with, between, and among countries and stakeholders to minimise duplication and enable the monitoring and evaluation of energy projects to maximise the impacts of efforts toward fully integrated, low carbon and climate-resilient energy transition plans.

In November, the Community observed **CARICOM Energy Month (CEM)**, under the theme *Sustainable Energy for Sustainable Development*. CEM, a partnership involving Member States, the Secretariat, Regional Institutions, and development partners, provides a platform for creating awareness about the centrality of energy to sustainable development. The Secretariat hosted a series of knowledge webinars, and a photograph and art competition, while Member States held national activities with a focus on local energy matters.



CARICOM Energy Month winning entry by
Keron Bruce from Guyana

Information and Communication Technologies (ICT) for Development

In September, Ministers of Information and Communication Technologies endorsed the **Roadmap for the Region's Single ICT Space**. The Roadmap sets out actions to be undertaken to implement the Single Space. It builds on existing initiatives and advances in incremental phases. Key components include research; planning, including the conduct of an environmental assessment to determine the state of the ICT Sector; and sourcing financing to implement a comprehensive work programme.



The Roadmap was developed by the ICT Cluster comprising representatives of the CARICOM Secretariat, the Caribbean Centre for Development Administration (CARICAD), the Caribbean Telecommunications Union (CTU), the Caribbean Broadcasting Union (CBU), the CARICOM Implementation Agency for Crime and Security (IMPACS) and the Caribbean Knowledge and Learning Network Agency (CKLNA).

The Roadmap will be submitted to Heads of Government for approval at their Inter-Sessional Meeting in February 2017.

Heads of Government have identified ICT as a key enabler for the formation of the CARICOM Digital economy. Some of the benefits of the Single ICT Space include harmonisation of ICT and other legislative frameworks, removal of roaming charges, encouraging digital entrepreneurship, helping people become Digital Citizens, and ICT financial solutions.

During the year, Heads of Government took the decision to close the **CKLNA**, due to financial sustainability concerns.

2016 International Girls in ICT Day was observed in April under the theme *Tech girls, for a tech world. Girls and women in ICT; beneficial for every country*. As part of the observance, the Secretariat partnered with key entities in Guyana, namely the Ministries of Education and Public Telecommunications, as well as the Cyril Potter College of Education and the University of Guyana, to host activities aimed at promoting the involvement of women and girls in the ICT sector. Activities, including workshops and exhibitions, were also held in other Member States.



Participants in the Girls in ICT Workshop held in Guyana



SECTION II

HUMAN AND SOCIAL DEVELOPMENT

Building Social Resilience

Strategies, 2015-2019

- ⌘ *Human Capital Development: Key Skills, Education Reform and Youth Development (SOC 1)*
- ⌘ *Mainstream inclusiveness in public policy: Gender, Persons with Disabilities, Age (SOC 2)*
- ⌘ *Advance Health and Wellness (SOC 3)*

Human Resource Development (HRD)

The CARICOM Commission, established by Heads of Government in 2014 to develop a Regional Education and **Human Resource Development (HRD) 2030 Strategy**, was formally launched in May. 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 launch was held in Barbados at the Headquarters of the CDB, which is providing financial support.

The HRD Strategy will form the basis for converged action by Member States and Institutions and create a framework for the CARICOM Education Agenda.

In September, the Commission prepared a draft of the Strategy which was used in a series of national consultations involving all sectors of society, including the private and public sectors, civil society, educators, parents and students. Consultations commenced in Guyana in October and were held later that month in Barbados, Belize, Saint Lucia for the OECS Members, Suriname and Trinidad and Tobago. They continued in The Bahamas and Jamaica, in November and concluded in December in the British Virgin Islands (BVI), with all the Associate Members.



Participants at the HRD consultation in Guyana



Participants at the HRD consultation in Saint Lucia for the OECS Members

Recommendations from the consultations will feed into a revised draft Strategy which will be presented to the Council for Human and Social Development (COHSOD) for approval, in 2017, and then to Heads of Government for endorsement.

The draft HRD Strategy outlines actions for basic education, from early childhood through secondary; at the tertiary level; and for life-long learning. The aim is to help the citizens of the Community reach their full potential in their personal and working lives, thereby contributing to their families, communities as well as to national and regional development.

The **Caribbean Vocational Qualification (CVQ)** was in focus, in October, at a workshop to finalise the draft *CARICOM Qualifications Framework (CQF)*, an important tool in the education sector to build the human resource base. The Framework will guide the harmonisation of national vocational qualifications systems for the award of the CVQs, creating greater potential for international recognition of qualifications emanating from the Region. The CVQ system is intended to promote intra-regional mobility of labour, consistent with the objectives of the CSME.



Health and Wellness

As the Tenth Anniversary of the historic **2007 Declaration of Port-of-Spain, Uniting to Stop the Epidemic of Non-Communicable Diseases (NCDs)** approaches, Heads of Government have acknowledged that progress in addressing the issue has been variable. They have agreed to adopt a more holistic approach, pledging to address issues such as banning smoking in public places, taking trade related measures, banning advertisements of potentially harmful foods which specifically target children, and elevating taxes on foods high in sugar, salt and trans-fats.

A two-year study tracking the Region's progress in tackling the problem was released in February. It revealed that premature deaths from NCDs continued to be a significant problem in some Member States. The study conducted by a multi-sectoral team on behalf of CARICOM and the Pan American Health Organisation (PAHO), was funded by the Canada-based International Development Research Centre (IDRC).

The Port-of-Spain Declaration calls for regional action to stop the epidemic of chronic NCDs, which account for more than half of the incidents of deaths and diseases in the Community. The disorders include cardiovascular diseases (high blood pressure, coronary heart diseases and stroke), diabetes and some forms of cancer. Risk factors include obesity, unhealthy food choices, physical inactivity, high cholesterol and tobacco use.

In November, the COTED endorsed a roadmap to implement the **Caribbean Regulatory System for Medicines (CRS)**. This issue was considered by the COTED, given its mandate to approve standards and technical regulatory systems – in this instance, as they pertain to market access for medicines.



The CRS introduces a common regional approach for the accreditation of generic pharmaceutical products imported into the Region. The aim is to prevent the proliferation of substandard and falsified drugs in Member States. It will elevate the standards of Member States to bring them in line with those of the World Health Organisation (WHO). The initiative, implemented with funding from the Bill and Melinda Gates Foundation, is managed by the Caribbean Public Health Agency (CARPHA) in close partnership with the PAHO/WHO.

Ministers of Health approved the fourth iteration of the **Caribbean Cooperation in Health Initiative (CCH IV)** in September. The Initiative, first adopted in 1984, seeks to optimise the use of resources, promote technical cooperation among Member States, and develop and secure funding to implement projects in priority health areas.



Participants at a regional consultation on the CCH IV held in Trinidad and Tobago in February, ahead of its approval by Ministers of Health in September

CCH IV, which will guide the Region's collaboration in Health from 2016 to 2025, establishes five functional cooperation pillars, aligned with the CARICOM Strategic Plan and the UN Sustainable Development Goals (SDGs) for Universal Health Coverage. These are:

- ✎ **Better** quality services for health promotion, disease prevention and treatment provided to a larger proportion of the population at affordable costs so that no family is impoverished as a result of treatment of an illness.
- ✎ **Improved** Regional health security through actions to manage and mitigate the effects of climate change, reduce environmental and occupational threats and through building a disaster-resilient health sector, with emphasis on vulnerable populations.
- ✎ **Enhanced** health and well-being of Caribbean people throughout all stages of their lives.
- ✎ **Enhanced** Regional capacity to generate and use quality data and evidence for more effective policy, programmes and monitoring.
- ✎ **Increased** traditional and non-traditional partnerships for improved synergies in policy and strategy development and for mobilisation of additional resources for health.

Previous iterations of the CCH have brought significant achievements to the Community. During the early years, this included Universal Childhood Immunisation; and Certification of the Region as Polio-free. In more recent years a major achievement was the production of the Report of the Caribbean Commission on Health

and Development. The Report elevated attention to the issue of NCDs to the highest level in the Region, leading to the adoption of the Declaration of Port-of-Spain in 2007; and to discussions at the International Level, via the United Nations.

The **inaugural Caribbean Mosquito Awareness week** was held in May and focused primarily on the Region's fight against the Zika virus and its associated risks. A campaign, with the slogan *Fight the bite, destroy mosquito breeding sites*, sought to build awareness of the need to eliminate mosquito breeding sites and use personal protection to avoid mosquito borne diseases. The campaign was a collaboration of Member States, the CARICOM Secretariat, CARPHA and PAHO.



In February, Heads of Government had agreed to a series of actions to control the virus which continues to affect the Region. These include continuous public education; and implementation of special measures at ports of entry, health facilities, schools and private enterprises, such as hotels and tourism facilities. Entities are being encouraged to take the necessary steps to get rid of *Aedes Egypti* mosquito breeding sites. Governments are asked to reduce import tax on essential public health supplies, such as insecticides-treated bed nets and insect repellent for the duration of the epidemic in the Region, estimated to be approximately two years.

The WHO declared the Zika virus a Public Health Emergency of International Concern (PHEIC) during the year, following the increase in neonatal malformations and neurological disorders associated with it. Zika virus cases began appearing in the Region in 2015 and have been found in most Member States.

Caribbean Wellness Day was observed on 10 September with a focus on Children and under the theme *Healthy Children in Healthy Environments*. The CARICOM Secretariat joined the wider Community in marking the day through a week of activities. These included a health and wellness exhibition, as well as a medical outreach and blood donation drive in collaboration with the Ministry of Health, Guyana.



A health and wellness exhibition at the CARICOM Secretariat's Headquarters in Guyana

This special day for health emerged from the 2007 Special Meeting of CARICOM Heads of Government on NCDs, held in Trinidad and Tobago. Since, then, annual activities across the Region seek to promote an all-of-society response to these diseases.

In July, the **Twelfth Annual CARICOM 10K race** was held in Guyana as part of the events preceding the Regular Meeting of CARICOM Heads of Government. Cleveland Forde of Guyana won his fifth title and the Chair's trophy, with Curtis Cox of Trinidad and Tobago and Winston Missingher of Guyana copping the 2nd and 3rd places respectively, in the men's section. Linda McDonald of St. Vincent and the Grenadines took the female category, ahead of Euleen Josiah-Tanner and Andrea Foster, both of Guyana.



Athletes in front of the CARICOM Secretariat before the CARICOM 10K race



CARICOM 10K winners Cleveland Forde of Guyana and Linda McDonald of St. Vincent and the Grenadines

This year's race was held under the theme *Promoting Healthy and Peaceful Societies* and was witnessed by CARICOM Chair, Prime Minister Roosevelt Skerrit of Dominica and Minister in the Ministry of Sports in Guyana, Ms Nicolette Henry.

Gender

The Community Strategic Plan includes as a priority area, building social resilience tied to equitable human and social development. An important component of that resilience is the mainstreaming of gender in the Region. To this end, the first CARICOM Regional Gender Equality Strategy titled **Stepping it up: A Strategy to Achieve Gender Equality in the Caribbean Community** was drafted during the year, with the support of a volunteer from the Canadian Executive Services Overseas (CESO).

The goal of the Strategy is to accelerate the effective implementation of priority actions through a regionally coordinated approach *to achieve gender equality and empower all women and girls*, in keeping with Goal 5 of the SDGs.

The draft Strategy is informed by recommendations from Directors/Coordinators of Women's/Gender Bureaux in 2014, which were approved by the COHSOD in May of that year. National consultations will be held in Member States and Associate Members as part of the process of refining the draft Strategy. The consultations will involve national gender offices/groups/focal points; Ministries responsible for a range of areas including health, education finance, security and justice as well as children's affairs; development partners; civil society organisations; and academia. A monitoring and evaluation plan will also be developed for the Strategy. Following completion of a revised draft, the Strategy will be submitted to the COHSOD for consideration.

Youth

The Secretary-General addressed the vulnerability of small states and the role of youth in building resilience in a CARICOM perspective for the *Global Youth Development Index and Report 2016*, published by the Commonwealth Secretariat in October. In the article, entitled *How the youth can help build resilient economies*, the Secretary-General noted that approximately 63% of the Community's population was under the age of 30 (some nine million people). As such, special policies should be developed to facilitate their involvement in the social and economic development of our Region, comprising Small Island and Low-lying Coastal Developing States (SIDS). More investments were necessary in the Region's youth, a critical human resource who should be strategically positioned to be more competitive in the global marketplace. The Secretary-General also

advanced the view that a strategy that combines the Region's innovative, youthful human resource with cultural and sporting assets and new technologies, could open up opportunities for creating a sustainable development pathway that leverages the Community's strengths.



During the year, the following activities were undertaken in advancing the **CARICOM Youth Development Action Plan (CYDAP)**:

- ✎ **Technical support and capacity-building** in Anguilla and Dominica in aligning national youth policies to the CYDAP, provided by the Secretariat.
- ✎ **Support** to Dominica, Guyana, Saint Lucia and St. Kitts and Nevis in developing their National Youth Policies. This initiative was financed by the Commonwealth Secretariat.
- ✎ **Discussions** involving statisticians, CYAs and other youth development stakeholders in June on *Enhancing Youth Development Statistics in the Caribbean*. The aim was to sensitise the youth stakeholders about the importance of data collection for evidence-based policy-making and programme development for youth; agree on recommendations to enhance the monitoring and measurement of youth indicators for the Region; and build their capacity.

