



ANNUAL REPORT



OF THE SECRETARY-GENERAL

2017





ANNUAL REPORT

of the Secretary-General

2017

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>

ISBN 978-976-600-405-7 (pbk)

© 2021 Caribbean Community Secretariat

Permission is granted for the reprinting of any material in this publication subject to due acknowledgement of the source.

ON OUR COVER:

- 🌀 (Top left) Secretary-General LaRocque addresses the Opening of CARIFESTA XIII in Barbados
- 🌀 (Top right) Secretary-General LaRocque and CARICOM Chair (January to June), President David Granger of Guyana at the CARICOM Secretariat in May
- 🌀 (Bottom Left) Secretary-General LaRocque and CARICOM Youth Ambassadors at the Orientation and Capacity-Building workshop at the Headquarters of the CARICOM Secretariat in June
- 🌀 Collage:
 - (Top L-R) Navigating debris-strewn streets in Dominica following Hurricane Maria; Secretary-General LaRocque on mission to hurricane damaged Ragged Island, The Bahamas
 - (Bottom L-R) Some damage in the British Virgin Islands from Hurricane Irma; Part of Hurricane Irma's damage to housing in Barbuda



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.

CONTENTS

Letter of Transmittal	v
Introduction	vii
Section I – Economic Integration	1
<i>Building Economic Resilience & Building Technological Resilience</i>	
The CARICOM Single Market and Economy (CSME)	2
De-risking and Loss of Correspondent Banking Services	5
Services	6
Tourism	7
Agriculture	9
Transportation	11
Energy	11
Information and Communication Technologies (ICT) for Development	14
Section II – Human and Social Development	16
<i>Building Social Resilience</i>	
Human Resource Development (HRD)	17
Health and Wellness	18
Youth	19
Caribbean Festival of Arts (CARIFESTA)	21
Reparations for Native Genocide and Slavery	22
Marijuana Commission	24
Pan Caribbean Partnership Against HIV/AIDS (PANCAP)	24
Caribbean Woman Caribbean Child (CariWaC)	26
Section III – Security Cooperation	28
<i>Building Social Resilience</i>	
CARICOM Crime and Security Strategy (CCSS) Review	29
Advanced Cargo Information System (ACIS)	29
CARICOM Counter Terrorism Strategy	30
Joint Border Security Training	30
Drug Demand Reduction, Crime and Violence Prevention and Social Development	31
Strengthening Caribbean Basin Security Cooperation	32
Section IV – Disaster Mitigation and Management, Climate Change and the Environment	33
<i>Building Environmental Resilience</i>	
Disaster Mitigation and Management	34
Climate Change	35
The Environment and Natural Resources	36

Section V - Community Relations	40
<i>Strengthening the CARICOM Identity and Spirit of Community</i>	
Community Response to Hurricanes Irma and Maria	41
Elections Observation	44
CARICOM Triennial Award for Women	45
Section VI - Foreign Policy Coordination and Foreign Economic Relations	46
<i>Relations with Third States, Groups of States and Organisations</i>	
Republic of Austria	47
Republic of Cuba	47
United Mexican States (Mexico)	48
Republic of Korea (South Korea)	50
United Kingdom (UK)	50
European Union (EU)	51
Community of Latin American and Caribbean States (CELAC)	51
United Nations (UN)	52
World Trade Organisation (WTO)	53
Small States Forum of the World Bank	53
Plenipotentiary Representatives of Third States Accredited to CARICOM	53
Section VII - Governance	56
<i>Strengthening Community Resilience</i>	
Community Reform	57
CARICOM Committee of Ambassadors (CCA)	59
Automaticity of Financing the CARICOM Secretariat and Community Institutions	60
Agreements Signed/Ratified	61
Section VIII - Statistics	62
Regional Strategy for the Development of Statistics (RSDS)	63
2020 Round of Population and Housing Census	63
2030 Sustainable Development Goals (SDGs): CARICOM Core SDG Indicators	64
Statistical Advocacy	64
Building Systems of Statistics	66
Section IX - The Caribbean Forum of African, Caribbean and Pacific States (CARIFORUM)	67
10 th European Development Fund (EDF) Caribbean Regional Indicative Programme (CRIP)	68
Programming the 11 th European Development Fund (EDF) Caribbean Regional Indicative Programme (CRIP)	69
CARIFORUM-EU Economic Partnership Agreement (EPA)	69
Future of the ACP and of the ACP-EU relationship post-Cotonou	69
Withdrawal of the United Kingdom from the European Union (BREXIT)	70

Section X - Operations of the CARICOM Secretariat	71
<i>Principal administrative organ of the Community</i>	
📄 Human Resource Management (HRM)	73
📄 Capacity Building in Member States	74
📄 Conference Services	74
📄 Greening the Secretariat	74
📄 Information Technology (IT)	75
📄 Exhibitions and Tours	75
📄 Internal Audit	77
📄 Finance and Budget	77
<hr/>	
Section XI- Appendices	80
📄 Appendix I - The Caribbean Community (CARICOM)	81
📄 Appendix II - The Ideal Caribbean Person	89
📄 Appendix III - Acronyms	90



Caribbean Community

LETTER OF TRANSMITTAL

July 2018

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 2017, in accordance with Article 23 paragraph 3 of the Revised Treaty establishing the Caribbean Community (CARICOM) including the CARICOM Single Market and Economy.

A handwritten signature in blue ink, reading 'Irwin Laroque', is positioned above the printed name.

IRWIN LAROCQUE
SECRETARY-GENERAL

INTRODUCTION

In 2017 our Caribbean Community experienced a scale of multi-country devastation never before seen in the Region as two category five Hurricanes, Irma and Maria, raged through the Caribbean within two weeks. Six of our Members and several of our wider Caribbean neighbours experienced the wrath of these hurricanes. The countries of our climate vulnerable Community which were affected suffered deep social, economic and environmental damage.



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

The Governments and people of our Community immediately responded, providing assistance with our trademark generosity and spirit of togetherness. I pay tribute to those who so willingly extended a helping hand to our brothers and sisters in the affected countries.

The Caribbean Disaster Emergency Management Agency (CDEMA), the Community's specialised institution, provided yeoman service in coordinating the relief efforts and helped to set the stage for recovery. I also extend the Region's gratitude to the Agency for a job well done. The Caribbean Catastrophe Risk Insurance Facility (CCRIF) was also prompt in meeting its commitments to the devastated countries which had insurance policies with the Facility.

Even before the hurricane season was over, being the resilient people that we are, we had begun to rally. We determined that we could use the rebuilding process to build back better and become the first climate resilient Region in the world. Recognising that we did not have the resources to achieve that goal on our own, we sought the assistance of the international community.

In collaboration with the United Nations Development Programme (UNDP), we organised the *CARICOM-UN High-Level Pledging Conference, Building a More Climate-Resilient Community*, in November at UN Headquarters in New York. The Pledging Conference brought together nearly 400 high-level representatives from governments, multilateral and civil society organisations and the private sector. More than US\$1.3 billion was pledged and US\$1 billion in loans and debt relief were offered.

Given the magnitude of the recovery and rebuilding task, it is encouraging to note that our relentless advocacy regarding the lack of access to concessional development financing appears to be bearing fruit. The International Financial Institutions (IFIs) and some of our development partners are beginning to rethink their positions. The stark reality of our vulnerability to external shocks, including climatic events, was laid bare by the twin assault of the hurricanes. This emphasised the urgent need for the international community to dispense with gross domestic product (GDP) per capita, as a primary criterion for access to concessional development financing.



Twenty-Eighth Inter-Sessional Meeting of the Conference of Heads of Government held in Guyana in February

The classification of most of our Member States as middle to high income countries denies them access to such funding. The criteria must now take into account our vulnerability as a matter of urgency. We will continue to advocate strongly for this change and seek the help of development partners.

Notwithstanding the climatic setbacks, our Community has been moving forward. During the year, Heads of Government welcomed and approved the Human Resource Development 2030 Strategy and the Roadmap for a Single ICT Space.

We also made progress in our efforts to enhance the safety and security of our people. Several Member States signed the CARICOM Arrest Warrant Treaty (CAWT) which simplifies the procedure of returning fugitives to the country where charges have been laid. The planned introduction of the Advance Cargo Information System (ACIS) also signifies the importance attached to the issue of Security.

In July, Member States signed the Agreement establishing the Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE). The Centre, based in Barbados, will play a major role in the Community's thrust to increase the renewable energy share in power generation.

During the year, we also took a hard look at the CARICOM Single Market and Economy (CSME). We approved an Implementation Plan for 2017-2019 to accelerate the use of the measures under the Regimes. We have achieved a lot in implementing the CSME, including legal and institutional measures and mechanisms to support the free movement of goods, services, skills, and cross-border establishment of businesses. We will continue to review progress regularly to ensure that our citizens are benefitting from this important aspect of our integration.

Engagements at the highest level with the Presidents of Cuba and Mexico enabled us to continue solidifying relationships with those countries, resulting in increased co-operation, particularly with regard to disaster risk management. This is a particularly important area for us, given the predicted rise in the intensity and frequency of climatic events in our Region.

Also during the year, the Conference of Heads of Government welcomed the Honourable Hubert Minnis, Prime Minister of The Bahamas and the Honourable David Burt, Premier of Bermuda - two new Heads of Government. The Honourable Alden McLaughlin was returned to office as Premier of the Cayman Islands.