Recommendations for follow-up action included resource mobilisation for baseline national surveys; capacity-building in collecting social statistics for national statistical officers; and greater collaboration between officials in youth and statistics on data collection to support monitoring and evaluation of the CARICOM Youth Development Action Plan. This initiative was also financed by the Commonwealth Secretariat.

- ✎ **Development** of a youth-friendly version of the CYDAP by a former CYA.

The CYDAP is a holistic, flexible, institutional framework for national policy, planning and action to support the mainstreaming of adolescent and youth development. It seeks to put into concrete action, the [Declaration of Paramaribo on the Future of Youth in the Caribbean Community](#), adopted by Heads of Government at their Special Summit on Youth and Development in January 2010. Education and economic empowerment, protection, safety and security, health and wellbeing, culture, identity and citizenship, leadership, participation and governance, are among the tenets of the Action Plan. The CYDAP was endorsed by the COHSOD in 2013.

During the year, the Secretariat partnered with FAO and IICA to advance the issue of **youth in agriculture**. In January, young farmers and agro-processors met and discussed the need to involve youth in shaping the agriculture sector in the Region. This resulted in twenty-five young *agripreneurs* participating in the first day of the Ninth Regional Planners Forum for Agriculture held in Trinidad and Tobago in June.

The young *agripreneurs* also underwent a three-day training programme specifically tailored to increase their skills in business. The training was conducted under the CARICOM Secretariat's **Creativity for Employment and Business Opportunity (CEBO)** Programme, with support from the EU under the 10th EDF Agriculture Policy Programme. The proposal to train young farmers and agro-processors in entrepreneurship using the CEBO Model was well received by the agriculture planners.



Young *agripreneurs* along with CARICOM and IICA Staff at CWA 2016

As part of the CEBO training, the young *agripreneurs* also produced a *CARICOM Agriculture Vision 2030 - A Youth Perspective (CAV2030)* with a focus on the following areas:

- ☞ Agro-health care
- ☞ Access to training
- ☞ National agri-centres and one stop shops
- ☞ Mandatory agriculture course in school
- ☞ Mandatory farmer training
- ☞ Youth focused multi media campaign
- ☞ Synchronised knowledge management system
- ☞ More processed products developed from CARICOM value chains
- ☞ Regional standards for export and imports of agri-products
- ☞ A regional agriculture bank

Stakeholders and partners, including IICA and FAO, have indicated their preparedness to collaborate to advance the issue of youth in agriculture.



Young people were the main focus of a **Regional Forum on Youth Crime and Violence**, which took place in February-March in Guyana. The objectives of the Forum included:

- ☞ Sensitising policymakers; the private sector; civil society including the media; individuals including youth; and institutions, on the major elements of crime and violence.
- ☞ Rationalising a regional response to break the cycle of youth violence and crime.



Participants at the Regional Forum on Youth Crime and Violence show commitment to action

Participants were drawn from youth; law enforcement; the private sector; labour; civil society, including academia, faith-based and community organisations as well as reformed/former gang leaders; and development partners.

The Forum adopted an Action Plan which was presented to the COHSOD in March. The Action Plan focussed on preventing and reducing crime, fostering social inclusion and promoting re-integration. Recommendations included the development of a more appealing education system; the recognition of CEBO as a best practice; the need for greater reporting and sharing of information; engagement of youth at all levels of the decision-making process; and the creation of a landscape for growth and development.

The COHSOD has agreed that national Inter-Ministerial Committees should be developed/revitalised to address the concerns raised by the youth.

The **CARICOM Youth Ambassador Programme (CYAP)** is an important conduit for mainstreaming youth involvement in Regional Integration. Through the Programme, the CYAs engaged in a number of activities during the year, to strengthen their role, including:

- ☞ **A capacity-building workshop** in Suriname in December under the Local Capacity Initiative Project (LCIP) led by PANCAP, with funding from the United States President's Emergency Fund for AIDS Relief- United States Agency for International Development (PEPFAR-USAID). The objective was to build the capacity of CYAs in policy advocacy, communication and dialogue skills, on issues related to the transmission of the Human Immunodeficiency Virus (HIV) towards reducing its spread and that of Acquired Immunodeficiency Syndrome (AIDS).

At the workshop, the CYAs also developed a concept note for an advocacy project for key youth populations. The project will be submitted to the LCIP for small grant funding.

- ☞ **Two regional youth fora** with the Secretary-General in Belize in February, and in Guyana in July, ahead of the Inter-Sessional and Regular Meetings of CARICOM Heads of Government, respectively. The February Forum was moderated by Belize CYAs Tarun Butcher and Eric Sanchez and focussed on *The Success of the CSME through Youth Participation and Involvement*. In July, Guyana CYAs Jewel Collier Swan and Adrian Alfred moderated the Forum on *Quality Education with a focus on Tech Advances and Problem Solving*. Both events attracted strong participation by youth, in person and via social media across the Region.

- ☞ **Participation** in the national consultations in The Bahamas, Jamaica, Saint Lucia and Suriname on the draft CARICOM Human Resource Development 2030 Strategy during the period October to December.

- ☞ **Participation** in the project *Students Engaging the CSME through Field Promotion* ([see Pg.4](#)).

Fourteen Member States and three Associate Members appointed **CARICOM Youth Ambassadors (CYAs)** in 2016. Mr Charde Desir of Saint Lucia was appointed Dean in August replacing Mr Dennis McCall Jr of St Kitts and Nevis.



Youth engagement with the Secretary-General hosted at the CARICOM Secretariat's Headquarters in Guyana

CARICOM Youth Ambassadors 2016-2017



Antigua and Barbuda	Ms. Louisianne Josiah	Jamaica	Mr Andre Marriott-Blake Ms Terisa Thompson
The Bahamas	Ms Khadijah Young Mr Jarrell Hall	Montserrat	Mr Darion Darroux Ms Claris Yearwood
Barbados	Mr Shamar Ward Ms Zuwen Perry	Saint Lucia	Mr Charde Desir Ms Alisha H. Ally
Belize	Mr Andrew Munnings Ms Tarun Buther	St. Kitts and Nevis	Mr Sheldon Henry Ms Joy Napier
Dominica	Mr Eardley Pierre Ms Kerahia Jno Baptiste	St. Vincent and the Grenadines	Mr Andre Browne Ms Chelsia Ferdinand
Grenada	Mr Judd Cadet Ms Amanda Scott	Suriname	Ms Samaidy Akima Ms Glenneva Hodge
Guyana	Mr Adrian David Ms Jewel Collier-Swan	Anguilla	Mr Devon Carter Ms Glenneva Hodge
Haiti	Ms Schebna Bazil Mr Menson Henry	Cayman Islands	Mr James Geary Ms Takiyah Smith
Turks and Caicos Islands		Mr Andrel Harris Ms Camille Angel	

Culture

As part of efforts to develop an enabling environment for cultural and creative industries, a **Regional Strategic Plan for Cultural and Entertainment Services** for CARICOM Member States and the Dominican Republic is being prepared. The preparation of the Strategic Plan is being funded by the EU under the 10th EDF as part of a wider services sector plan for CARIFORUM.

Culture experts in the Region and in the Dominican Republic participated in a Regional Symposium on Services, in October in Antigua and Barbuda, to review and provide feedback on the main elements of the draft Strategic Plan. They consist of an incentives framework, a regional financing mechanism and an implementation plan. The Strategic Plan complements and builds on work completed in 2012 on a Draft Regional Development Strategy for the Cultural Industries in CARICOM.

Preparation for the staging of CARIFESTA XIII to be held in Barbados in August 2017, continued apace. The Festival will be staged within the framework of the new CARIFESTA Model approved in 2004 by the COHSOD. The new model seeks to ensure that CARIFESTA is more professional, economically viable and sustainable, and meets the expectations of artists, regional and international audiences. In addition, several aspects of CARIFESTA will be better developed and marketed. These include providing more opportunities for the professional and artistic development of the Region's artists; opening up the Festival for more artists to participate; leveraging the intellectual property value of the Festival through merchandising and negotiating media rights; measuring the economic impact of the Festival to stimulate more action on the part of policy-

makers in the Region in support of the creative industries; and significantly expanded media coverage, so that the Festival can be seen and appreciated by a much wider audience.

As part of the New CARIFESTA Model, significant efforts are being made to maintain its increased frequency with a two-year cycle. Member States have been invited to signal their commitment to hosting the next two editions of this mega regional cultural exposition.

Reparations for Native Genocide and Slavery

As part of efforts to advance the Region's initiative for reparatory justice for native genocide and slavery, during the year the ***Chair of the Prime Ministerial Sub-Committee (PMSC) on Reparations, Prime Minister Freundel Stuart of Barbados, wrote to the Heads of Government of Denmark, France, Spain, The Netherlands, Portugal***

and the United Kingdom requesting a meeting to discuss the issue. Heads of Government had agreed that discussions for reparatory justice would take the form of a development conversation.



Responses have been received from France, The Netherlands and the United Kingdom.

In May, preliminary discussions were held between The Netherlands, through representatives of its Ministry of Foreign Affairs and the Community, through Barbados' Ambassador to the EU, H.E. Mr Samuel Chandler. The Ambassador used the opportunity to further sensitise the representatives of The Netherlands about the residual impact of slavery which was still being experienced in the Region and the need for an apology, as a first step.

The CARICOM Reparations Commission (CRC) conducted ***Reparations Youth Rallies and Relays*** during the year, to directly engage the public, particularly the youth, on the historical significance of reparatory justice for slavery. The rallies were held on days of historical significance to slavery, the slave trade or native genocide in each Member State. A baton and torch were passed from the current Member State to the next one which would host the rally. The initiative was launched in Barbados during the second half of the year and involved renowned athletes and artistes. Rallies and relays were also held in Antigua and Barbuda, Guyana, Saint Lucia and Suriname during the year.



Participants in the Reparations Relay in Saint Lucia, with Olympian Laverne Spencer holding the reparations baton and Hilary Browne of the CARICOM Secretariat (Back row, 1st right)

The ***CRC also launched its website*** during the year and established a presence on social media platforms, specifically **Facebook, Instagram** and **Twitter**.

In February, the ***Parliamentary Group of the Community of Latin American and Caribbean States (CELAC)*** adopted ***CARICOM's call for reparations*** for native genocide and the enslavement of African people in the Caribbean through the Trans-Atlantic slave trade. The support followed a presentation from Speaker of the House of Assembly, Jomo Thomas of St. Vincent and the Grenadines, during a meeting to formalise the operation of a Parliamentary Network across Latin America and the Caribbean. Mr Thomas is also Chairman of the Reparations Commission for St. Vincent and the Grenadines.



Chairman of the Reparations Commission for St. Vincent and the Grenadines, Jomo Thomas

Marijuana Commission

Following the agreement of Heads of Government to establish the Regional Commission on Marijuana in 2014, the Commission held its first in a series of Region-wide consultations in St. Vincent and the Grenadines, in June. Members of the Commission, led by Professor Rose Marie Bell-Antoine of the University of the West Indies (UWI), met with a wide cross-section of stakeholders, among them youth, including secondary and tertiary level students; faith-based organisations; non-governmental organisations; and special interest groups, including medical practitioners.



Prime Minister Ralph Gonsalves of St. Vincent and the Grenadines (7th left); Head of the Marijuana Commission, Prof. Rose Marie Belle-Antoine (8th left); other Commission Members; and CARICOM Secretariat's Assistant Secretary-General for Human and Social Development, Dr Douglas Slater (1st left) at the Commission's first Consultation

Areas of focus included medical and legal issues, deforestation and land use, investment incentives and changes to national policies and laws. The consultation in St. Vincent and the Grenadines was broadcast to the wider public.

Consultations with stakeholders in other Member States are to continue in 2017.

The mandate of the Commission is to conduct a rigorous enquiry into the social, economic, health and legal issues surrounding marijuana use in the Region and to advise whether there should be a change in the current drug classification of marijuana, to make the drug more accessible for a range of users.

Pan Caribbean Partnership Against HIV/AIDS (PANCAP)

PANCAP, the **Pan Caribbean Partnership Against HIV and AIDS** established in 2001, is a Caribbean-wide regional partnership comprising governments, civil society organisations, regional institutions and organisations, bilateral and multilateral agencies and contributing development partners.



It is located administratively within the CARICOM Secretariat which provides a range of services, including human resource management, administrative, legal and procurement.

Through the collaborative efforts of PANCAP and its Members, the Caribbean has seen significant achievements. These include the sharpest regional reduction in HIV incidence, by 49% from 2014; declining AIDS-related deaths by 49%, from 18,000 deaths in 2014; and an increase in antiretroviral coverage, to 44% from less than 5% of the eligible population in 2001.

By the end of the year, several Member States were poised to achieve the target for elimination of mother-to-child transmission of HIV and congenital syphilis, joining Cuba which, in 2015, became the first country in the world to achieve the target.

With a view to building capacity of civil society organisations (CSOs) and national AIDS programme (NAP) managers, PANCAP hosted a **Knowledge Synthesis and Best Practices** workshop in Trinidad and Tobago in November. Participants were guided in applying knowledge management tools to HIV programme implementation with particular regard to the *Treat All* (Treat all people living with HIV) and the UNAIDS 90-90-90 goals (by 2020 - get 90% of people with HIV tested; 90% of those tested on treatment; and 90% of those on treatment with viral loads low enough to prevent transmission).



Participants at the Knowledge Synthesis and Best Practices workshop in Trinidad and Tobago

The Workshop was funded by USAID and PEPFAR under the *Knowledge for Health* initiative. Major outcomes were:

- ☞ **Renewed** commitment for the integration of CSOs into national responses.
- ☞ **Recognition** of the comparative advantage of CSOs in reaching key population groups.
- ☞ **Improved** relationships and enhanced collaboration between leaders of CSOs and NAP Managers.

It is expected that these three areas of success will result in more effective approaches in advocating for the sustainability of HIV programmes.

PANCAP was a key stakeholder in the Caribbean Sex Worker Coalition SWIT (Sex Worker Implementation Tool) Meeting held in Guyana in October. The meeting was the first of its kind. Its objective was to help sex workers and leaders of sex-worker groups fully understand the importance of their role in reducing discrimination, in order to consistently access HIV/AIDS prevention tools and education. The Meeting drew participants from Antigua and Barbuda, The Bahamas, Guyana, Jamaica, Suriname and Trinidad and Tobago. It was supported by the United Nations Development Programme (UNDP) and the Global Network of Sex Work Projects (NSWP). At the Meeting, PANCAP engaged over twenty participants of the Caribbean Sex Work Coalition (CSWC) to understand how stigma and discrimination affect their ability to advocate for human rights, access to HIV prevention and care, and HIV/AIDS education.

PANCAP joined the commemoration of **World AIDS Day 2016**, under the theme *Hands up for #HIV prevention* with a call to refocus efforts on combination prevention that includes treatment, behaviour change communication, access to condoms and provision of social protection to address individual vulnerability. PANCAP used the opportunity of the commemoration to highlight the work undertaken through its *Justice for All (JFA) Programme*, which *affirms human rights of all and advocates for reducing stigma and eliminating discrimination*.



Staff follow a World AIDS Day skit at the CARICOM Secretariat

PANCAP's work gained new impetus from the UN's adoption, in June, of the 2016 Political Declaration on HIV and AIDS. The Declaration titled *On the Fast-Track to accelerate the fight against HIV and to End the AIDS Epidemic by 2030*, adopted the UNAIDS 90-90-90 treatment targets. The Political Declaration also commits the world to almost doubling the number of people on HIV treatment by 2020; commits countries to eliminate new HIV infections among children and ensure their mothers' health and well-being is sustained;

and commits to ensure that all women and girls and key populations are reached by tailored combination prevention services.

Every Caribbean Girl, Every Caribbean Woman (ECGECW)

In July, Heads of Government endorsed the ***Every Caribbean Girl, Every Caribbean Woman*** (ECGECW) Initiative, intended to address key sexual and reproductive health concerns of girls and women in the Caribbean. The main objectives of the Initiative are:

- ✎ **Reducing** teenage pregnancy. The small states of the Caribbean have the second-highest rate in the world after sub-Saharan Africa.
- ✎ **Preventing** cervical cancer, the second leading cause of cancer deaths among women aged 15 to 49 in the wider Caribbean.
- ✎ **Eliminating** mother-to-child transmission of HIV.

The ECGECW which evolved out of the global initiative *Every Woman, Every Child* launched by United Nations Secretary-General Ban Ki-moon, takes on board Caribbean realities.



SECTION III

SECURITY COOPERATION

Building Social Resilience

Strategies, 2015-2019

- ⌘ **Human Capital Development: Key Skills, Education Reform and Youth Development (SOC 1)**
- ⌘ **Enhance Citizen Security and Justice (SOC 4)**
- ⌘ **Strengthen Cyber Security (TEC 3)**

Institutionalising Security within the Community

In February, at the Twenty-Seventh Inter-Sessional Meeting of CARICOM Heads of Government held in Belize, the **Protocol formally amending the Revised Treaty of Chaguaramas to Incorporate the Council for National Security and Law Enforcement (CONSLE) as an Organ of the Community and the CARICOM Implementation Agency for Crime and Security (IMPACS) as an Institution of the Community** was opened for signature. The Lead Head of Government for Security in the CARICOM Quasi Cabinet, Prime Minister Keith Rowley of Trinidad and Tobago was the first signatory of the Protocol on that occasion. The Protocol was also signed by President David Granger of Guyana and External Affairs Minister, Alva Baptiste of Saint Lucia, at the Inter-Sessional Meeting.

Signing the Protocol to formally recognise CONSLE as an Organ of the Community and CARICOM IMPACS as a Community Institution



President David Granger of Guyana



Prime Minister Keith Rowley of Trinidad and Tobago



External Affairs Minister Alva Baptiste of Saint Lucia

CARICOM Counter Terrorism Strategy

CARICOM IMPACS, in collaboration with the Regional Security System (RSS), commenced drafting a Counter Terrorism Strategy during the year, with technical assistance from the United States. The Strategy seeks to reduce the risk of terrorism and associated violent extremism, and build resilience to extremist ideology, for a safe and free Community.

The UNDP is partnering with IMPACS to mobilise resources to conduct consultations on the Strategy to complete its drafting and to convene a Regional Counter Terrorism Conference during the first quarter of 2017, as part of the consultative process.

Discussions were held with development partners, in October at IMPACS Headquarters in Trinidad and Tobago, to sensitise the International Community about the draft Strategy and to mobilise support for its implementation.

CARICOM Cyber Security and Cybercrime Action Plan (CCSCAP)

In November, the CONSLE approved the *CARICOM Cyber Security and Cybercrime Action Plan (CCSCAP)*. The Action Plan addresses cyber security vulnerabilities in Member States. It provides a framework through which all cyber security and cybercrime initiatives in the Region will be developed, implemented and managed. The aim is to eliminate duplication and optimise the Region's response. The Action Plan establishes a practical and harmonised standard of cyber security practices, systems and expertise for Member States in the short and medium terms. It also seeks to build the required capacity and infrastructure for timely detection, investigation and prosecution of cybercrime and possible linkages to other forms of criminal activity.



Strengthening CARICOM's Resilience to Cybercrime is a strategic Goal of the CARICOM Crime and Security Strategy (CCSS), adopted by Heads of Government in 2013.

Strengthening Caribbean Basin Security Cooperation

Ministers of National Security and/or High-Level Representatives from CARICOM, the Dominican Republic and the United States gathered in Washington in October, for the Sixth Caribbean-United States Security Cooperation Dialogue.



Participants at the Sixth Caribbean-United States Security Dialogue
held in Washington, DC

The Ministers/High-Level Representatives committed to prioritising the reduction of illicit trafficking; the advancement of public safety and security; and the promotion of social justice to improve the lives of citizens. They also underscored the value of international partner support and agreed on several ways to strengthen their partnership.

Representatives of fourteen Member States participated in the Dialogue, namely Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname and Trinidad and Tobago.

The Caribbean-US Security Cooperation Dialogue is part of the Caribbean Basin Security Initiative (CBSI) launched in 2009. It seeks to strengthen regional cooperation on citizen security and combat the flow of illicit narcotics and other transnational crimes that threaten regional security.



SECTION IV

DISASTER MITIGATION AND MANAGEMENT, CLIMATE CHANGE AND THE ENVIRONMENT

Building Environmental Resilience

Strategies, 2015-2019

- ⌘ *Advance Climate Change Adaptation and Mitigation (ENV 1)*
- ⌘ *Advance Disaster Mitigation and Management (ENV 2)*
- ⌘ *Enhance management of the Environment and Natural Resources (ENV 3)*

Disaster Mitigation and Management

During the year, the Region experienced natural hazards of varying degrees of intensity and impact. The 2016 Hurricane Season was categorised as the first above-normal season since 2012, with fifteen named storms, including seven hurricanes. Three hurricanes made landfall in The Bahamas, Belize and Haiti. The most severe was Hurricane Matthew, which struck in October and impacted The Bahamas, Barbados, Dominica, Haiti, Jamaica, Saint Lucia, St. Vincent and the Grenadines and the Turks and Caicos Islands. The Chair of CARICOM Prime Minister Roosevelt Skerrit of Dominica and the Secretary-General visited The Bahamas and Haiti to lend support to the recovery efforts.

Haiti was the most significantly affected as Hurricane Matthew devastated that country, resulting in more than 600 deaths, thousands of families having their homes destroyed or damaged and over a million persons being in urgent need of humanitarian assistance. The country lost US\$2.8Bn or 32% of its Gross Domestic Product (GDP) as a result of Hurricane Matthew. Through the Caribbean Disaster Emergency Management Agency (CDEMA), the Regional Response Mechanism was activated to support Haiti, deploying support teams, providing relief items and mobilising resources.



CDEMA's Executive Director Ronald Jackson (3rd left) joins CARICOM Chair, Prime Minister Roosevelt Skerrit of Dominica (4th left), Secretary-General Ambassador Irwin LaRocque (3rd right) and other officials for engagements with Haitian authorities, in Port-au-Prince, following Hurricane Matthew

St. Vincent and the Grenadines also experienced flooding and landslides in November as a result of an eastward-moving trough system.

Climate Change

In April, all CARICOM Member States signed the 2015 Paris Agreement on Climate Change at a High-Level Signing Ceremony held at UN Headquarters in New York. The Agreement entered into force in November, a month after the required minimum number of States - fifty-five states, accounting for 55% of total global greenhouse gas (GHG) emissions - had ratified it. Ten CARICOM Members are among the States which have ratified the Agreement. The Paris Agreement seeks to keep global temperature rise during this century to

well below 2 degrees Celsius above pre-industrial levels, and to try to limit the temperature increase even further to 1.5 degrees Celsius, the level pushed by CARICOM during the negotiations at the Twenty-First Session of the Conference of the Parties (COP 21) to the UN Framework Convention on Climate Change (UNFCCC). This commitment supports SDG Goal 13 (Climate Action) and 12 others that include targets addressing climate change.



(L-R) CARICOM Chair, Prime Minister Dean Barrow of Belize and UN Deputy Secretary-General Jan Eliasson, at the Paris Agreement High-Level Signing Ceremony



CARICOM Secretary-General Irwin LaRocque and Commonwealth Secretary-General, Patricia Scotland, at the Paris Agreement High-Level Signing Ceremony

CARICOM Member States Signature and Ratification of the 2015 Paris Agreement

MEMBER STATE	SIGNATURE	RATIFICATION
Antigua and Barbuda	22 April 2016	21 September 2016
The Bahamas	22 April 2016	22 August 2016
Barbados	22 April 2016	22 April 2016
Belize	22 April 2016	22 April 2016
Dominica	22 April 2016	21 September 2016
Grenada	22 April 2016	22 April 2016
Guyana	22 April 2016	20 May 2016
Haiti	22 April 2016	To Be Completed
Jamaica	22 April 2016	To Be Completed
St. Kitts and Nevis	22 April 2016	22 April 2016
St. Lucia	22 April 2016	22 April 2016
St. Vincent and the Grenadines	22 April 2016	29 Jun 2016
Suriname	22 April 2016	To Be Completed
Trinidad and Tobago	22 April 2016	To Be Completed

The Region's negotiators took the vigour from COP 21 to COP 22 held in Marrakesh, Morocco in November, where discussions focused on implementation of the first-ever, universal, legally binding global climate deal - the 2015 Paris Agreement. At this first meeting involving the Parties to the Paris Agreement, areas of focus included emissions reduction, resilience, finance, transparency, technology transfer, migration, capacity-building, and loss and damage.

CARICOM was represented in Marrakesh with both High-Level and Technical teams. Six Heads of Government attended the High-Level sessions, including the current and incoming Chairpersons of the Community, Prime Minister Roosevelt Skerrit of Dominica and President David Granger of Guyana, respectively; and the Lead Head of Government for Sustainable Development, Prime Minister Allen Chastanet of Saint Lucia. The Prime Ministers of Antigua and Barbuda, Jamaica, and St. Vincent and the Grenadines were also in attendance along with the Secretary-General. Community delegations were supported by officials of the CARICOM Secretariat, the Caribbean Community Climate Change Centre (CCCCC) and the OECS Commission.



CARICOM Heads of Government and Ministers at COP 22
(L-R) Prime Minister Allen Chastanet of Saint Lucia; Prime Minister Roosevelt Skerrit of Dominica; Saint Lucia's Minister for Sustainable Development, Gale Rigobert; Prime Minister Andrew Holness of Jamaica; Prime Minister Ralph Gonsalves of St. Vincent and the Grenadines; Foreign Minister Pierrot Delienne of Haiti; Foreign Minister Kamina Johnson Smith of Jamaica; and Foreign Minister Fred Mitchell of The Bahamas



CARICOM Chair, President David Granger of Guyana and his delegation at COP 22



CARICOM participants at COP 22 held in Morocco

At the Technical level, Community representatives played leadership roles in a number of negotiating bodies and among the coordinating groups, such as the Alliance of Small Island States (AOSIS) and the Group of 77 (G-77) and China.