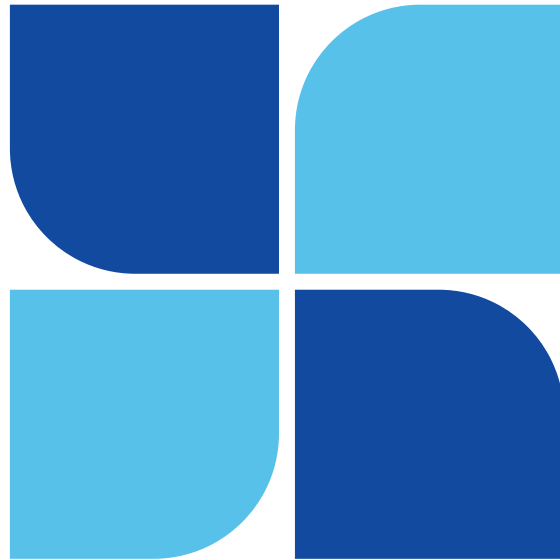
Heads of Government/Delegation and the Secretary-General at the Thirty-Eighth Regular Meeting of the Conference of Heads of Government held in Grenada in July

As the year ends we are just past the midway point of our Community Strategic Plan, built on a resilience model, and in the final stages of making the transition to a results-based management (RBM) system for the Community. This will enable us to measure the benefits being provided to our Member States and make us more accountable to the people.



Secretary-General LaRocque and CARICOM Youth Ambassadors at the Orientation and Capacity-Building workshop held at the Headquarters of the CARICOM Secretariat in June

The task ahead in 2018 and beyond is not an easy one. Lessons learnt from this year's experiences will serve us well as we go forward in the era of the new normal. We have shown that we are a resilient people and have demonstrated time and again that we achieve our best results when we work together. The same spirit and energy that drive us to be each other's keeper in times of disaster is what we need to propel our integration movement forward. Let us harness that spirit and energy and build a truly resilient Community that benefits us all, in particular our children and grandchildren.



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 Community took a significant step during the year to accelerate implementation of the measures under the CSME. In July, Heads of Government approved an *Implementation Plan for the CSME for 2017 to 2019*. The timeframes set out in the Implementation Plan - *immediate to short-term (up to six months), medium-term (up to 1½ years), and long-term (up to 2½ years)* - are in keeping with those envisioned in the Community Strategic Plan 2015-2019.

The Implementation Plan was prepared following a detailed review of the CSME by the Secretariat. The Review revealed significant progress in implementing areas of the CSME including the legal and institutional measures; and mechanisms to support the free movement of goods, services, skills, and cross-border establishment of businesses.

It also revealed areas which still need to be addressed such as challenges of payments for goods and services traded within the Region, completion of the protocol on procedures related to the facilitation of travel, regular discussions at the level of some Organs and Bodies, and establishment of consultative mechanisms.

The Implementation Plan details the level of implementation of the CSME measures and sets out the actions taken by each CSME Member, as well as those outstanding. The Council for Trade and Economic Development (COTED), comprising Ministers of Trade, will keep the Plan under review. Member States are to provide regular updates regarding progress as well as challenges in implementation.

The operation of the CSME was also enhanced during the year with the **launch of three new on-line platforms aimed at promoting trade and improving the ease of doing business in the Region**. In October, with support from the European Union (EU) under the 10th European Development Fund (EDF), the CARICOM Secretariat launched:

- ☞ *The CARICOM Online Companies Registry*, a region-wide electronic platform for online name searches and name reservation, business and company registration, public access to records, e-payment and

e-signature, among other features. The Registry provides a better overview of the prevailing business climate in the Region, helping for example, to identify areas of saturation, those with growth potential, and even the role of the informal economy.

The development of this platform required the automation of more than half of the national company registries in the CSME Participating States, which were still paper-based, upgrading those already automated, and setting-up a web software/application information system.

- *The Labour Market Information System (LMIS)*, a central repository for data on the labour markets in the CSME Participating States. The System will help to better match skills with available positions at the regional level and to better manage labour migration within the CSME.

During the year, officials in the agencies and bodies in the CSME Participating States continued to benefit from training to use the LMIS.

- *The Community Public Procurement Notice Board*, which facilitates the exchange of information on procurement opportunities and contract awards. This improves the coordination of public procurement exercises. The Notice Board also captures statistics on specifications, pricing and other areas which can be used for future tenders and budgeting.



Participants at a training workshop on the CARICOM Public Procurement Notice Board held in Barbados in May

In addition, the *Platform for the CARICOM Rapid Alert System for Exchange of Information on Dangerous (non-food) Consumer Goods (CARREX)*, launched in 2012, was **upgraded** to give consumers direct access to report or learn about non-food products that are dangerous to their health and safety. Prior to the upgrade, the information could only be reported on or obtained from the focal point in each country.

Also, with a view to updating the two key instruments for production and trade within the CSME, a comprehensive review of the CARICOM Common External Tariff (CET) and Rules of Origin was launched in January. For the CSME to be effective, the CET and Rules of Origin, need to be updated from time to time, in keeping with trade and market trends. This will also help keep the Region competitive.

The Review is funded by the Government of Spain under the CARICOM-Spain Joint Fund. It is being conducted over fifteen months and comprises country visits and regional stakeholder consultations. The COTED will consider the issues and recommendations from the Review in 2018.

In continuing efforts **to promote understanding of the CSME**, in particular the Regimes for the Free Movement of Persons, the Right of Establishment, and the Provision of Services, immigration and customs officers benefitted from a train-the trainers workshop in June. The workshop, held in Barbados, was funded by the EU under the 10th EDF and was conducted by officials of the CARICOM Secretariat. The workshop sought to strengthen the capacity of the border officers to apply the Regimes and their ability to train their peers.



Participants in the Train-the-Trainers workshop on promoting understanding of the CSME held in Barbados in June

Macroeconomic Framework for the CSME

The Community made progress during the year towards establishing the macroeconomic framework for the CSME. ***Policies on Credit Reporting, Deposit Insurance, and the Development and Regulation of Regional Securities Markets were drafted*** and will be reviewed by Technical Working Groups (TWGs), established during the year. The revised drafts will be submitted to Member States for national consultations in 2018.

The CARICOM Commission on the Economy (CCE) continued to advise Member States on solutions to add value to national actions, to return the Community towards a path of sustainable growth and development. During the year, the CCE collaborated with the Caribbean Development Bank (CDB) to assess the state of regional economies. They provided Member States with recommendations to improve the management and delivery of economic reforms, promote measures to enhance productivity, and support infrastructural development programmes to drive growth. Member States are using the advice in their national planning frameworks.

Micro, Small and Medium Enterprises

In October, the *Regional Policy for Micro, Small and Medium Enterprises (MSMEs)* was finalised. The COTED had approved the policy in principle in 2016, subject to some refinements.

Micro, Small and Medium Enterprises Policy Goals

Facilitate the requirement of the Revised Treaty of Chaguaramas to adopt appropriate policy measures to encourage the development, enhancement and growth of competitive MSMEs, through a facilitative legal, economic, and administrative framework.

Allow harmonisation of the MSME sector by integrating the sector into the CSME policy framework.

Outline key principles, specific measures and programmes to improve the productive capacity, competitiveness, profitability and sustainability of the MSME sector and by extension, increase wealth creation and employment opportunities.

MSMEs play a critical role in the economic development of the Region often employing more persons than large businesses across the Region. In some Member States the MSMEs contribute more than seventy per cent of GDP.

Regional Quality Policy

A *Regional Quality Policy* approved by the COTED in November. The Policy seeks to advance a quality conscious culture in the Region to support economic, social, environmental and technological resilience, all at the heart of the Community Strategic Plan 2015-2019, and other sustainable development priorities.

The Policy will help the Region achieve a higher level of productivity, innovation, competitiveness, consumer health and environmental protection through the development of internationally recognised quality infrastructure. It also addresses the requirements of the 1998 CARICOM-Dominican Republic Free Trade Agreement to reduce technical barriers to trade (TBTs).

The *CARICOM Regional Organisation for Standards and Quality (CROSQ)* prepared the Policy, with support from the EU under the 10th EDF as well as from the Governments of Germany and of the Dominican Republic. Its preparation involved two years of stakeholder consultations in all Member States and in the Dominican Republic.



De-Risking and Loss of Correspondent Banking Services

The loss of correspondent banking services in the Region, arising from the de-risking strategies of several global banks, continued to receive the Community's priority attention during the year. In considering the issue in February, Heads of Government acknowledged the multi-dimensional nature of the drivers behind the de-risking strategies being pursued by global banks. These include the convergence of global standards in respect of financial regulatory reforms and tax transparency; as well as basic profitability considerations by correspondent banks, given the small volume of transactions emanating from CARICOM States.

Heads of Government reviewed a Strategy and Action Plan prepared by the Committee of Central Bank Governors. The Strategy identifies the key strategic actors as well as the strategic actions and interventions required to address the de-risking issue. The strategic actors are the political directorate, central banks, other financial sector regulators and law enforcement agencies, and multilateral financial institutions.

Heads of Government have requested the Committee of Ministers of Finance on Correspondent Banking to assume oversight of the Strategy and Action Plan's roll-out. The Committee, established in 2015, comprises Antigua and Barbuda (Chair), Belize, Saint Lucia, and Trinidad and Tobago.

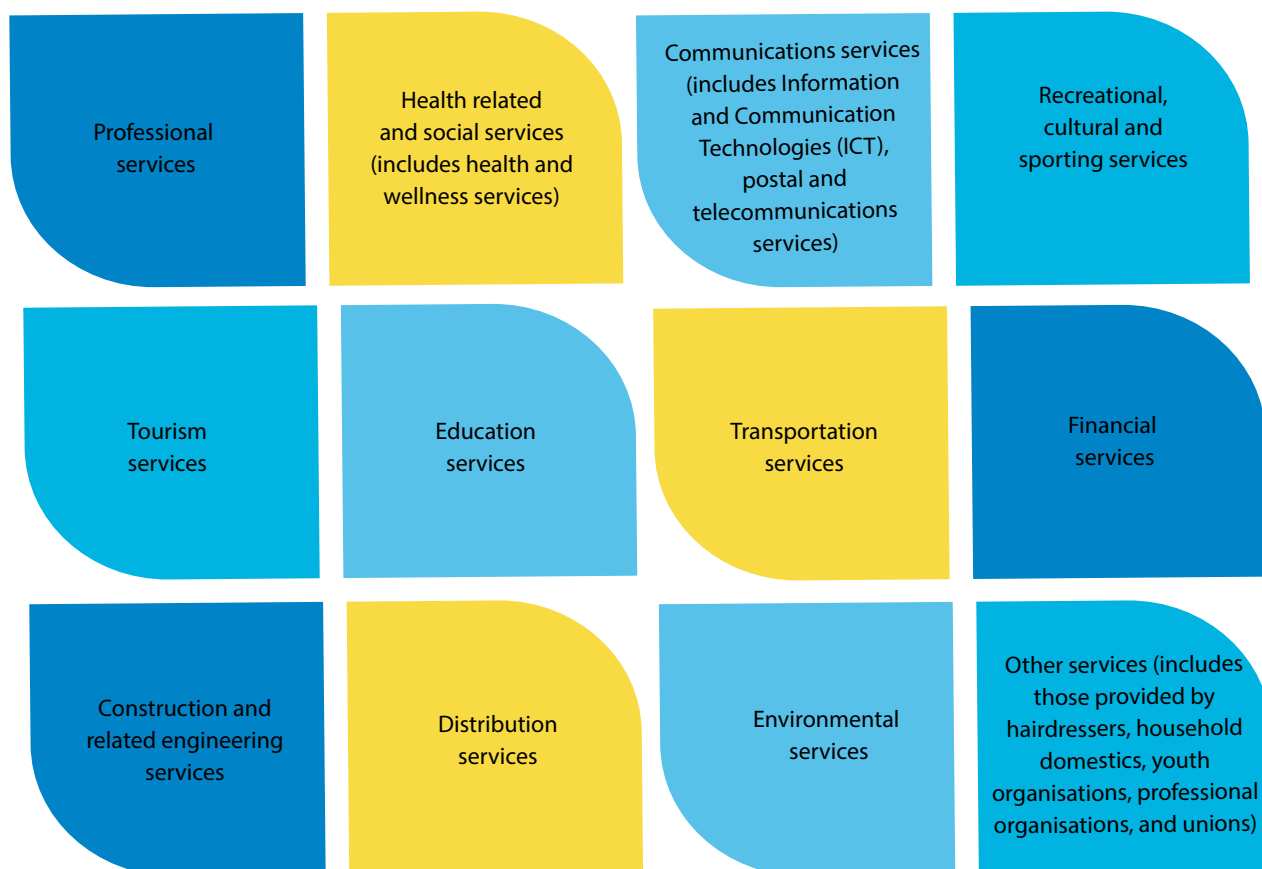
The Community remains committed to achieving compliance with global standards for financial regulatory reform and tax transparency. Heads of Government have called for a comprehensive stock-taking exercise to determine Member States' status and ensure that national action plans are aligned with the timetable for compliance with global regulatory standards.

CARICOM will continue its concerted action as well as robust and unrelenting advocacy on the issue. This will build on its success in raising international awareness of the severe impact which the withdrawal of correspondent banking services continues to have on Member States' welfare.

Services

The services sector is the largest sector of the Region's economy. It's a key driver and major contributor to building economic resilience. It comprises twelve broad sub-sectors.

Services Sub-sectors



During the year, draft Regional Strategies and Implementation Plans were completed 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 Regional Strategies and Implementation Plans were prepared with funding from the EU under the 10th EDF. They have been validated by stakeholders in Member States and are to be considered by the COTED.

Gap analyses were also undertaken of the draft Regional Strategies and Implementation Plans vis a vis the National Plans for the prioritised services sub-sectors in Barbados, Jamaica and Trinidad and Tobago. Proposals were developed to align the National and the draft Regional Sub-sector Strategies and Implementation plans. These proposals are being considered by the concerned Member States.

The aim is to create an environment for firms and individuals to increase investment, output, employment and trade in services within the CSME; with the Dominican Republic, through the Caribbean Forum of African, Caribbean and Pacific States (CARIFORUM); under the Economic Partnership Agreement (EPA) with the EU; and with the rest of the World.

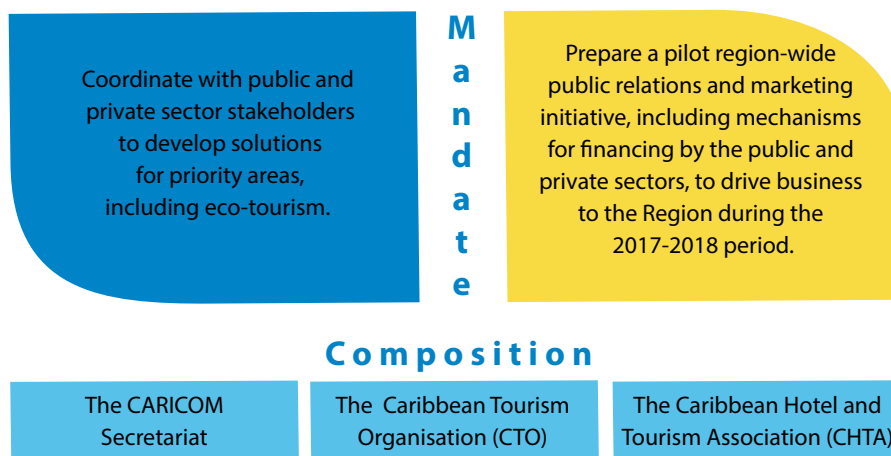
Regional Strategies and Implementation Plans are to be prepared for all the services sub-sectors as part of an overarching Services Strategic Plan and an Implementation Plan, aimed at harnessing the full potential of the sector.

Tourism

Tourism is the largest services sub-sector in the Region. It is one of the key economic growth drivers in the Community Strategic Plan for 2015 to 2019.

In 2017, an Interim Tourism Working Group was established to help advance the Region's tourism agenda.

Interim Tourism Working Group



Priority areas of focus:

- ✧ Advancing research to better assess tourism's economic impact and the Region's competitiveness.
- ✧ Removing travel barriers and stimulating travel to and within the Caribbean.
- ✧ Supporting the development of Caribbean talent, through a coordinated approach to tourism-related education and training.
- ✧ Strengthening the creative industries and economic linkages to tourism.
- ✧ Marketing and public relations of the Caribbean brand through short- and long-term strategies.
- ✧ Creating a public-private sector entity, financed and managed collaboratively to sustain a regional effort.

In July, Heads of Government agreed to strategies and recommendations from the Working Group, prepared following research and review of major strategies and studies, as well as consultations with stakeholders. The Stakeholders included several Heads of Governments; Ministers of Tourism; owners, operators and senior management of major hotel brands; small and medium tourism enterprises; major developers; and several development partners.



Thirty-Eighth Regular Meeting of the Conference of Heads of Government held in Grenada in July

The strategies and recommendations seek to further the Regional Strategy and Implementation Plan for Tourism services. They focus on:

- ✧ **Broadening** engagement to all Caribbean countries, companies and multilateral organisations to secure their input and support for a regional tourism marketing and development initiative. This will include eco-tourism destinations.
- ✧ **Creating** an independent public-private sector Governing Body to guide the development and management of a sustained regional tourism marketing and public relations effort.
- ✧ **Creating** public-private sector funding streams to sustain a regional tourism marketing and development initiative.
- ✧ **Establishing** a challenge grant, seeded by the public and private sectors, to support implementation of short-term marketing initiatives.
- ✧ **Fast-tracking** the adoption and implementation of travel facilitation measures. This would include streamlining and harmonising visa policies and establishing a single domestic space, with full clearance

only at first port of entry; and increasing the use of tourism satellite accounting as a means of informing policy decisions.