Negotiators in Morocco retained a focus on the need for the global community to rapidly reduce GHG emissions, and to strive to hold the long-term temperature goal to preferably below 1.5 degrees Celsius above pre-industrial levels.

Environment and Natural Resources

In December, representatives of ten CARICOM Member States, the CARICOM Secretariat and the UWI were among the more than 5,000 participants from 196 countries, international organisations, NGOs, and indigenous and local communities at the at the **13th Meeting of the Conference of the Parties (COP) to the Convention on Biological Diversity (CBD), held in Cancun, Mexico**. Discussions at the 13th CBD focused on biodiversity and climate change; biodiversity and human health; integration of biodiversity conservation and sustainable use into sectors such as agriculture, forestry, fisheries and tourism – all vital economic sectors in CARICOM; and invasive alien species, for example, lionfish.



The High-Level Segment brought together Ministers and other representatives responsible for the Agriculture, Forestry, Fisheries, and Tourism sectors and focused on mainstreaming conservation and sustainable use of biodiversity in those sectors. They adopted a range of decisions focused on support for implementation of the Strategic Plan for Biodiversity 2011-2020 (adopted in 2010 at the 10th CBD Conference held in Japan); on traditional knowledge, access and benefit-sharing as well as liability and redress; and on scientific and technical matters.



Participants at the 13th CBB COP held in Cancun, Mexico

Ministers and other delegates also adopted the *Cancun Declaration on Mainstreaming the Conservation and Sustainable Use of Biodiversity for Well-being*. In the Declaration, delegates commit to take a range of actions to work at all levels within their governments and across all sectors to mainstream biodiversity. They also commit to establish effective institutional, legislative and regulatory frameworks, tailored to national needs and circumstances; and to incorporate an inclusive economic, social, and cultural approach with full respect for nature and human rights.

Member States in attendance were Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Haiti, Jamaica, St. Kitts and Nevis, Saint Lucia and Suriname. Speaking on behalf of the Latin America and Caribbean (LAC) Group, the St. Kitts and Nevis representative addressed the Opening of the Conference highlighting the need for financial support to enable members of the LAC to implement the Strategic Plan for Biodiversity 2011-2020, which includes the Aichi Biodiversity Targets.

As part of the Region's preparations for the CBD Conference, a workshop was held, in October, to help the CARICOM Team effectively participate in the negotiations. The Workshop, organised by the Secretariat, was supported by the Multilateral Environmental Agreements in African, Caribbean and Pacific Countries (ACP-MEAs) project funded by the EU, through the ACP Secretariat.



Participants at a training session on MEAs at the CARICOM Secretariat Headquarters in Guyana

The CARICOM Secretariat is the Caribbean Hub of the ACP-MEAs project and the United Nations Environment Programme (UNEP) is the overall global programme coordinator and facilitator.

Also under the ACP-MEA project, the following two major activities were held during the year:

- ✎ A regional training-of-trainers workshop, in June which benefitted officials from eleven training organisations in seven Member States, namely The Bahamas, Barbados, Belize, Guyana, Jamaica, Suriname and Trinidad and Tobago.

The workshop focused on enhancing knowledge to improve methodologies for environmental mainstreaming, to expand the use of mainstreaming approaches in the Region. The aim was to train tertiary level educators and environmental/sustainable development practitioners in the use of a module entitled *Achieving National and Sectoral Development Priorities: the use of integrated*

environmental assessment tools for improved MEA implementation. That module had been developed under the first Phase of the Project. The training allows these educators to introduce students and others in the field, to integrated environmental assessment approaches and tools and their use for MEAs mainstreaming. This regional capacity-building workshop, held in Guyana, was facilitated by the Canada-based International Institute for Sustainable Development (IISD).

- ✎ A regional Workshop in August-September to raise awareness about the *Convention on the Conservation of Migratory Species of Wild Animals (CMS)*, an environmental treaty under the aegis of UNEP. The CMS provides a global platform for the conservation and sustainable use of migratory animals and their habitats. It brings together the States through which migratory animals pass and lays the legal foundation for internationally coordinated conservation measures.

The Secretariat partnered with UNEP to deliver the workshop held in Barbados and which targeted CARICOM countries which were not Parties to the Convention. Participants were informed about the goals and work of the Convention and received guidance on acceding to it. Eleven Member States benefitted from the Workshop, namely The Bahamas, Barbados, Belize, Dominica, Jamaica, Haiti, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Trinidad and Tobago and Suriname.



Participants at the Regional CMS Awareness workshop held in Barbados



SECTION V

COMMUNITY RELATIONS

Strengthening the CARICOM Identity and Spirit of Community

Strategies, 2015-2019

- ⌘ *Enhance Public Education, Public Information, Public Relations and Advocacy (UNY 1)*
- ⌘ *Refine and promote the CARICOM Identity and Civilisation (UNY 2)*
- ⌘ *Facilitate opportunities for the people of the Region to build social and economic relationships (UNY 3)*
- ⌘ *Strengthen relationships among Member States (UNY 4)*

Elections Observation

During the year, the Community responded favourably to invitations from Haiti and Jamaica to observe their elections held in November and February, respectively. The CARICOM Secretariat coordinated the Missions, providing preparatory and on-the-ground logistical and administrative support.

After several postponements to follow-up the electoral cycle which began in 2015, the November 2016 Presidential and legislative elections in **Haiti**, was a significant step towards the restoration of democratic systems in that Member State. Head of the Guyana Elections Commission, Dr Steve Surujbally, led the six-member CARICOM Elections Observation Mission (CEOM). The Mission found that in many respects, the elections were an improvement compared with the October 2015 elections. Many of the improvements were linked to the multiplicity of recommendations made by earlier CEOMs.



Head of the CEOM to Haiti, Steve Surujbally (5th left), and other Members of the Mission

Ms Josephine Tamai, Chief Elections Officer, Belize, headed the Observation Mission to **Jamaica**. The eleven-member Mission's general assessment of the polling day's activities was that the voters were able to cast their ballots without intimidation or harassment; and that the results of the Elections reflected the will of the people of Jamaica and reinforced their commitment to the democratic process.



Head of the CEOM to Jamaica, Josephine Tamai

The Community's efforts to safeguard electoral systems was aided by a **UN-facilitated BRIDGE (Building Resources in Democracy, Governance and Elections) workshop and round table discussion**, held in March in Guyana. This capacity-building initiative benefitted the Chiefs and Deputy Chiefs of Elections Observation Missions by exploring key elements of the electoral process, including observation of elections, voting and

tabulation of results and gender issues associated with electoral processes. The workshop-round table was facilitated by the CARICOM Secretariat, UNDP, the UN Department of Political and Peace-building Affairs (UNDPPA), the Organisation of American States (OAS), the African Union (AU), the Organisation of Islamic Cooperation (OIC), and the Organisation for Security and Co-operation in Europe (OSCE).



Deputy Secretary-General Ambassador Manorma Soeknandan (seated 5th left); other CARICOM Secretariat officials; and Participants at the BRIDGE capacity-building workshop held in Guyana



SECTION VI

FOREIGN POLICY COORDINATION AND FOREIGN ECONOMIC RELATIONS

Relations with Third States, Groups of States and Organisations

Strategies, 2015-2019

- ⌘ *Deepen Foreign Policy Coordination to support the achieving of CARICOM's strategic priorities and desired outcomes (FOR 1)*
- ⌘ *Integrate into the global economy (ECN 2)*

The Community and the Secretariat engage a range of Third States and other development partners to advance the interests of the Region. These engagements are highlighted below.



Republic of Chile

Heads of Government received President Michelle Bachelet of Chile, as their Special Guest at the Thirty-Seventh Regular Meeting, held in Guyana in July. The visit of the President of Chile to CARICOM symbolised the renewal of longstanding political and cooperation relations with a country which has been long supportive of the Community, through its institution and capacity-building projects in a wide range of areas.



CARICOM Heads of Government/Delegation and President Michelle Bachelet of Chile (centre) at the Thirty-Seventh Regular Meeting of Heads of Government in Guyana

Discussions centered on shared interests and concerns. These included the importance of economic growth as a means to equitable and sustainable development; poverty eradication; the adverse impact of climate change, and the need for resources to address the resulting burdens; vulnerability to disasters; and protection of the seas.

CARICOM and Chile have agreed to heighten political engagement and expand technical cooperation to include climate change, the SDGs and trade cooperation.



Republic of Cuba

In December, CARICOM and Cuba marked the forty-fourth anniversary of diplomatic relations. In 1972, the four CARICOM Members of Barbados, Guyana, Jamaica, Trinidad and Tobago broke the hemispheric isolation of Cuba and embraced that country into their diplomatic fold. The decision to mark CARICOM-Cuba Day annually was taken at the first CARICOM-Cuba Summit held in Cuba in 2002.

A highlight of the 2016 anniversary was the signing in Guyana, of a Memorandum of Understanding (MOU) for the establishment of a *Regional Training Centre for Development and Stimulation of Children, Adolescents and Young People with Special Educational Needs Associated with Disabilities*. Cuba will provide support for the Training Centre, to be based in Guyana, which will assist CARICOM Member States in improving the lives of this vulnerable sector of their population. The decision to establish the Centre was taken at the Fifth CARICOM-Cuba Summit, held in Cuba in 2014.



Celebrating the MOU for a Regional Training Centre for Development and Stimulation of Children, Adolescents and Young People with Special Educational Needs Associated with Disabilities (L-R) Minister of Foreign Affairs, Carl Greenidge of Guyana; CARICOM Secretary-General Irwin LaRocque; and Cuba's Ambassador to CARICOM, Julio César González Marchante

The Memorandum was signed by Secretary-General Ambassador Irwin LaRocque on behalf of CARICOM; Vice President and Foreign Minister Carl Greenidge of Guyana; and Ambassador of Cuba to Guyana and CARICOM, Julio González Marchante.

The establishment of the Training Centre is in keeping with the *Pétion Ville Declaration* adopted at the 2013 CARICOM High-Level Ministerial Meeting on the Rights of Persons with Disabilities, held in Haiti. The Declaration outlines specific recommendations for action, at both the regional and national levels, to move towards a more inclusive and equitable society and to serve this vulnerable group of citizens more effectively. The signing of the MOU was also significant as it took place during the tenth anniversary year of the UN Convention on the Rights of Persons with Disabilities (CRPD).

In marking CARICOM-Cuba Day 2016, the Chair of the Community, Prime Minister Skerrit of Dominica, reiterated the call for the full lifting of the economic, trade and financial embargo against Cuba.



In September, at the Annual Dialogue involving the Foreign Ministers of CARICOM and the Nordic Countries (Denmark, Finland, Iceland, Norway and Sweden) as well as the Secretary-General, the two sides concluded an MOU on Political Dialogue and Technical Cooperation. The Memorandum identifies areas of cooperation in the fields of fisheries, the environment, climate change, renewable energy, gender equality, tourism, education, child protection and welfare, and information technology. The Secretary-General signed the Agreement on behalf of the Community and the Foreign Ministers of the Nordic countries did so on their countries' behalf.

The Foreign Ministers of CARICOM and the Nordic Countries have been holding annual dialogues in the margins of the UN General Assembly over the last several years. These dialogues provide the opportunity to exchange views on a range of issues of importance to both sides and promote greater understanding.



United Kingdom (UK)

In April, Foreign Ministers from CARICOM held discussions with their UK Counterpart at the **9th Caribbean-United Kingdom (UK) Forum**, held in The Bahamas, under the theme *Building a Stronger Partnership for Sustainable Growth and Development*. Discussions focused on a range of issues on which they agreed to cooperate including human resource development; climate change; trade and investment promotion; youth empowerment; natural disasters; renewable and sustainable energy solutions; and crime security and the rule of law.



Head table at the 9th Caribbean-UK Forum in The Bahamas

CARICOM Foreign Ministers used the opportunity to highlight other issues of importance to the Region. These include the inherent vulnerabilities of SIDS to economic and financial shocks; difficulty in securing special consideration in mobilising concessional financing given the challenges of graduation and differentiation, resulting from their classification as Middle Income Countries; high level of indebtedness, including efforts at debt-restructuring; de-risking and the loss, restriction or higher cost of correspondent banking services; and the challenges faced in finding resources to develop resilient infrastructure, for reconstruction post natural disasters, and for new construction.

The UK reaffirmed its continued commitment to the sustainable development of the Caribbean region. As part of this commitment, the UK agreed to increase its development support to Caribbean countries over the next four years. Over £360M in grant-finance will be allocated to the Caribbean in bilateral programme support, including a £300M infrastructure programme announced in 2015 for specific countries. The UK will also continue to provide grant support to the Special Development Fund of the CDB.