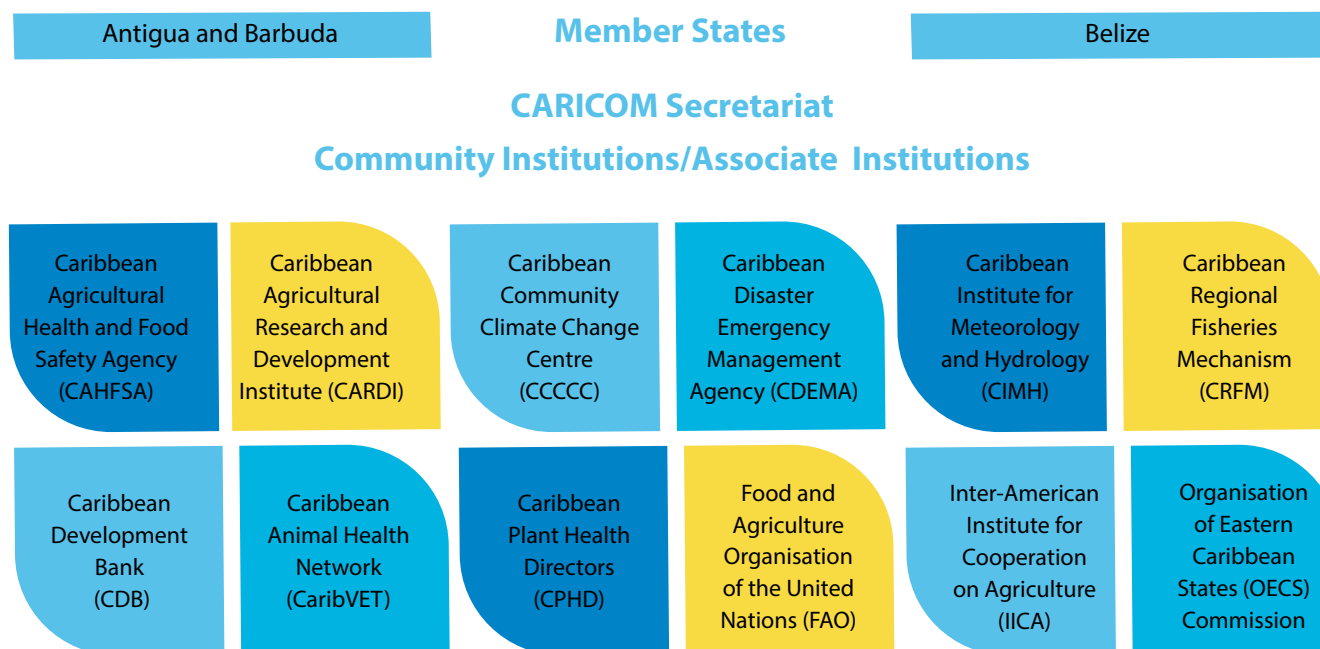
- ☞ **Supporting** the expansion of destinations participating in the World Tourism Organisation (UNWTO) - sanctioned tourism satellite accounts (TSA) programme.
- ☞ **Committing** to coordinate and collaborate towards the development of priority action plans around area-specific recommendations.

The Working Group will continue to advance the strategies and recommendations.

Agriculture

Given the devastation to the Agriculture sector following the passage of Hurricanes Irma and Maria, significant attention was paid, later in the year, to building greater resilience in the sector. In October, Ministers of Agriculture, meeting as the Council for Trade and Economic Development (COTED-Agriculture), established the **Regional Agriculture Emergency Response Sub-Committee** to provide prompt action to help the sector rebound after natural disasters. Its responsibilities include developing an emergency assistance plan to address catastrophic events.

Regional Agriculture Emergency Response Sub-Committee Composition



The Sub-Committee is working closely with CDEMA to assist in mobilising resources from development partners for quick start-up of short-term food crops and livestock production in the countries ravaged by the hurricanes.

As part of efforts to increase food security and promote trade, during the year COTED-Agriculture granted **approval to nine poultry producers and three pork producers in Member States to supply products to all CARICOM Member States**. The poultry plants are from six Member States, namely Barbados, Belize, Guyana, Jamaica, Suriname, and Trinidad and Tobago; and the pork plants are from two, Jamaica and Suriname. The plants were cleared to sell poultry and pork products intra-regionally after they were assessed by regional risk assessments teams as having met the sanitary requirements to enter the CARICOM Market. CAHFSA coordinated the assessments and the process of review and finalisation by the CARICOM Committee of Chief Veterinary Officers.

Also at its Meeting in October, COTED-Agriculture adopted a **Regional Policy for Biosafety**. The objective is to achieve an effective, efficient, pragmatic and balanced biosafety regime in the Region. The Regional Policy will ensure safety while not hampering innovation, investment and economic growth.

The Regional Policy was developed by the University of the West Indies (UWI), following consultations in all Member States. It was part of a 2012 Regional Biosafety Project funded by the United Nations Environment Programme (UNEP)/Global Environment Facility (GEF) and executed by the UWI.

Thirteen CARICOM countries (all except Montserrat and Haiti) are party to the Cartagena Protocol on Biosafety to the UN Convention on Biological Diversity. The Cartagena Protocol, adopted in 2000, provides an agreed basis to develop and implement biosafety policies. The Protocol was developed to ensure that policies and procedures were put in place to eliminate or reduce the potential risks to human health and the environment, associated with Living Modified Organisms (LMOs).

Additionally, COTED-Agriculture agreed that **St. Vincent and the Grenadines would host the Caribbean Executive Committee Secretariat of the Parliamentary Front Against Hunger (PFH) in Latin America and the Caribbean (LAC) for the period 2017-2018. Further, the Chair of the Caribbean Executive Committee Secretariat would rotate annually among Member States**.

The Caribbean Executive Committee Secretariat will assist countries in the Region wishing to establish PFHs. The FAO will also provide assistance to these countries.

The PFH in Latin America and the Caribbean comprises Parliamentarians who seek to eradicate hunger and malnutrition in the LAC region by drafting legislation and public policies, raising awareness and forming alliances with civil society, academia, international organisations and other key actors. It seeks to place food and nutrition security at the highest level of political and legislative attention.

Nineteen countries in the LAC region have established PFH chapters, including Haiti and St. Vincent and the Grenadines. The work in these countries included enactment of legislation related to public purchasing, school feeding, family farming, climate change, food labelling, food loss and waste reduction, obesity and overweight control.

Barbados, Grenada and Guyana are in the process of establishing PFH chapters. CARICOM Agriculture Ministers have recognised the PFH as an important governance mechanism to eradicate hunger and malnutrition in the Region.

Transportation

In July, Heads of Government agreed that Member States would implement the ***new International Aviation Standards and Recommended Practices of the International Civil Aviation Organisation (ICAO) for safety and airport security***.

These new standards and practices include an improved regulatory framework, implementation of new administrative support systems, and training of security staff. Effective implementation of the new standards and practices will engender confidence among Member States as they put in place measures to facilitate ease of travel in the Region, and for the movement of goods. Implementation will also give Third States the confidence to continue to highlight our airports as acceptable destination points for tourists.

Under its *No Country Left Behind* initiative, ICAO will provide support to assist Member States in implementing the International Aviation Standards and Recommended Practices.

Work on the ***Multilateral Air Services Agreement (MASA)*** advanced during the year. It is expected that the Agreement will be finalised and ready for signature by Heads of Government in 2018. The MASA will remove barriers to trade in air transportation services.

In July, Heads of Government agreed to a number of measures which will complement the MASA. These include joint negotiation of future air services agreements with potential partners such as Argentina, Brazil, Chile, China, Colombia, Japan and the United Arab Emirates.

Energy

The Agreement establishing the ***Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE)*** was adopted by Heads of Government in July. By the end of the year ten Member States had signed the Agreement and two had ratified it ([see page 61](#)).



The Centre is located in Barbados and is the implementation hub for sustainable energy activities and projects within the Region. It was established to support and coordinate the execution of regional renewable energy (RE) and energy efficiency (EE) projects and activities in the Region. The Centre will play a major role in the Community's thrust to increase the renewable energy share of power generation to forty-seven per cent by 2027, resulting in lower costs to consumers and benefits to the environment.

RE and EE are critical elements of the [CARICOM Energy Policy](#) and the [Caribbean Sustainable Energy Road Map and Strategy \(C-SERMS\)](#).

Also in keeping with the CARICOM Energy Policy and C-SERMS, the **Building Energy Efficiency Project (BEEP)** was launched in December. The CARICOM Project is being implemented in public buildings across the Region. It seeks to reduce energy use, while maintaining the quality of energy provided; and reduce demand for imported fuel. The BEEP comprises a mix of energy management practices and principles, energy efficiency applications and renewable energy use. It also seeks to provide tangible demonstration of the benefits that can be derived by using energy efficiently.



Officials discussing the BEEP

The launch follows the introduction of BEEPs at the CARICOM Secretariat in January 2015, and at the OECS Commission in August 2015. At the CARICOM Secretariat, a Project Management Committee, chaired by the Deputy Secretary-General, provides oversight for its implementation.

The CARICOM BEEP will be implemented and expanded over the next five years by the CARICOM Secretariat with technical support of development partners, such as the German Agency for International Cooperation (GIZ), the EU, and the United States Agency for International Development (USAID).

A draft of the **CARICOM Energy Efficiency Building Code** was prepared during the year. The Code is designed to address all aspects of energy use in buildings. This includes reducing dependency on imported fossil fuels by reducing buildings' energy consumption, and substantially contributing to compliance with domestic targets for sustainable energy use and global commitments for the reduction of greenhouse gas (GHG) emissions. The draft has been made available to the general public in Member States for comment.



The Code was drafted by a team established in March and comprising energy efficiency and standards development experts nominated by the National Bureaux of Standards from across the Region; and representatives of the CARICOM Secretariat and CROSQ. The Team used the International Energy Conservation Code 2018 (IECC 2018), issued in 2017, as the reference code to develop the CARICOM Code.

The development of the CARICOM Code is in keeping with the objectives of C-SERMS. It was prepared with support from the *Renewable Energy and Energy Efficiency Technical Assistance (REETA)* programme funded by the GIZ; and the Global Environment Facility (GEF) through the *Energy for Sustainable Development in Caribbean Buildings* project.