Ministers also discussed the important role the the UK can continue to play in advocating in support of Caribbean countries, in international fora where they are not represented, such as the G7, G20, the IFIs, and the OECD. The issues highlighted for advocacy support include vulnerability; high-indebtedness; and the development challenges associated with the classification of several CARICOM countries as middle-income. Additionally, they committed to hold regular discussions in multilateral and international fora. Further, they reaffirmed the Forum as an important mechanism for cooperation and strengthening relations.

The Community continued to monitor the **withdrawal of the UK from the European Union (Brexit)**, examining the potential political, diplomatic, trade, economic and financial implications for the Region of this significant shift in global affairs. The UK and the EU are strong and valued partners of the Community.



United States of America (USA)

CARICOM-US relations continued to advance, with a focus, in 2016, on Energy Security. In May, CARICOM Heads of Government joined their counterparts from the Dominican Republic and from Central America, at the **US-Caribbean-Central American Energy Summit**, hosted by United States Vice President Joe Biden at the Department of State in Washington (see Pg. 11).



Heads of Delegation at the US-Caribbean-Central American Energy Summit in Washington, DC

At the Summit, the US Vice President committed his country's support for the region's transformation of its national energy systems. This includes sharing lessons learned through new and expanded regional information networks.



United Nations (UN)

Heads of Government and the Secretary-General used the opportunity of the 71st Session of the UN General Assembly to strengthen diplomatic relations with members of the global community. They held fruitful discussions with UN Secretary-General, Mr Ban Ki-moon, on the Community's priorities and developments in the UN, in an exchange of views in advance of his demission from office in December. The UN SG lauded CARICOM's strong partnership and thanked CARICOM Member States for their continued leadership in climate change and for their efforts to implement the 2030 sustainable development agenda.



Some CARICOM Heads of Government and UN Secretary-General, Ban Ki-moon, during the Meeting on the side-lines of the UN General Assembly in New York

Plenipotentiary Representatives of Third States Accredited to CARICOM

During the year, the Secretary-General accredited Nicaragua's first Plenipotentiary Representative to the Community. This brings the number of Third Countries and Organisations accredited to CARICOM, to thirty-eight.

The year also witnessed the strengthening of existing ties as the Secretary-General received new Ambassadors from Australia, Chile, Italy, Portugal and South Africa. The Deputy Secretary-General received new Ambassadors from Israel and Japan, on behalf of the Secretary-General.



Secretary-General and Ambassador John Pilbeam
of **Australia**



Secretary-General and Ambassador Claudio Rojas Rachel
of **Chile**



Deputy Secretary-General and Ambassador Mordehai
Amihai-Bivas of **Israel**



Secretary-General and Ambassador Silvio Mignano
of **Italy**



Deputy Secretary-General and Ambassador Mitsuhiro Okada
of **Japan**



Secretary-General and Ambassador Valdrack Jaentschke
of **Nicaragua**



Secretary-General and Ambassador Fernando Teles Fazendeiro
of **Portugal**



Secretary-General and Ambassador Xoliswa Ngwevela
of **South Africa**



SECTION VII

GOVERNANCE

Strengthening Community Resilience

Strategies, 2015-2019

- ⌘ *Reform the Organs, Bodies and Governance Arrangements to enhance decision-making, implementation, accountability, and enforcement (GOV 1)*
- ⌘ *Develop arrangements for participatory governance (GOV 2)*
- ⌘ *Develop governance arrangements for Community Institutions (GOV 3)*
- ⌘ *Strengthen relationships and build partnerships with IDPs (GOV 4)*
- ⌘ *Develop and agree on the desired governance arrangements for the future (GOV 5)*

Community Reform

The Community's Reform Process is guided by the *Strategic Plan for the Caribbean Community 2015-2019: Repositioning CARICOM* and has two major outcomes: (i) a more focused, effective and impactful Community; and (ii) a restructured CARICOM Secretariat, with strategic focus, implementation capacity and strengthened corporate functions. It also includes Governance arrangements that facilitate coordinated implementation of the Strategic Plan by the CARICOM Members, the Secretariat and Community Institutions – the Implementing Partners.

Implementing and Tracking the Community Strategic Plan

2016 marked the end of the second year of the Community Strategic Plan 2015-2019, approved by CARICOM Heads of Government in 2014.

To coordinate implementation of the Strategic Plan among the Implementing Partners, very ambitious Community Work Programmes are being prepared and consolidated into Community Operational Plans (COPs). The 2016-2017 COP incorporates the annual work programmes of the Regional Institutions and the CARICOM Secretariat as well as the actions to be undertaken by Member States to advance the completion or implementation of each Output. The 2016-2017 COP contains 187 Outputs, aligned to the Major Activities and Principal Measures of the Community Strategic Implementation Plan approved by the Community Council in 2015.

Monitoring, Evaluating and Reporting on the Community Strategic Plan

A **scorecard** is being used to monitor the performance of the COP. The Scorecard is an important self-reporting and monitoring tool which will play the vital role of indicating the level performance based on the COP. It incorporates progress reports and the results of quarterly monitoring meetings among the Implementing Partners. The 2016 scorecard revealed that 37% of planned outputs had been completed. These included several regional public goods and a significant number of capacity-building initiatives across a range of sectors, as indicated throughout this report.

In May, a twenty-two month project to develop the first-ever **CARICOM Gender-sensitive Results Based Management (RBM) System**, started. Following a competitive bidding process, a consulting firm was appointed early in the year to develop the System, which is expected to improve accountability and

transparency, and serve as a reporting tool for all stakeholders. The project, *Promoting the Principles of Managing for Development Results-Furthering the Regional Integration Process*, is funded by the CDB.

The development of the RBM System will be undertaken in two phases. As part of the first phase, a situational and needs analysis was conducted during the year to take stock of the RBM and monitoring and evaluation (M&E) skills across the Community. Also, a CARICOM RBM Leadership Group (CRLG) has been established. The Group is Chaired by the Deputy Secretary-General and comprises representatives of Member States, Regional Institutions and the Secretariat, who will serve as RBM coaches and champions. At its Inaugural Meeting, in July, the CRLG agreed to its Terms of Reference (TOR) and approved the Inception Report for the Project which outlines the methodology that will guide the development of the RBM System for the Community. The Group will be involved in establishing the RBM-M&E System, including its start up/piloting; and its full implementation and maintenance (sustainability).

During the year, the CRLG provided input in the development of the tools for the CARICOM RBM System, to be used by all the Implementing Partners. The tools consist of the Logic Model, which guides interventions and keeps them focused on agreed results; and the Performance Measurement Framework for the Community Strategic Plan.

Advancing the Reform Process in the Secretariat

The Reform/Reformation Framework for the CARICOM Secretariat, developed in 2015 was presented to both the CARICOM Committee of Ambassadors (CCA) and the Community Council during the year. The Framework outlines the process and approach to Reform. It was prepared by the Change Management Office (CMO), following desk research and discussions with a cross-section of staff. The CMO was established by the Secretary-General to assist him in driving the Secretariat's transformation.

A number of internal organisational assessments were undertaken during the year in the areas of information technology (IT), resource mobilisation, management practices and the Office of the Secretary-General. An assessment was also undertaken of the Executive and Senior Management to identify the core roles and functions required for this critical cadre of staff. The results of these assessments will contribute to the recommendations for reform/change.

Based on the IT assessment, a 2016-2019 Technology Strategy is being developed to increase the integration of IT systems and technologies in the organisation's work and improve the ability of employees to utilise ICT in their daily work. The IT assessment is also being used as an input into the Government of India IT project for the Secretariat ([see Pg. 70](#)).

CARICOM Committee of Ambassadors (CCA)

2016 marked the first full year of operation of the CARICOM Committee of Ambassadors, established by Heads of Government.

During the year, the Committee took steps to support the implementation of the Community Strategic Plan and focused on a range of issues in supporting the work of the Community Council, including:

- ✎ *Restructuring the Inter-Governmental Task Force (IGTF):* Charged with reviewing Articles in the Revised Treaty which could be amended, or new issues which could be included; and preparing texts of appropriate amendments, or new Articles altogether.

The CCA endorsed and the Community Council approved the Secretary-General's proposal that the IGTF be reconstructed as follows:

- * Each country's delegation would consist of a Senior Policy Adviser, preferably the CARICOM Ambassador, as Head of Delegation supported by a Legal Adviser.
 - * The Legal Advisers would constitute a drafting Committee of the IGTF.
 - * The output of the IGTF would be submitted to the Legal Affairs Committee (LAC), through the Community Council, for legal vetting before submission to the Conference.
 - * The Community Council would provide oversight of the IGTF process and required policy guidance.
- ✎ *Refining the draft Rules of Procedure for the Conference of Heads of Government:* The Rules were requested by the Conference to enhance its functioning and decision-making. They are also part of continuing efforts to reform the Community's operations, in keeping with the Strategic Plan. The Rules were drafted by the Secretariat and following review by the CCA and the Community Council, were adopted by the Conference in July.
 - ✎ *Community Policy on Enlargement:* Requested by the Conference in February, in light of requests for Associate Membership of the Community from the Dutch Territories and French Departments in the Caribbean. In December, the CCA considered a Discussion Paper on the issue, prepared by the Secretariat and agreed that there should be substantive review of and consultations on the proposals before a recommendation could be made. The Discussion Paper sets out the strategic policy issues to guide consideration of applications for full Membership, Associate Membership and Observer Status in the Community. The CCA is to continue its deliberations on the issue in 2017.
 - ✎ *Protocol for the treatment of CARICOM nationals refused entry into another Member State:* Requested by Heads of Government and the COTED. The Protocol was prepared during the year and is to be considered by the Legal Affairs Committee (LAC).

Belize appointed a new Member to the CCA in 2016, with the accreditation in January of H.E. Mr Daniel Guiterez, as Ambassador to CARICOM. Ambassador Guiterez had the distinction of presenting his Letters of Credence and, immediately thereafter, assuming the Chair of the CCA.



Secretary-General and Ambassador
Daniel Guiterez of **Belize**

Agreements Signed/Ratified

The following Agreement was **opened for signature in 2016** and was signed by the countries as indicated:

✍ **Protocol Amending the Revised Treaty of Chaguaramas to Incorporate the Council for National Security and Law Enforcement (CONSLE) as an Organ of the Community and the CARICOM Implementation Agency for Crime and Security (IMPACS) as an Institution of the Community**
(Placencia, Belize, 16-17 February 2016)

- Guyana (signed, 17 February 2016)
- Saint Lucia (signed, 17 February 2016)
- Trinidad and Tobago (signed, 17 February 2016)

The Office of the General-Counsel was instrumental in the preparation and finalisation of this Instrument.

The following Agreement which had been **opened for signature prior to 2016, was acceded to** as indicated:

✍ **Agreement Establishing the Caribbean Agricultural Research and Development Institute (CARDI),**
(Georgetown, Guyana, December 5, 1974)

- The Bahamas (Acceded, 17 July 2016)



SECTION VIII

STATISTICS

Regional Action Plan for Statistics

In July, CARICOM Heads of Government endorsed the **Regional Action Plan for Statistics**. This endorsement at the highest level in the Region, recognises the importance of statistics to the Region's sustainable development efforts including progress towards the CSME; continuous improvement in the standard of living; empowerment of Community nationals; and improvements in governance, planning and policy making. The Plan was championed by the Lead Head of Government for this area, Prime Minister Keith Mitchell of Grenada. It emanated from a High-Level Advocacy Forum on Statistics, organised by the CARICOM Secretariat and held in Grenada, in 2014.

The Regional Action Plan will be used to inform decision-making based on credible data and is designed to support a regional approach to the development of statistics. Key objectives of the Action Plan are as follows:

- ☞ **Strengthen** statistical systems in countries to address funding the National Statistical Offices and other statistics producing agencies, staffing, legislation, education, training, and development of the current staff.
- ☞ **Enable** the upgrading of IT infrastructure in National Statistical Offices and Systems for the production and dissemination of statistics.
- ☞ **Promote** careers in statistics through greater infusion of statistics in the education system, to train data scientists.
- ☞ **Also promote** the professionalisation of statistics.
- ☞ **Support** a regional approach to the development of statistics.



Director of Statistics at the CARICOM Secretariat, Dr Philomen Harrison, addresses a CSME Monitoring and Evaluation workshop held in Barbados in November

2030 Sustainable Development Goals (SDGs): CARICOM Core SDG Indicators

Work continued during the year to develop CARICOM core Sustainable Development Goals (SDG) indicators. The CARICOM Core Indicators will reflect the unique vulnerabilities of the Community which comprises SIDS. In January and February, the Secretariat facilitated discussions, involving statisticians and other experts in the Region, to examine the global list of indicators circulated by the UN in August 2015, as well as changes made subsequently; and to refine Member States' recommendations regarding the global list.

The experts reviewed 205 global indicators linked to SDGs 1-16, of which 108 were supported as presented. They recommended changes in respect of fifty-seven indicators, including the need for disaggregation by age, and identification of new indicators to replace some. No recommendations were made regarding thirty of the indicators, while ten were deemed not to be defined at the country level.

The discussions helped to promote a better understanding of the SDG Indicators and those most applicable to the Region. It also helped Member States in crafting and articulating their positions at the global level, including discussions at the UN Statistics Commission.

Heads of Government have agreed that, for the purposes of statistical work carried out by the UN statistical system, CARICOM should be viewed as an undividable and distinct grouping within the wider Latin America and the Caribbean area. This distinction is fundamental to the CARICOM integration movement, given the unique challenges facing the Members of the Community, as SIDS.

Statistical Advocacy

The eighth commemoration of **Caribbean Statistics Day** was observed on Friday, 14 October. This commemoration was historic given the endorsement of the Action Plan for Statistics by Heads of Government. In light of this significant achievement, the theme for Caribbean Statistics Day 2016, *Improving The Lives of People: Advancing the Action Plan for Statistics in CARICOM*, was formulated to highlight the overarching aim of the Action Plan for Statistics.

The CARICOM Secretariat observed the Day with the following activities:

- ☞ **Displays** highlighting achievements over the years, such as the Model Statistics Bill, the Regional Statistical Work Programme and several regional publications.
- ☞ **An in-house seminar** entitled *Our Agenda for Statistics in the Era of the Sustainable Development Goals - The Transformative Agenda for Official Statistics in the Caribbean*.



CARICOM Secretariat Staff
at the In-House Seminar as
part of the 2016 Caribbean
Statistics Day activities

🌀 **Annual Inter-School Quiz Competition** for primary and secondary schools in Guyana.



Assistant Secretary-General Colin Granderson and students of
Graham's Hall Primary, East Coast Demerara



Assistant Secretary-General Colin Granderson and students of
Saint Stanislaus College, Georgetown

Databases and Publications

Data on key Social and Economic statistics and indicators were compiled and disseminated during the year. This included:

- 🌀 **Labour Market Statistics** (data for fourteen Member States and five Associate Members, published in June)
- 🌀 **Balance of Payments** (for one country for period 2007-2015)
- 🌀 **Selected Economic Indicators** (for fourteen Member States for 1995, 2000, 2005 and 2011-2014)
- 🌀 **Financial Statistics** (data for one country published in May)
- 🌀 **Foreign Direct Investments** (for one Member State for the period 2002-2016)
- 🌀 **National Accounts** (for one Member State for the period 2006-2015)

Additionally, the following publications were issued in 2016:

- 🌀 **National Accounts Digest 2008 – 2014 Vol. II**
- 🌀 **CARICOM Selected Economic Indicators 2005, 2010-2014**



SECTION IX

THE CARIBBEAN FORUM OF AFRICAN, CARIBBEAN AND PACIFIC STATES

(CARIFORUM)

CARIFORUM, the Caribbean Forum of African, Caribbean and Pacific States, was established in 1992. The Forum comprises all the independent CARICOM Members, Cuba, and the Dominican Republic.

Relations between CARICOM and CARIFORUM and the EU are conducted mainly within the framework of the Cotonou Agreement. Cuba is not a party to the Cotonou Agreement and is not a beneficiary of the Caribbean Regional Indicative Programmes (CRIPs) financed by the EDF.

The CARIFORUM Directorate, headed by a Director-General, supports the Secretary-General. The Directorate is located administratively within the CARICOM Secretariat which provides a range of services including human resource management, administrative, legal and procurement.

Implementing the 10th EDF Caribbean Regional Indicative Programme (CRIP)

CARIFORUM and the EU signed the 10th EDF CRIP, valued at €165M, in November 2008. During the year, several 10th EDF Regional Projects/Programmes were advanced as indicated below:

CARICOM CSME and Economic Integration and Cooperation

- ✎ **Completion** of draft Model Procurement Bill and associated regulations.
- ✎ **Completion** of draft policy paper on the *Establishment of a Single Jurisdiction of Companies throughout the Single Market*.
- ✎ **Training** in the analysis of labour market information and its use in policy and planning.
- ✎ **Implementation** by the CDB, of projects financed by a CSME Standby Facility in twelve Member States in the areas of arts and crafts, agro-processing, food safety and quality, consumer protection, communications, occupational standards, finance, market access, website development, curriculum development, and packaging and labelling.

Economic Integration and Trade of the OECS

- ✎ **Launch** of a six-part OECS Forum as part of the OECS Regional Public Education programme.
- ✎ **Completion** of tourism policy assessments in seven OECS States as part of a tourism policy harmonisation exercise.
- ✎ **Training** benefitting thirty-six laboratory professionals from twelve Animal Health and Food Safety laboratories in OECS States.

- ☞ **Advanced** implementation of the OECS Seal for products traded between the agriculture and tourism/hospitality sector, through pest risk analysis training in three countries and good agriculture practices certification for auditors in two.
- ☞ **Conduct** by the OECS Commission, in partnership with the World Bank, of the first massive open online course on crowd funding.

Support to CARIFOURM for the Economic Partnership Agreement (EPA). This includes the Sanitary and Phytosanitary (SPS) Programme, Technical Barriers to Trade (TBT), the Services Sector Programme, training and capacity-building, EPA Standby Facility and Institutional Support.

- ☞ **Development** of Animal Health and Food Safety Coordination Mechanisms in eleven countries as well as a Regional Coordination Mechanism.
- ☞ **Capacity** building for 360 regulatory personnel and private sector stakeholders in key animal health and feed safety areas; and 106 private sector stakeholders in the principles and competitive advantages of implementing traceability systems.
- ☞ **Completion** of three pieces of draft model legislation on TBT. These have been submitted for approval by National Authorities and four laboratories in three CARICOM States accredited by the Jamaica National Agency for Accreditation.
- ☞ **Conduct** of the *Authentic Caribbean Rum (ACR) Marque* communication campaign resulting in increased use of the Marque.

Regional Private Sector Development

- ☞ **Processing** of 103 grants under the *Direct Assistance Grants Schemes (DAGS)*, a reimbursable grants scheme administered by the Caribbean Export Development Agency (Caribbean Export).
- ☞ **Processing** of grants for fourteen firms under the *Special Call for Proposals - Food Safety*, a reimbursable grant funding facility designed to provide financial assistance to legally registered agro-processing firms with CARIFORUM who export or have the potential to export their products to the EU.
- ☞ **Provision** of assistance to nine firms under special grants to undergo energy audits.
- ☞ **Launch** of *Caribbean Investment Facilitation Project (CIFP)/LINK Caribbean*, an investment facilitation programme aimed at helping early-stage Caribbean entrepreneurs raise capital from private investors, particularly business angel investors; and conduct of sensitisation sessions benefitting seventeen entrepreneurs and angels.
- ☞ **Approval** of six grants of US\$25,000 each under the *Investment Readiness Grant Facility*.

- ☞ **Participation** of 674 firms in *ProNET*, a training programme for owners of small and medium enterprises (SME).
- ☞ **Participation** of six Caribbean firms in the *Design Caribbean Pop Up Shop* in Camden Market, London.
- ☞ **Staging** of the *2016 Caribbean Exporter of the Year Awards (CEYA)* in Barbados as a part of Caribbean Export's 20th Anniversary celebrations.
- ☞ **Launch** of radio series *Pulse of the Caribbean* to regional media houses and stakeholders at the Caribbean Broadcasting Union's (CBU) 47th Annual General Assembly in Cuba.

Programming the 11th EDF Caribbean Regional Indicative Programme (CRIP)

Also during the year, the CARIFORUM Council of Ministers decided on the value of each of the programmes/projects under the 11th EDF. The 11th EDF, valued at €346M, was signed in 2015 and will end in 2020.

This followed the preparation of project concept documents; consultations and agreement with CARIFORUM States; as well as presentations to and negotiations with the EC regarding the final document. By the end of the year, the following had been agreed to by the CARIFORUM-EU Joint Technical Committee, established as part of the governance architecture of the Agreement:

- ☞ CARIFORUM Institutional Support Programme (€7.0M)
- ☞ CARIFORUM Cyber Security Programme (€1.5M)
- ☞ Trade and Private Sector Development Programme (€24.0M)
- ☞ Strengthening of the Caribbean Biological Corridor (€3.5M)
- ☞ Fiscal Reform (Caribbean Regional Technical Assistance Centre) (€5.0M)
- ☞ Technical Assistance Programme for Energy in the Caribbean (TAPSEC) (€9.0M)
- ☞ Caribbean Investment Facility (€30.0M First Tranche)

By the end of the year, CARIFORUM through the Secretary-General and the EU, through its Delegate in Guyana, had signed Financing Agreements for CARIFORUM Institutional Support; Trade and Private Sector Development; Fiscal Reform; and TAPSEC.

CARIFORUM-EU Economic Partnership Agreement (EPA)

During the year, CARIFORUM and the EU reached agreement on the establishment of a Special Committee on Agriculture based on a 2015 decision of the Joint Council. The focus of the Special Committee is the effective implementation of the agriculture and fisheries provisions of the Agreement and to contribute to CARIFORUM's food and nutrition security.

Also, CARIFORUM and the EU accepted each other's nominations, of five individuals each, to serve on a panel of Arbitrators. Consultations are continuing regarding a jointly agreed list of five additional arbitrators from outside of the EU and CARIFORUM.

During the year, there was significant progress in the following areas:

- ☞ **Geographical Indications:** The EU and CARIFORUM exchanged lists of products which have or potentially have value as a consequence of their geographical origin and therefore warrant geographical indications protection. CARIFORUM and the EU have agreed to negotiate a Geographical Indications Agreement. The EU has already presented a list of 108 products for which it would wish to have protection in the CARIFORUM market. CARIFORUM is in the process of finalising its list.
- ☞ **Development of a Joint Monitoring System for EPA Implementation:** CARIFORUM and the EU have agreed on the need for a monitoring system which would consistently monitor implementation of the Agreement, including impact and costs. The system will be jointly developed and work on the design of the system will be undertaken through the Joint Task Force on Monitoring.



SECTION X

OPERATIONS OF THE CARICOM SECRETARIAT

Principal administrative organ of the Community



Our Mission

To contribute, in support of Member States, to the improvement of the quality of life of the people of the Community and the development of an innovative and productive society, in partnership with institutions and groups working towards attaining a people-centered, sustainable and internationally competitive Community.

Our Purpose

To play a lead role working closely with the Community's Regional Institutions, providing the highest quality advice and support to Member States to improve the livelihood and quality of life of the people of the Community within the framework and in furtherance of Regional Integration.

Our Core Values

- Professionalism:** We demonstrate the highest level of competence, leadership and transparency in the execution of our duties and objectivity in our interactions with external stakeholders and colleagues.
- Integrity:** We demonstrate the highest personal and Secretariat values in our daily behaviour, honour our commitments, and take prompt action to sanction unprofessional or unethical behaviour.
- Respect:** We treat others as we would like to be treated and value and appreciate diversity.
- Commitment:** We dedicate ourselves and persistently pursue organisational values and goals, and are motivated by professional rather than personal concerns.
- Teamwork:** We recognise the interdependence of individuals and groups and work in teams to enhance the achievement of organisational goals, to ensure open communication, trust and respect based on the individual's capacity and contribution.

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; providing legal services including Opinions, draft legislation, and representation before the Caribbean Court of Justice (CCJ); and in supporting the work of the Organs and Bodies of the Community. In the process, the Secretariat works collaboratively with Member States (at the governmental and sectoral levels), Community Institutions, and development partners.

The Secretariat's Work Programme for 2016 was approved by the Community Council of Ministers in January and spanned all the areas highlighted in this Report. Highlights of some areas of the Secretariat's administrative operations for the year are set out below.



Capacity Building in Member States

The Secretariat's internship programme continued to facilitate capacity-building for nationals of Member States. In 2016, twenty interns from four Member States participated in the Programme.

These nationals of The Bahamas (1), Barbados (2), Guyana (13) and Jamaica (4) consisted of ten undergraduate, five graduate and five vocational students. Interns were hosted at the Secretariat's offices in Guyana, Barbados and Jamaica. Areas of internship included Administrative Services, Communications, Human and Social Development, Office of the General-Counsel, Information Technology, Library Services and Records Management.



(L-R) Intern Mishaell Nurse of Guyana; Deputy Secretary-General Ambassador Manorma Soeknandan; Internal Nia Bethel-Sears of The Bahamas; and CARICOM Secretariat Youth Development Officer, Yldiz Pollack-Beighle

The internship program at the Secretariat is an annual event and part of its corporate responsibilities to the Region. In 2016, the interns accumulated over thirty months of attachments.



Conference Services

The Secretariat continued to support the process of consultation and decision-making within CARICOM through the provision of effective and efficient conference service support for Community meetings. Services included preparation and dissemination of documentation; meeting administration, logistics and report preparation; as well as unofficial translations of short documents.

Approximately 101 meetings were serviced in 2016. The use of information technology continues to enhance the speed and efficiency of the dissemination of documentation and has significantly reduced the need for printed copies. The information technology also provided Member States with a secure platform to access meeting documentation and other information.



Greening the Secretariat

In March, the Secretariat received energy monitoring equipment to monitor consumption of electricity by major devices in the Headquarters Building and collect data to measure indoor air quality. Energy monitoring is a key component of the CARICOM Building Energy Efficiency Project (BEEP), established by the Secretariat in 2015 with the support of the Government of Germany. The BEEP concept, which constitutes a mix of energy management practices, energy efficiency applications and renewable energy use, has already yielded measurable energy and financial savings to the Secretariat. It is hoped that the Secretariat's success will provide practical proof of the tangible benefits that can be derived from addressing the efficiency with which energy is used in public building across the Region, as promoted under the CARICOM Energy Policy and the Caribbean Sustainable Energy Roadmap and Strategy (C-SERMS).