Also during the year, the CARICOM Secretariat spearheaded the design of a programme for a **Master of Science in Energy and Climate Change**. The Programme was developed in collaboration with the University of Technology (UTEC), Jamaica with support from the REETA programme. The Master of Science Programme has been incorporated into the University's curricula.

Rethinking Energy: Shaping a Resilient Community was the theme of the **2017 CARICOM Energy Month (CEM)** observed in November. Several activities were held in Member States and at the CARICOM Secretariat to promote awareness and understanding of five focal areas which have linkages to sustainable energy use. These are economic and social advancement, climate change, energy poverty and access, gender mainstreaming, and disaster risk management. This was the second year for the month-long observation, which was launched in Haiti.



President Jovenel Moïse of Haiti views an exhibition as part of the CEM 2017 launch at Quisqueya University in Port-au-Prince

Citizens were encouraged to join the conversations, in person and on social media, on the Community's sustainable energy transition.

Activities organised by the CARICOM Secretariat for CEM 2017 included:

- ☞ *The Energy Personality Award*, which recognises someone who has made, or is making, an exceptional contribution to a sustainable energy future in the Region.
- ☞ *The Young Energy Artist Competition*, for children aged 12 and under.
- ☞ *The Energy Youth Essay Competition*, for students in three categories: tertiary (ages 16-30), secondary (Forms 1-3/Grade 7-9), and secondary (Forms 4-6/Grade 10-13).
- ☞ A regional energy kilo walk to *walk the talk*.

Hannah Olmberg-Soesman, an entrepreneur from Suriname was awarded the **Energy Personality Award** for her role in introducing off-grid solar systems to remote villages. This has opened up possibilities for better educational opportunities, medical care and small scale businesses in these villages.



Participants at the CEM 2017 kilo walk held in Guyana



Energy Personality winner Hannah Olmberg-Soesman receives her award from Minister of Energy Wilfred Abrahams of Barbados

Youth from Belize, Grenada and Guyana won the Youth Artist Competition, while students from Guyana, Saint Lucia and Trinidad and Tobago, copped the Youth Essay Competition.

Information and Communication Technologies (ICT) for Development

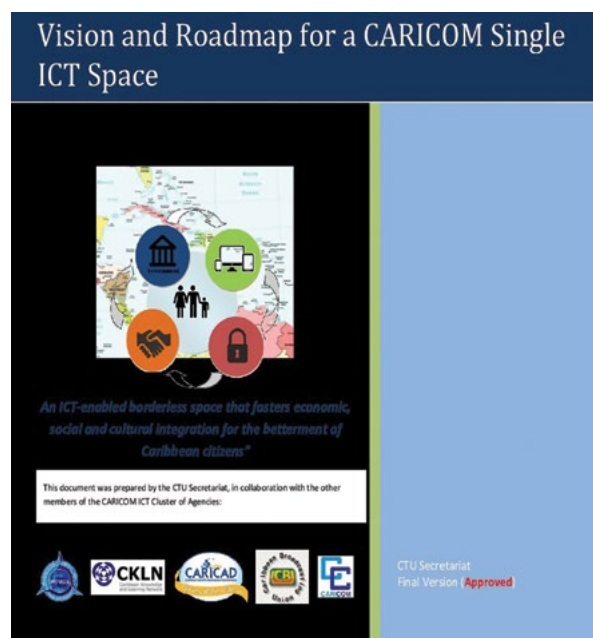
The ***Vision and Roadmap for the Single ICT Space*** were approved by Heads of Government in February at their Twenty-Eighth Inter-Sessional Meeting held in Guyana. The vision of the Single ICT Space is -

an ICT-enabled borderless space that fosters economic, social and cultural integration for the betterment of Caribbean citizens

The Single ICT space will be an ecosystem of regionally harmonised ICT policies, legislation, regulations, technical standards, best practices, networks and services. It will integrate people, processes and information and technology to achieve the *digital layer* of the CSME. It is an important part of the

Community's Digital Agenda 2025 which CARICOM Heads of Government identified as a regional priority. It is being built on the foundation of the **Regional Digital Development Strategy (RDDS)**, approved in 2011.

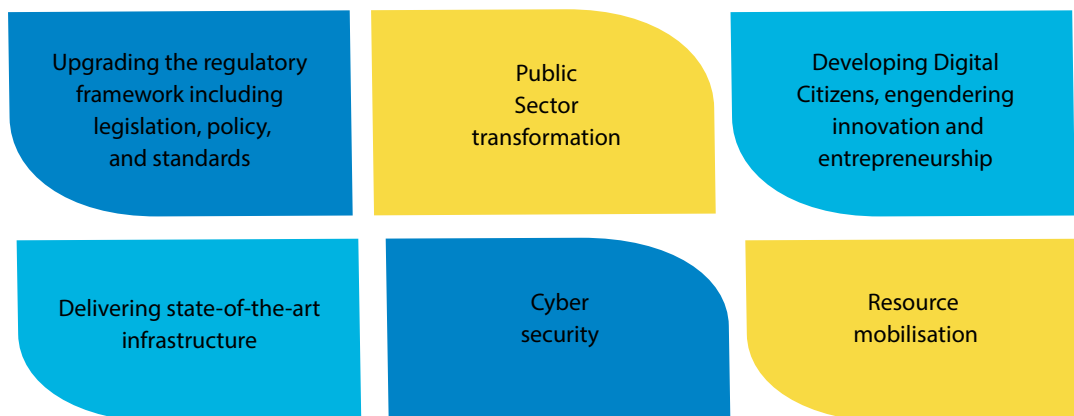
The Single ICT space will give Member States the tools and resources to help lead their digital transformation and contribute to enhancing the Region's competitiveness. It will also provide an enabling environment for innovation to flourish, a larger market for investors, support for sustainable increase in growth and jobs, and enhanced efficiency as well as increased access to higher value public services.



The Roadmap sets out actions to be undertaken to implement the Single Space by 2019. It builds on existing initiatives and advances in incremental phases. Key components include research and 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.

That work programme, *a five-year, 2017-2022, integrated Workplan and Budget for the Single ICT Space*, was approved by Heads of Government in July.

Elements of the 2017-2022 Integrated Workplan and Budget for The Single ICT Space



The Secretariat will engage development partners to enlist support to implement the Work Plan.



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 Community's **Human Resource Development 2030 Strategy: Unlocking Caribbean Human Potential** was endorsed by Heads of Government in July. The aim of the Strategy is to help the citizens of the Community reach their full potential, in their personal and working lives, and thereby contribute to their families, communities, as well as to national and regional development.



HRD 2030 Strategy and Action Plan Goals

Empower the people and contribute to the development of the attributes of the Ideal Caribbean Person.

Establish a globally competitive system comprising three distinct sectors - basic education, lifelong learning, and tertiary education.

Eliminate inefficiencies in the planning, management, and delivery of HRD sectors.

Heads of Government had requested the preparation of the Strategy in 2014, at a focused session which examined the HRD situation in the Region. Ministers of Education, who comprise the Council for Human and Social Development (COHSOD), had approved the Strategy in March.

The Strategy was developed through desk research, data analysis and extensive consultations in Member States and Associate Members. It was crafted by an HRD Commission, established in 2014 and Chaired by Deputy Prime Minister and Minister of Education, Culture, Youth and Sport, Shawn Richards of St. Kitts and Nevis. The Commission comprised seventeen specialists and other stakeholders in Education and HRD. The CARICOM Secretariat supported the work of the Commission as coordinator, as did the CDB as financial contributor.

In March, the COHSOD approved the **CARICOM Qualifications Framework (CQF)**, an enabling and flexible framework to improve the quality, portability and articulation of national and regional qualifications. The CQF will act as a translation mechanism across national qualifications frameworks; facilitate the recognition of regional and international qualifications; act as a national qualifications framework for those that choose to adopt it as their national qualifications framework; and provide a foundation for quality assured qualifications in the Region.



Thirty-Second Meeting of the COHSOD held at the CARICOM Secretariat headquarters in March

Health and Wellness

2017 marked the **Tenth Anniversary of the seminal CARICOM Heads of Government Summit on Non-Communicable Diseases (NCDs)**, which adopted the [Declaration of Port-of-Spain: Uniting to Stop the Epidemic of Chronic Non-Communicable Diseases \(NCDs\)](#). It was the first in the world Regional Summit of Heads of Government intended to exclusively discuss the epidemic threat of chronic NCDs. Many credit this Summit as the catalyst that brought international focus to NCDs, resulting in the 2011 United Nations (UN) High-Level Meeting on NCDs. That High-Level Meeting adopted a [political declaration](#) on the prevention and control of NCDs.



Heads of Government and the Secretary-General at the 2007 Summit on NCDs

Notwithstanding its leadership role in promoting the fight against NCDs, the Community has not sufficiently advanced the recommended actions in the Declaration of Port-of-Spain. In noting the Region's slow progress, Heads of Government have supported a number of initiatives aimed at promoting healthy lifestyles to combat the Epidemic. This includes, in particular, addressing obesity in children, which represents the greatest threat to the health of future generations. More than thirty per cent of children in both primary and secondary schools, in many Member States, are overweight/obese. Key initiatives to address this include promoting physical exercise in school-age children, strengthening domestic food production, and promoting the consumption of nutritious local foods.

In March, Ministers of Health Meeting as the Council of Human and Social Development (COHSOD-Health), approved a ***Monitoring and Evaluation Strategy for the fourth phase of the Caribbean Cooperation in Health (CCH IV)***. CCH IV was adopted by COHSOD-Health in 2016. It is being implemented over the period 2016 -2025.

The CCH Initiative 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. It promotes collective and collaborative action to solve critical health problems best addressed through a regional approach, rather than by individual country action.

The CCH IV Monitoring and Evaluation Strategy will focus on regional progress towards the development of regional public goods under its strategic pillars. The Caribbean Public Health Agency (CARPHA) provided technical support in preparing the Strategy.

Youth

Twelve Member States and two Associate Members appointed CARICOM Youth Ambassadors (CYAs) during the year. Mr Charde Desir of Saint Lucia, who was appointed Dean in August 2016, ended his tenure in July. Mr Andre Browne of St. Vincent and the Grenadines was appointed Dean in August and will serve until the end of July 2018.

In June, the Youth Ambassadors benefitted from an orientation and capacity-building workshop at the CARICOM Secretariat which focused on issues on the Regional Agenda. These include agriculture, crime and security, culture and creative industries, education, foreign and community relations, health, ICT, and sustainable development.

The Youth Ambassadors used the opportunity to meet with the Secretary-General who applauded and encouraged their advocacy on regional integration issues.



CYAs at the Orientation and Capacity-Building workshop

In May, under the Local Capacity Initiative Project (LCIP) administered by the Pan Caribbean Partnership against HIV/AIDS (PANCAP), CYAs were awarded a grant of US\$50,000 to implement policy and advocacy activities. The PANCAP Project is funded by the President's Emergency Fund for AIDS Relief (PEPFAR) and USAID.

The CYAs used the grant for activities including a review of current HIV/AIDS prevention and transmission messages targeting youth, to identify knowledge gaps and provide recommendations; and an assessment to determine the emotional and psychological needs of youth, including those living with HIV/AIDS, and their most preferred means of gathering information.

The LCIP seeks to build the capacity of local civil society organisations (CSOs) that focus on key populations, to become more sustainable as they continue to support the overall goals of reducing transmission of HIV in the Caribbean.

As part of the Project, in October, the CYAs collaborated with youth of the other PANCAP members at a Youth Consultative Workshop held in Saint Lucia. The objective of the workshop was to work with the participants' advocacy skills. They developed briefs to engage policymakers, at the national and regional levels, on priority issues affecting youth as well as a number of advocacy strategies. These strategies will be incorporated into the PANCAP Regional Youth Advocacy Framework for Sexual and Reproductive Health and Rights. A Regional Youth Steering Committee, comprising CYAs and other key youth leaders, was established to oversee the implementation of the Framework.



Participants at the Youth Consultative workshop



CARICOM Youth Ambassadors 2017-2018

Barbados

Shamar Ward
Zuvena Perry

Belize

Andrew Munnings
Kylah Ciego

Dominica

Eardley Pierre
Annel Lewis

Grenada

Judd Cadet
Amanda Scott

Guyana

Vishal Joseph
Samantha Sheoprashad

Haiti

Abischamma Grand Jean
Adma Admeson

Jamaica

Odayne Houghton
Simone Townsend

Montserrat

Darion Darroux
Keyola Greene

St. Kitts and Nevis

Sheldon Henry
Marecia Pemberton

Saint Lucia

McAllester Hunt
Ezbai Francis

St. Vincent and the Grenadines

Donique Billings
Andre Browne

Trinidad and Tobago

Terez Lord
Dexter Wilson

Anguilla

Glennave Hodge
Devon Carter

Cayman Islands

Andrel Harris
Camille Angel

Caribbean Festival of Arts (CARIFESTA)

The Thirteenth Caribbean Festival of Arts (CARIFESTA XIII) was held in Barbados, from 17-27 August, under the theme *Asserting Our Culture, Celebrating Ourselves*. Showcasing the Region's creativity and deepening cultural ties were the hallmarks of the Festival.



Presentation from Haiti at the Opening Parade



L'Acadco dancers from Jamaica



Minister of Culture Stephen Lashley of Barbados (centre) and Assistant Secretary-General for Human and Social Development at the CARICOM Secretariat, Douglas Slater (left), explore a booth



Parade of participating countries

Of the 2,465 artists who registered for CARIFESTA XIII via online accreditations, 1,374 were artists/representatives from thirty-two participating and observer states. All fifteen CARICOM Member States participated as did four of the five Associate Members, namely Anguilla, Bermuda, Cayman Islands and Turks and Caicos Islands (TCI). Other participating countries were Canada, Cuba, Curaçao, Dominican Republic, Guadeloupe, Martinique, Mexico, Nicaragua, Sint Maarten, Saint Martin, the United States of America (USA), the US Virgin Islands, and Venezuela.

The Government of Barbados, with support from the CARICOM Secretariat, placed significant focus at the Festival on strengthening and promoting the Region's creative industries. This made CARIFESTA XIII a turning point in the Community's quest to further its economic diversity. As part of efforts to promote our creative and cultural industries, the Festival featured an expanded *Caribbean Marketplace* which generated business opportunities for Caribbean artists, through interactions with international buyers. Thirty-two visiting buyers from Canada, Columbia, France, Germany, Italy, Portugal, the United Kingdom (UK) and the USA registered for the Buyers Shopping Mall at the Festival.

The CARIFESTA XIII Marketplace was supported by the Caribbean Export Development Agency (Caribbean Export), with funding from the EU under the 10th EDF, and the by CARICOM Secretariat, with funding from the Government of Italy.

Reparations for Native Genocide and Slavery

During 2017, the CARICOM Secretariat continued to work with the CARICOM Reparations Commission (CRC) to pursue the mandate given by Heads of Government:



To establish the moral, ethical and legal case for the payment of Reparations by the Governments of all the former colonial powers and the relevant institutions of those countries, to the nations and people of the Caribbean Community for the Crimes against Humanity of Native Genocide, the Trans-Atlantic Slave Trade and a racialised system of chattel Slavery.

In July, Heads of Government discussed the approach to follow-up on the responses received from the Heads of Government of the former colonial powers. In 2016, the Chair of the Prime Ministerial Sub Committee (PMSC) on Reparations, Prime Minister Freundel Stuart of Barbados, wrote to the Heads of these countries, to request a discussion on the issue.

Heads of Government also discussed elements of the diplomatic, legal and media strategies to advance the issue. They requested the CRC in collaboration with the CARICOM Secretariat, to coordinate the preparation of a strategy for consideration by the PMSC.

The CRC continued to engage the Region and the World on this issue through its website, launched in 2016, and through social media campaigns across Facebook, Twitter and Instagram.

Youth rallies and relays were held in four Member States during the year to engage this segment of the population in the reparations dialogue. Rallies were held in Antigua and Barbuda, Guyana, Jamaica and Saint Lucia. They were kicked off in April 2016 in Barbados, as part of the activities to commemorate the Bicentenary of the 1816 Bussa slave rebellion.



Minister of Culture Olivia Grange of Jamaica (2nd left) assists in displaying the CARICOM Reparations Youth Relay Baton at the launch of the Jamaica leg. Also assisting are (L-R) Steven Golding of the National Council on Reparations, students Daniel Reid and Renae Robinson, and teacher Lorraine Williams

In October, the UWI launched the Centre for Reparations Research at its Mona Campus. The Centre will provide support to CARICOM's reparatory justice movement, through inter alia, building awareness and conducting research to advance the claim for reparation for native genocide, African enslavement, deceptive indenture, colonialism and its legacies.



Unveiling a plaque at the Official Launch of the UWI Centre for Reparations Research.
(L-R) Chair of the CRC, Prof. Hillary Beckles; Jamaican dub poet Mutabaruka; Ms Samia Nkrumah, daughter of the first President of Ghana, Kwame Nkrumah; Dr Julius Garvey, son of Jamaica's National Hero, Marcus Garvey; and Director of the Reparations Research Centre, Prof. Verene Sheperd

Marijuana Commission

The Regional Commission on Marijuana, chaired by Professor Rose Marie Belle-Antoine, Dean of the Faculty of Law, UWI (St. Augustine), advanced its work during the year. Consultations were held in Antigua and Barbuda, Barbados, The Bahamas, Belize, Guyana, Montserrat, St. Kitts and Nevis and Suriname. The consultations involve discussions with focus groups, such as youth and faith-based organisations, as well as town hall meetings.

The Commission was established in 2014 by Heads of Government 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, thereby making the drug more accessible for a range of users.

The ten-member commission comprises experts in the scientific, medical, legal and social science fields, as well as representatives from the religious community and the youth.

The Commission will present its findings and recommendations to Heads of Government in 2018. The CARICOM Secretariat supports the work of the Commission, as facilitator/coordinator. The Foundation to Promote Open Society (FPOS) is providing financial support.



Marijuana Commission holds consultation in Guyana

Pan Caribbean Partnership Against HIV/AIDS (PANCAP)

PANCAP is the Pan Caribbean Partnership Against the Human Immunodeficiency Virus (HIV) and Acquired Immunodeficiency Syndrome (AIDS). It is a Caribbean-wide partnership comprising governments, CSOs, institutions and organisations in the Caribbean, bilateral and multilateral agencies, and contributing donor partners.



The PANCAP Coordinating Unit (PCU) services the Partnership. It is located administratively within the CARICOM Secretariat, which provides services including human resource management, administrative, legal and procurement.