Handover of energy monitoring equipment to the Secretariat under the GIZ-REETA Project.
(L-R) CARICOM Staff Members Niebert Blair and Ian Cole; REETA Project Energy Advisor, Glynn Morris; CARICOM Staff Members Carol Corbin, Devon Gardner and Kenneth Williams

The monitoring equipment, valued at over US\$20,000, was donated by the German Agency for International Cooperation (GIZ) through the Renewable Energy and Energy Efficiency Technical Assistance (REETA) Project.



Energy monitoring equipment provided to the Secretariat under the GIZ-REETA Project



Information Technology (IT)

The CARICOM-India ICT project, valued at US\$2.0M, was launched in October. The Project will help the Secretariat upgrade its IT infrastructure and software services and will be completed in December 2018. Initial focus will be on establishing a web-based Integrated Office Automation System which will be implemented by the India-based Centre for Development of Advanced Computing (CDAC).



Document sign-off between the Secretariat and the CDAC

(signing L-R) Head of the CARICOM Secretariat's IT Unit, Mr David Chan; CDAC Principal Engineer, Ms Mina Hitesh-Kumar Desai; and India's High Commissioner to Guyana and CARICOM, H.E. Mr S.M. Joshi

(standing L-R) CDAC Project Engineers, Mr Arghya Ghosh and Mr Sourab Mitra; CARICOM Secretariat's Senior IT Officer, Mr Derrick Agdomar; and CDAC Project Engineers, Mr Manish Kumar Saha and Mr Sandeep Kumar



Exhibitions and Tours

The Secretariat mounted exhibitions highlighting particular issues and/or milestones in 2016. These included information about Statistics, Breast Cancer Awareness Month, Health and Wellness, CARICOM Day, Girls In ICT, and International Women's Day. Special displays also celebrated the West Indies triumph at the 2016 Men's and Women's Cricket World Cup, and the 50th Anniversary of Independence of Barbados and Guyana.



Celebration of the 50th Anniversary of Independence of Barbados and Guyana

During the year forty-two tours were conducted for local schools and visiting delegations. Students were sensitised about a range of CARICOM issues, such as the CSME, ICT, Human and Social Development, and membership in CARICOM.



Students and Teachers from Arapaima Primary School, Lethem (March)



Interactive session for Students from the ISA Islamic Primary School, Georgetown (February)



Architecture students from the University of Technology, Jamaica



Students and Teachers from the Better Hope Primary School, Anna Regina (February)



Interactive session with students from Linden Foundation Secondary School, Linden (March)



Teachers and Students from the Windsor Forest Primary School, Mahaica-Berbice (February)



Q&A session with Students from the Blairmont Primary School, Mahaica-Berbice (February)



Students and Teachers from the Georgetown International Academy, Georgetown (May)



Breast cancer awareness



Celebrating West Indies cricket



Health and wellness outreach



International Women's Day celebration

The CARICOM Secretariat's 2016 Staff Talent week was celebrated in November under the theme *Create, Educate and Celebrate CARICOM's Diversity*. The week featured a display of art, craft, horticulture, photography, collectibles as well as how-to demonstrations. Proceeds from a Grand Market auction were donated to hurricane relief efforts in The Bahamas and Haiti.



Staff talent - exhibition



Staff talent - culinary



Staff talent - fashion show



Staff talent - how to crochet



Staff talent - music



Internal Audit

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

During the year, audits were conducted in a number of areas in the Secretariat, including human resource information, development partner resources, fixed assets, and the pension scheme. Thirty-Six recommendations were issued and accepted. Of those accepted, twenty-eight have been implemented while action is being taken on the remaining eight.

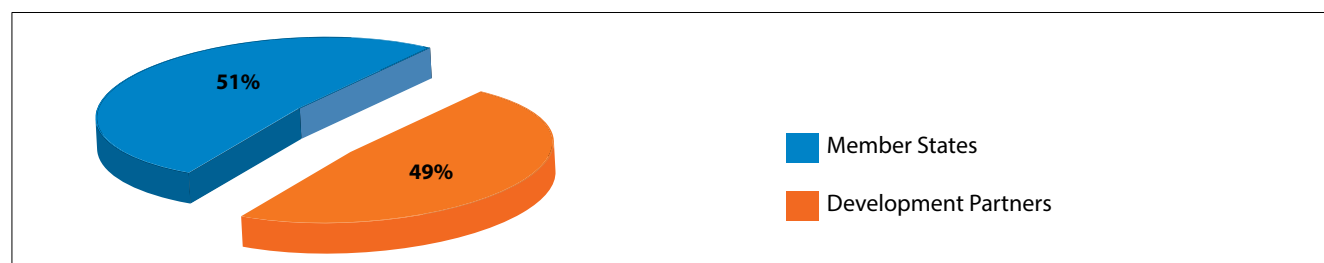
The Secretariat also provided audit services to CARICOM IMPACS and CARPHA.



Finance and Budget

The Secretariat's budget for 2016 was **EC\$90,952,286**. This amount comprised EC\$54,873,726 from Member States and EC\$36,078,560 contributed by development partners.

2016 Budget Member States and Development Partner Resources

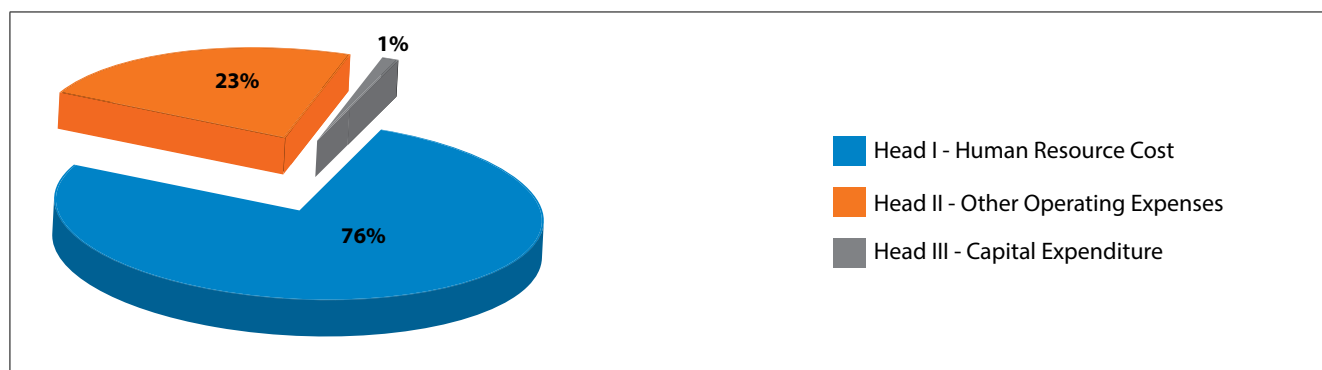


A Summary of Member States Assessed Contributions for 2016 is given below (EC\$):

Member State	% of Budget	HQ 2016 Amount	% of Budget	OTN 2016 Amount	Total
Anguilla	0.11	54,337	-	-	54,337
Antigua & Barbuda	1.44	711,327	1.49	81,593	792,920
Barbados	7.86	3,882,657	8.12	444,655	4,327,312
Belize	2.25	1,111,448	2.32	127,044	1,238,492
Bermuda	1.00	493,977	-	-	493,977
British Virgin Islands	0.77	380,362	-	-	380,362
Cayman Islands	1.00	493,977	-	-	493,977
Dominica	0.79	390,242	0.82	44,093	435,145
Grenada	1.44	711,327	1.49	81,593	792,920
Guyana	7.00	3,457,837	7.23	395,919	3,853,756
Haiti	6.00	2,963,861	6.20	339,515	3,303,376
Jamaica	23.15	11,435,562	23.92	1,309,871	12,745,433
Montserrat	0.11	54,337	-	-	54,337
Saint Kitts & Nevis	1.44	711,327	1.49	81,593	792,920
Saint Lucia	1.44	711,327	1.49	81,593	792,920
St. Vincent & The Grenadines	1.44	711,327	1.49	81,593	792,920
Suriname	7.00	3,457,837	7.23	395,919	3,853,756
The Bahamas	11.43	5,646,154	11.81	646,722	6,292,876
Trinidad & Tobago	24.12	11,914,719	24.90	1,363,537	13,278,256
Turks & Caicos Islands	0.21	103,735	-	-	103,735
Total	100	49,397,675		5,476,051	54,873,726

The Secretariat continues to experience arrears of contributions that impact its delivery of services.

2016 Approved Budget Expenditure Categories



The Secretariat also received other income of **EC\$111,119** (such as from management fees on projects funded by development partners, interest, and gains on the disposal of assets).

In 2016, actual expenditure from Member States' resources was **EC\$50,959,708**.

Approved and Actual Expenditure of Member States' contributions for 2016

Expenditure Categories	2016	
	Approved Budget EC\$	Actual Expenditure EC\$
Head I - Human Resource Costs	42,093,272	39,459,076
Head II - Other Operating Expenses	12,357,869	11,152,704
Head III - Capital Expenditure	422,585	347,928
Total	54,873,726	50,959,708

With respect to funding from development partners, the sum of **EC\$31,929,755 (US\$11,752,275)** was expended in 2016.

The following development partners contributed to the work of the Secretariat in 2016:

- Caribbean Development Bank
- Caribbean Export Development Services
- Commonwealth Secretariat
- Government of Canada
- American Health Foundation
- European Union
- Global Fund
- Government of Japan
- Inter-American Development Bank
- Inter-American Institute for Cooperation on Agriculture
- United Nations International Children's Emergency Fund
- United Nations Environment Programme
- United States Agency for International Development
- World Trade Organisation

The Secretariat received an unqualified opinion on its Financial Statements for 2016 from the External Auditors.



SECTION XI

APPENDICES





Appendix I - The Caribbean Community (CARICOM)

The Caribbean Community (CARICOM) 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).

CARICOM was established on the basis of the (original) Treaty of Chaguaramas, signed on 4 July 1973, in honour of the birthday of Norman Washington Manley, a leading advocate of the West Indies Federation and one of Jamaica's national heroes. The Treaty and its Annex (setting out the details of the Common Market Arrangements) came into effect on 1 August 1973.

In July 2001, the *Revised Treaty of Chaguaramas Establishing the Caribbean Community including the CARICOM Single Market and Economy* was opened for signature at the Twenty-Second Regular Meeting of the Conference of Heads of Government held in The Bahamas. The Revised Treaty entered into force on 1 January 2006, following the deposit, with the Secretary-General, of the twelfth Instrument of Ratification by the Government of the Commonwealth of Dominica on 8 November 2005. Prior to that, it had been provisionally applied.

The Revised Treaty applies to all CARICOM Member States, except The Bahamas and Montserrat. Through a Special Membership Agreement signed in February 2006, The Bahamas maintains its membership and participation in the Community as it existed immediately prior to the entry into force of the Revised Treaty. At the same time, The Bahamas signed a Special Agreement enabling the entry into force of the Revised Treaty.

Montserrat also signed a *Special Membership Agreement*, as it had not at the time, received the requested Entrustment from the Government of the United Kingdom which would have allowed that Member to sign and ratify the Revised Treaty. In 2014, the Government of Montserrat received the Entrustment to enable its accession to the Revised Treaty. While its full accession continues to be pursued, Montserrat participates in some areas of the CARICOM Single Market, including the trade regime and elements of the movement of skills regime. Montserrat has also joined critical Community Institutions, such as CROSQ and CAHFSA.

Haiti was formally accepted as the fifteenth Member State of CARICOM in July 2002 and became a party to the Revised Treaty in 2008. Efforts are being made to fully integrate that Member State into the CSME.

The Community has the following **objectives** as set out in Article 6 of the Revised Treaty of Chaguaramas:

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

The Conference of Heads of Government 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.
- ⌘ 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.

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 Heads of Government in October 1992. It came into operation in December of that year.

The responsibilities of the Bureau are to:

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

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.
- ⌘ 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.

Organs and Bodies

The Principal Organs of the Community are assisted by the following Organs (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)** which is responsible for economic policy coordination and financial and monetary integration.
- ⌘ **The Council for National Security and Law Enforcement (CONSLE)** which is responsible for coordinating the Community's response to security threats, to ensure a safe and stable Community.
- ⌘ **The Council for Foreign and Community Relations (COFCOR)** which determines relations between the Community and International Organisations and Third States and promotes the development of friendly and mutually beneficial relations among Member States.

The Bodies are:

- ⌘ **The Legal Affairs Committee (LAC)**, comprising Ministers responsible for Legal Affairs and/or Attorneys-General of Member States. The LAC is responsible for providing the Organs and Bodies with advice on treaties, international legal issues, the harmonisation of laws of the Community and other legal matters.
- ⌘ **The Budget Committee**, comprising senior officials and responsible for reviewing the draft work programme and budget of the CARICOM Secretariat and for making recommendations to the Community Council.
- ⌘ **The Committee of Central Bank Governors**, comprising the Governors or Heads of the Central Banks or their nominees. The Committee makes 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 CARICOM Committee of Ambassadors (CCA)**, comprising the Ambassadors of Member States accredited to the Community. The CCA provides strategic advice, recommendations and support to the Community Council of Ministers in the discharge of its functions. The Committee serves as the nexus between national/Member State needs and the regional agenda. In so doing, it works closely with the Organs and Bodies of the Community, the CARICOM Secretariat and the Community Institutions and Associate Institutions to establish and maintain an efficient system of consultations at the national and regional levels.

The Secretary-General of the Caribbean Community

The Secretary-General is the Chief Executive Officer (CEO) 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. In 2016, in the context of the Reform Process, the Conference agreed that there would be a limit of two terms for the Secretaries-General.

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/she leads the Executive Management Committee of the CARICOM Secretariat, which includes the Deputy Secretary-General; the General-Counsel; the Assistant Secretaries-General responsible for Trade and Economic Integration, Human and Social Development and Foreign and Community Relations; and the Director-General responsible for Trade Negotiations.

The Secretary-General also serves as the Secretary-General of the Caribbean Forum of African, Caribbean and Pacific States (CARIFORUM) - the grouping comprising the independent CARICOM Member States, Cuba and the Dominican Republic. Information about CARIFORUM is provided in [Section IX](#).

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>

The Caribbean Community (CARICOM) Secretariat

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

Functions of the CARICOM Secretariat:

- (a) Service meetings of the Organs and Bodies of the Community and take appropriate follow-up action to such meetings;
- (b) Initiate, organise and conduct studies on issues for the achievement of the objectives of the Community;
- (c) Provide, on request, services to Member States, on matters relating to the achievement of its objectives;
- (d) Collect, store and disseminate to Member States, information relevant for the achievement of its objectives;
- (e) Assist Community Organs in the development and implementation of proposals and programmes for the achievement of the objectives of the Community;

¹ *Mr Fred Cozier, a national of Barbados, was Secretary-General of the Caribbean Free Trade Association (CARIFTA), the precursor 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.*

- (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 to Member States; and
- (j) Initiate or develop proposals for consideration and decision by the Organs 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
- ☞ Directorate for Foreign and Community Relations
- ☞ CARIFORUM Directorate

Institutions and Associate Institutions of the Community

The Community has established the following Institutions and Associate Institutions with specialised functions which contribute to the achievement of its objectives:

COMMUNITY INSTITUTIONS

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>

<u>CCC</u>	CARICOM Competition Commission	<i>As per Articles 171-174 of the Revised Treaty</i>
<u>CCCCC</u>	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>
<u>CDEMA</u>	Caribbean Disaster Emergency Management Agency	<i>As per Article 21 of the Revised Treaty (Formerly CDERA)</i>
<u>CARICOM IMPACS</u>	CARICOM Implementation Agency for Crime and Security	<i>As per Decision of the Twenty-Sixth Regular Meeting of the Conference of Heads of Government (July 2005, Saint Lucia)</i>
<u>CDF</u>	CARICOM Development Fund	<i>As per Article 158 of the Revised Treaty and the Agreement Relating to the Operations of the CDF signed in July 2008</i>
<u>CIMH</u>	Caribbean Institute for Meteorology and Hydrology	<i>As per Article 21 of the Revised Treaty (Formerly CMI)</i>
<u>CKLNA</u>	Caribbean Knowledge Learning Network Agency	<i>As per Decision of the Twenty-First Inter-Sessional Meeting of the Conference of Heads of Government (March 2010, Dominica)</i>
<u>CMO</u>	Caribbean Meteorological Organisation	<i>As per Article 21 of the Revised Treaty</i>
<u>CRFM</u>	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>
<u>CROSQ</u>	CARICOM Regional Organisation for Standards and Quality	<i>As per Article 67 of the Revised Treaty and the Agreement Establishing CROSQ</i>
<u>CTU</u>	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>
<u>CXC</u>	Caribbean Examinations Council	<i>Formalised by Decision of the Twentieth Inter-Sessional Meeting of the Conference of Heads of Government (March 2009, Belize)</i>
<u>CCJ</u>	Caribbean Court of Justice	<i>Pursuant to Article 211 of the Revised Treaty and the Agreement establishing the CCJ.</i>

ASSOCIATE INSTITUTIONS

CDB	Caribbean Development Bank	<i>As per Article 22 of the Revised Treaty.</i>
CLI/CLIC	Caribbean Law Institute/Caribbean Law Institute Centre	<i>As per Article 22 of the Revised Treaty.</i>
OECS Commission	Organisation of Eastern Caribbean States Commission	<i>As per Article 22 of the Revised Treaty. With the signature of the Revised Treaty of Basseterre in June 2010 at the 51st Meeting of the OECS Authority, the OECS Secretariat was redesignated the OECS Commission. The Revised Treaty of Basseterre entered into force in January 2011.</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>

The following Institutions have a relationship of functional cooperation with the community:

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



Appendix II - The Ideal Caribbean Person¹

Ideal Caribbean Person, defined by CARICOM as someone who, among other things:

- ⌘ is imbued with a respect for human life since it is the foundation on which all the other desired values must rest;
- ⌘ is emotionally secure with a high level of self-confidence and self-esteem;
- ⌘ sees ethnic, religious and other diversity as a source of strength and richness;
- ⌘ is aware of the importance of living in harmony with the environment;
- ⌘ has a strong appreciation of family and kinship values, community cohesion, and moral issues including responsibility for and accountability to self and community;
- ⌘ has an informed respect for the cultural heritage;
- ⌘ demonstrates multiple literacies independent and critical thinking, questions the beliefs and practices of past and present and brings this to bear on the innovative application of science and technology to problems solving;
- ⌘ demonstrates a positive work ethic;
- ⌘ values and displays the creative imagination in its various manifestations and nurtures its development in the economic and entrepreneurial spheres in all other areas of life;
- ⌘ has developed the capacity to create and take advantage of opportunities to control, improve, maintain and promote physical, mental, economic, social and spiritual well-being and to contribute to the health and welfare of the community and country;
- ⌘ nourishes in him/herself and in others, the fullest development of each person's potential without gender stereotyping and embraces differences and similarities between females and males as a source of mutual strength.



¹ CARICOM Secretariat, *Strategic Plan for the Caribbean Community 2015 – 2019: Repositioning CARICOM*, Pg. 54.



Appendix III - Acronyms

ACP	African, Caribbean and Pacific Group of States
ACR	Authentic Caribbean Rum
AML	Anti-money Laundering
AOSIS	Alliance of Small Islands Developing States
APP	Agriculture Policy Programme
AU	African Union
BEEP	Building Energy Efficiency Project
BPR	Business Process Review
BREXIT	Withdrawal of the United Kingdom from the European Union
BVI	British Virgin Islands
CAHFSA	Caribbean Agricultural Health and Food Safety Agency
CARDI	Caribbean Agriculture Research and Development Institute
CARIBBEAN EXPORT	Caribbean Export Development Agency
CARICAD	Caribbean Centre for Development Administration
CARICOM	Caribbean Community
CARICOM IMPACS	CARICOM Implementation Agency for Crime and Security
CARIFORUM	Caribbean Forum of ACP States
CARIFESTA	Caribbean Festival of Arts
CARPHA	Caribbean Public Health Agency
CASSOS	Caribbean Aviation Safety and Security Oversight System
CBD	Convention on Biological Diversity
CBSI	Caribbean Basin Security Initiative
CBU	Caribbean Broadcasting Union
CCA	CARICOM Committee of Ambassadors
CCCCC	Caribbean Community Climate Change Centre
CCC	CARICOM Competition Commission
CCH	Caribbean Cooperation in Health
CCJ	Caribbean Court of Justice
CCRIF	Caribbean Catastrophe Risk Insurance Facility
CCSCAP	CARICOM Cyber Security and Cybercrime Action Plan
CCSS	CARICOM Crime and Security Strategy

CDB	Caribbean Development Bank
CDAC	Centre for Development of Advanced Computing
CDEMA	Caribbean Disaster Emergency Management Agency
CDF	CARICOM Development Fund
CEBO	Creativity for Employment and Business Opportunity
CELAC	Community of Latin American and Caribbean States
CEM	CARICOM Energy Month
CEOM	CARICOM Electoral Observation Mission
CESI	Caribbean Energy Security Initiative
CESO	Canadian Executive Services Overseas
CEYA	Caribbean Exporter of the Year Awards
CFATF	Caribbean Financial Action Task Force
CFT	Countering the Financing of Terrorism
CIFP	Caribbean Investment Facilitation Project
CIMH	Caribbean Institute for Meteorology and Hydrology
CKLNA	Caribbean Knowledge and Learning Network Agency
CLE	Council of Legal Education
CLI/CLIC	Caribbean Law Institute/Caribbean Law Institute Centre
CMO	Caribbean Meteorological Organisation
CMS	Convention on the Conservation of Migratory Species of Wild Animals
COFCOR	Council for Foreign and Community Relations
COFAP	Council for Finance and Planning
COHSOD	Council for Human and Social Development
CONSLE	Council for National Security and Law Enforcement
COP	Community Operational Plan
COP	(United Nations) Conference of the Parties
COTED	Council for Trade and Economic Development
CPPNB	Community Public Procurement Notice Board
CQF	CARICOM Qualifications Framework
CRC	CARICOM Reparations Commission
CRFM	Caribbean Regional Fisheries Mechanism
CRIP	Caribbean Regional Indicative Programme
CRLG	CARICOM RBM Leadership Group
CROSQ	CARICOM Regional Organisation for Standards and Quality
CRPD	Convention on the Rights of Persons with Disabilities
CRS	Caribbean Regulatory System for Medicines
C-SERMS	Caribbean Sustainable Energy Roadmap and Strategy

CSM	CARICOM Single Market
CSME	CARICOM Single Market and Economy
CSO	Civil Society Organisation
CSWC	Caribbean Sex Work Coalition
CTO	Caribbean Tourism Organisation
CTU	Caribbean Telecommunications Union
CVQ	Caribbean Vocational Qualification
CWA	Caribbean Week of Agriculture
CXC	Caribbean Examinations Council
CYA	CARICOM Youth Ambassador
CYAP	CARICOM Youth Ambassador Programme
CYDAP	CARICOM Youth Development Action Plan
DAGS	Direct Assistance Grants Scheme
ECGECW	Every Caribbean Girl, Every Caribbean Woman
EDF	European Development Fund
EPA	Economic Partnership Agreement
EU	European Union
FAO	Food and Agriculture Organisation of the United Nations
FATF	Financial Action Task Force
FRIP	Framework Regional Integration Policy
FSB	Financial Stability Board
GDP	Gross Domestic Product
GIZ	German Agency for International Cooperation
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HRD	Human Resource Development
ICT	Information and Communication Technologies
IDRC	International Development Research Centre
IFI	International Financial Institution
IGTF	Inter-Governmental Task Force
IICA	Inter-American Institute for Cooperation on Agriculture
IISD	International Institute for Sustainable Development

ILO	International Labour Organisation
IMF	International Monetary Fund
IPPC	International Plant Protection Convention
ISBN	International Standard Book Number
IT	Information Technology
JFA	Justice for All
LAC	Latin America and Caribbean
LAC	Legal Affairs Committee
LCIP	Local Capacity Initiative Project
LMIS	Labour Market Information System
M&E	Monitoring and Evaluation
MEA	Multilateral Environmental Agreement
MOU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprise
NAP	National AIDS Programme
NCD	Non-Communicable Disease
NSWP	Global Network of Sex Work Projects
OAS	Organisation of American States
OCC	Order of the Caribbean Community
OECD	Organisation for Economic Cooperation and Development
OECS	Organisation of Eastern Caribbean States
OIC	Organisation of Islamic Cooperation
OSCE	Organisation for Security and Cooperation in Europe
PAHO	Pan American Health Organisation
PANCAP	Pan Caribbean Partnership Against HIV/AIDS
PEPFAR	President's Emergency Fund for AIDS Relief
PHEIC	Public Health Emergency of International Concern
PMSC	Prime Ministerial Sub-Committee
RBM	Results-based Management
REEBC	Regional Energy Efficiency Building Code
REETA	Renewable Energy and Energy Efficiency Technical Assistance
RSS	Regional Security System

SBD	Standard Bidding Documents
SDG	Sustainable Development Goal
SIDS	Small Island Developing States
SME	Small and Medium Enterprise
SPS	Sanitary and Phytosanitary
SWIT	Sex Worker Implementation Tool
TAPSEC	Technical Assistance Programme for Energy in the Caribbean
TBT	Technical Barriers to Trade
TCI	Turks and Caicos Islands
TOR	Terms of Reference
TWG	Technical Working Group
UG	University of Guyana
UK	United Kingdom
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNDPPA	United Nations Department of Political and Peace-building Affairs
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
USA	United States of America
USAID	United States Agency for International Development
UWI	University of the West Indies
WHO	World Health Organisation
WTO	World Trade Organisation



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