In 2017 PANCAP recorded the significant achievement of having six of its members validated by the World Health Organisation (WHO), as having eliminated mother-to-child transmission of HIV and congenital syphilis.



Validation ceremony for the six PANCAP Members which have eliminated mother-to-child transmission of HIV and syphilis, held in St. Kitts and Nevis in December

They are Anguilla, Antigua and Barbuda, Bermuda, Cayman Islands, Montserrat and St. Kitts and Nevis. Of the eleven countries that have achieved this WHO target, seven are PANCAP members. Cuba achieved this milestone in 2015.

During the year, [PANCAP recorded other significant areas of progress](#). Some of these are highlighted below:

Prevention

- ☞ Four PANCAP Members – The Bahamas, Barbados, Cayman Islands and the Dominican Republic – have commenced implementation of pre-exposure prophylaxis. This is an experimental approach to HIV prevention, which entails taking antiretroviral drugs before potential HIV exposure in order to reduce the risk of HIV infection.
- ☞ Trinidad and Tobago is currently in the preparatory phase to pilot self-testing as a means of increasing the number of persons who are aware of their HIV status.
- ☞ Through the PEPFAR-USAID-funded LCIP, PANCAP in collaboration with the UWI Health Economic Unit, strengthened the capacity of fifty-eight CSOs that work with key populations in The Bahamas, Barbados, Jamaica, Suriname and Trinidad and Tobago. The intervention will enable the CSOs to deliver technically sound policy, advocacy, human rights and empowerment projects, specifically in policy analysis, policy advocacy and communication.

Also under the LCIP, PANCAP provided grants totaling US\$1,083,274 to twenty-seven of these organisations and as indicated earlier, to the CYAs ([see page 19](#)).

Treat All

- ☞ Ten PANCAP Members have adopted the WHO's recommendation that antiretroviral therapy (ART) should be given to every person living with HIV at any CD4 cell count (an indicator of immune function). These countries are Antigua and Barbuda, The Bahamas, Barbados, Cuba, the Dominican Republic, Guyana, Haiti, Jamaica, Saint Lucia and Trinidad and Tobago.

PANCAP has documented Barbados' progress in moving to *Treat All* and has shared Barbados' experiences and lessons learned with other Members. This is an important step in the process of moving from policy to implementation in treating all.

UNAIDS 90-90-90 goals

At the 20th International AIDS Conference held in 2014, the Joint United Nations Programme on HIV and AIDS (UNAIDS) launched the 90-90-90 goals, namely:

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

At the end of 2017, PANCAP Members had made the following progress towards achieving these goals:

- ☞ Some sixty-four per cent of people living with HIV were aware of their status.
- ☞ Fifty-two per cent (more than half) of Caribbean people living with HIV were on treatment, as compared to twenty-four per cent in 2010.
- ☞ Some sixty-seven per cent of people living with HIV on treatment were virally suppressed.

Caribbean Woman Caribbean Child (CariWaC)

Meeting in February, Heads of Government agreed to champion the *Every Caribbean Woman Every Caribbean Child (ECWECC) Initiative*, which they had endorsed in 2016. The Initiative has been retitled *Caribbean Woman Caribbean Child (CariWaC)*.

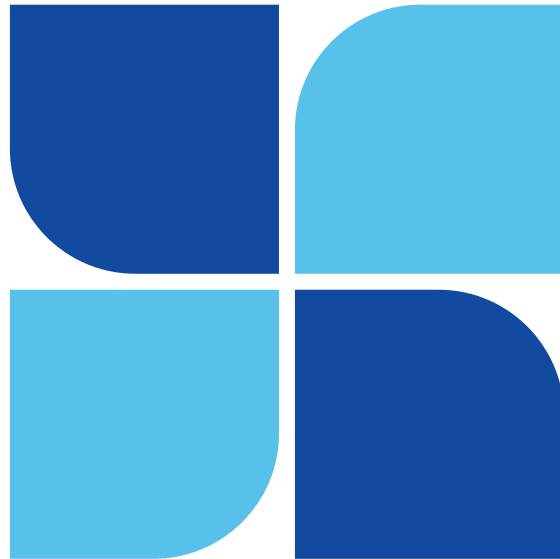
The Spouses of CARICOM Leaders Action Network (SCLAN), launched in September, serves as the advocacy and action platform for the Initiative. This is being done in collaboration with the CARICOM Secretariat and the United Nations Population Fund (UNFPA).



First Lady Sandra Granger of Guyana (3rd left) chairs a session involving the Spouses of CARICOM Leaders and some Heads of Government in Guyana in February. Prime Minister Gaston Browne of Antigua and Barbuda sits 2nd left and Assistant Secretary-General for Human and Social Development at the CARICOM Secretariat, Douglas Slater sits 1st left

CariWaC adds value and complements priorities being addressed under CCH IV. It addresses women's, girls', children's and adolescent health issues. These include mother-to-child transmission of HIV, teen pregnancy, cervical cancer, and violence against women and girls, including trafficking. It also accords with Goal 5 of the United Nations (UN) Sustainable Development Goals (SDGs) – *Achieve gender equality and empower all women and girls*.

CariWaC is the Region's response to the 2010 global initiative, *Every Woman Every Child*, launched by former UN Secretary-General Ban Ki-moon. The Initiative seeks to mobilise and intensify international and national action by governments, multilateral organisations, the private sector and civil society to address the major health challenges facing women, children and adolescents around the world.



SECTION III

SECURITY COOPERATION

Building Social Resilience

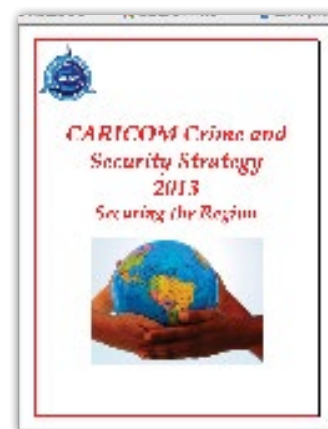
Strategies, 2015-2019

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

CARICOM Crime and Security Strategy (CCSS) Review

During the year the CARICOM Implementing Agency for Crime and Security (IMPACS), in partnership with UNDP, commenced a review of the [CARICOM Crime and Security Strategy \(CCSS\)](#) to improve its effectiveness and impact. In July 2016, Heads of Government had approved a review of the Strategy.

A CCSS Review Steering Committee has been established to lead the process.



CCSS Review Steering Committee Membership

The Chairs of the CARICOM Standing Committees of Operational Heads, namely Commissioners of Police, Chiefs of Military, Chiefs of Immigration, Comptrollers of Customs, Heads of Intelligence and Financial Investigative Units, and Heads of Prisons and Correctional Services.

Representatives of CARICOM IMPACS, CARPHA, CDEMA, the Caribbean Aviation Safety and Security Oversight System (CASSOS), the Regional Security System (RSS), and the Criminology Unit, UWI (St. Augustine).

The Committee is supported by an Advisory Team comprising of representatives of the CARICOM Secretariat; IMPACS Sub-agencies; United Nations entities, such as UNDP and the United Nations Office on Drugs and Crime (UNODC); and the International Committee of the Red Cross (ICRC).

A consultant has also been recruited to support the work of the Committee, which commenced in November.

Advanced Cargo Information System (ACIS)

Strategic Goal 6 of the CCSS is *Enhance Maritime and Airspace Awareness and Strengthen CARICOM Borders including Contiguous Land Borders*. This Goal envisages, among other things, the establishment of an Advanced Cargo Information System (ACIS). The ACIS will allow regional security personnel to identify and check all cargo manifest for vessels arriving and departing the Region.

During the year CARICOM IMPACS, in collaboration with the United Nations Conference on Trade and Development (UNCTAD) and with funding from the EU under the 10th EDF, commenced work with Member

States to develop the ACIS. The System will be linked to the computerised customs management systems in Member States – the Automated System for Customs Data (ASYCUDA). Member States are in the process of enacting legislation to facilitate the operation of the System.

CARICOM Counter Terrorism Strategy

A draft of the CARICOM Counter Terrorism Strategy was presented to Member States during the year, for feedback. The Strategy seeks to reduce the risk of terrorism and associated violent extremism, and build resilience to extremist ideology, with a view to ensuring a safe and free Community. The Strategy is a critical element of the CCSS. It is anticipated that the Strategy will be finalised in 2018 and presented to Heads of Government for endorsement.



(L-R) UNDP Representative in Trinidad and Tobago, Richard Blewitt; Secretary-General Irwin LaRocque; Minister of National Security Edmund Dillon of Trinidad and Tobago; EU Programme Officer in Trinidad and Tobago, Monica Paul-McLean; and CARICOM IMPACS Executive Director, Francis Forbes

Joint Border Security Training

Training continued from 2016 through 2017, for border security personnel in all Member States and in four Associate Members, namely Anguilla, British Virgin Islands, Cayman Islands and Turks and Caicos Islands. The training sought to strengthen the ability to detect illicit cross-border activities.

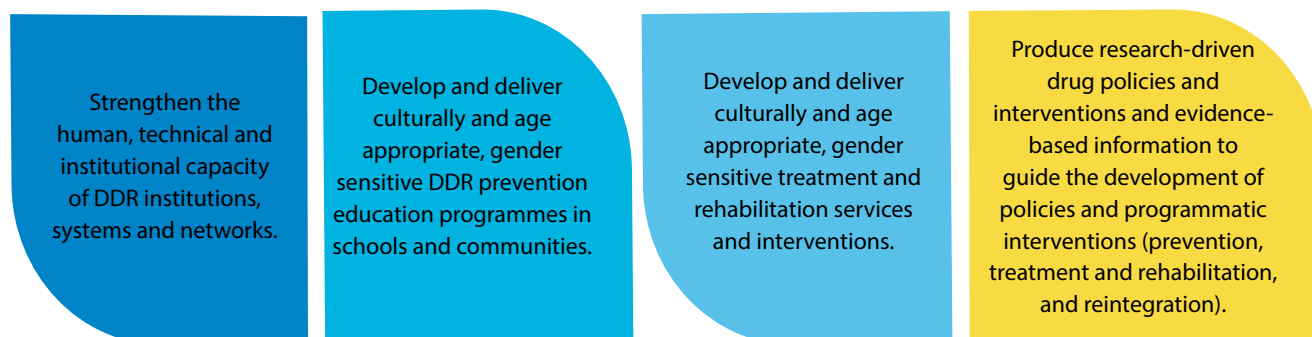
The United States Customs Border Protection worked with CARICOM IMPACS to support the development and implementation of the training programme. It included one regional train-the-trainer workshop and fifteen national training programmes. Persons who benefitted from the train-the-trainer workshop were engaged by IMPACS to deliver training across Member States, from September 2017 to January 2018.

Drug Demand Reduction, Crime and Violence Prevention and Social Development

In May, the CARICOM Secretariat began implementing the **Drug Demand Reduction (DDR)** project in Member States and in the Dominican Republic. The project is funded by the EU under the 10th EDF CARIFORUM Crime and Security Cooperation Programme. It is valued at approximately €2.5 million and runs from 1 May 2017 to 31 October 2018.

The DDR project seeks to strengthen the institutional capacity of national and regional drug demand reduction entities and practitioners to effectively implement drug demand reduction strategies, policies and programmes. It focuses on primary prevention, institutional strengthening, treatment and rehabilitation, drug treatment courts, research, and policy development.

Drug Demand Reduction (DDR) Project Goals



In December, the Secretariat also began implementing the **Crime and Violence Prevention and Social Development** project in Member States and in the Dominican Republic. The project is also funded by the EU under the 10th EDF CARIFORUM Crime and Security Cooperation Programme. It is valued at approximately €2.3 million and will be completed at the end of May 2019.

Crime and Violence Prevention and Social Development Project Goals



Strengthening Caribbean Basin Security Cooperation

Caribbean-USA security cooperation was strengthened during the year with the adoption of two updated elements under the Caribbean Basin Security Initiative (CBSI). The Caribbean-United States Framework for Security Cooperation and the Joint Plan of Action on Security Cooperation, both adopted in 2010, were revised to take on board significant developments in the Region aimed at strengthening its security arrangements.

These included the CCSS, adopted in 2013, as well as other regional developments and new cooperation arrangements involving the US, the Caribbean and other international partners. The updated documents were adopted during the Seventh CBSI High-Level Dialogue, held in the Dominican Republic in November.

Also at the High-Level Dialogue the Community, through CARICOM IMPACS, and the Dominican Republic concluded a Memorandum of Understanding (MOU) to facilitate information and intelligence sharing. The Community has concluded similar MOUs with three other countries, namely Panama, St. Maarten and the USA. Similar arrangements are soon to be concluded with Curaçao and the UK.

These MOUs are important as they strengthen the ability of the Region's law enforcement agencies to mitigate threats such as narco-trafficking, illicit trafficking of arms and ammunition, and human trafficking.






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

In September, the Region was impacted by two major Category 5 sequential hurricanes, Irma and Maria, resulting in the loss of more than forty lives.

Early in that month, Irma, one of the most powerful hurricanes recorded over the Atlantic, made landfall in the CARICOM Members of Anguilla, Antigua and Barbuda, the British Virgin Islands, The Bahamas (southeastern Family Islands), Haiti (northern districts), and the Turks and Caicos Islands. Irma made landfall in other Caribbean countries and also affected Dominica, Montserrat and St. Kitts and Nevis. 169,004 people and 75,000 buildings were exposed to wind speeds higher than 252km/h, and 5.5 million people lived in areas exposed to winds of more than 120km/h.

Hurricane Irma also severely affected Antigua and Barbuda. Sister-island Barbuda suffered significant damage to its building stock, estimated at some ninety-five per cent and resulting in the total evacuation of the island. The island suffered damage in excess of US\$130 million, with recovery needs of over \$220 million.

The situation further deteriorated, just two weeks later, as Hurricane Maria made landfall in Dominica. It also affected the British Virgin Islands, Montserrat and St. Kitts and Nevis, as well as other Caribbean countries.

In Dominica, Hurricane Maria decimated decades of development gains, impacting more than 200 per cent of the country's GDP. Nearly sixty per cent of the damage was to housing and transportation infrastructure, with recovery costs estimated at US\$1.3 billion.

Support from the Community (Member States and individuals) and from development partners was strong and swift. It included disaster assistance facilities, security, communication, transportation, financial assistance, repairs and general support.

Under CDEMA's leadership, the Secretariat and several Community Institutions and Associate Institutions met to assess the situation and plan a course of support. The Institutions and Associate Institutions included CARPHA, the RSS, CARICOM IMPACS, the CARICOM Development Fund (CDF), CDB, and the OECS Commission. Other Caribbean institutions, such as the Caribbean Water and Wastewater Association, also participated.

A range of Third States and other development partners also provided invaluable support for the response and recovery efforts.

Details regarding the Community's response to these disasters and its support for the affected Members are provided on [pages 41 to 44](#).

Climate Change

The Community leveraged the opportunities presented by the Twenty-Third Meeting of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 23) held in Bonn, Germany in November and chaired by Fiji, the first SIDS Member to do so. COP 23 took place against the backdrop of the unprecedented climate disasters which struck the Region in September. It provided the opportunity for the Region to focus global attention on the peculiar vulnerabilities of Small Island Developing States (SIDS) and the need for support to build resilience.

COP 23 was also an opportunity to advance the Paris Agreement Work Programme and strengthen partnerships for climate action, with a focus on financing for mitigation and adaptation.

The Community's preparations for the COP were coordinated by the Caribbean Community Climate Change Centre (CCCCC) and the CARICOM Secretariat. The Community delegation included Member States, Associate Members and CARICOM Institutions. The delegation was led by CARICOM Chair, Prime Minister Keith Mitchell of Grenada and CARICOM Lead Head of Government for Sustainable Development, Prime Minister Allen Chastanet of Saint Lucia. It included Ministers and other government officials and the Secretary-General, who was accompanied by officials of the CARICOM Secretariat. Community Institutions included the CCCCC and the Caribbean Regional Fisheries Mechanism (CRFM), led by their respective Executive Directors, as well as the UWI.



Secretary-General LaRocque pauses his presentation at the CARICOM-UNDP COP 23 side event as Prime Minister Allen Chastanet of Saint Lucia (seated 2nd left) makes a point. Also seated are Commonwealth Secretary-General Patricia Scotland (1st left) and Prime Minister Keith Mitchell of Grenada (3rd left)

In partnership with the UNDP, the Community held a COP 23 Side Event on *Bolstering Resilience for Vulnerable Countries* facing Acute Climate Risks and Sustainable Development Challenges. The Event focused on the current economic, social and environmental impacts of natural disasters on the affected countries; and the potential effects on development gains as well as on countries' capacities to implement their obligations under the Paris Agreement and the 2030 Agenda for Sustainable Development.



(L-R) Prime Minister Allen Chastanet of Saint Lucia, GCF Executive Director Howard Bamsey, and Secretary-General Irwin LaRocque

During the COP, the Lead Head of Government for Sustainable Development and the Secretary-General held discussions with the Executive Director of the Green Climate Fund (GCF), Ambassador Howard Bamsey. The aim was to sensitise the GCF to the extreme vulnerability of Caribbean and other SIDS, to climate shocks. The Delegation used the vivid experiences of widespread destruction of infrastructure, and the obliteration of GDP on the affected countries, following the passage of Hurricanes Irma and Maria.

The GCF is a global fund created to support the efforts of developing countries to respond to the challenge of climate change. It pays particular attention to the needs of societies that are highly vulnerable to the effects of climate change, especially the Least Developed Countries. It was set up by the United Nations Framework Convention on Climate Change (UNFCCC) in 2010.

The GCF has agreed to apply a less bureaucratic approach for access to its resources by SIDS.

The Environment and Natural Resources

The Community continued to work towards a more cohesive approach to its natural resource management and governance. In August, with support from the EU under the 10th EDF, consultations were held to discuss, refine and validate a draft of ***the Community Environment and Natural Resources Policy Framework and its Action Plan***. The Policy Framework and Action Plan had been drafted with support from the Governments of Canada and Japan.

National consultations were held in Barbados, Guyana, Jamaica and Trinidad and Tobago. A sub-regional consultation was also held in Saint Lucia for the OECS Members, and a regional consultation in Trinidad and Tobago. Guided by the comments and recommendations from the Consultations, the draft Policy Framework and Action Plan are being revised/refined. The Action Plan will be completed once the Policy Framework has been finalised.

The Policy Framework provides a structure for environmental and natural resource management in the Region. It seeks to balance the need to exploit the land, air, water and oceans for economic and social development while maintaining a healthy environment.

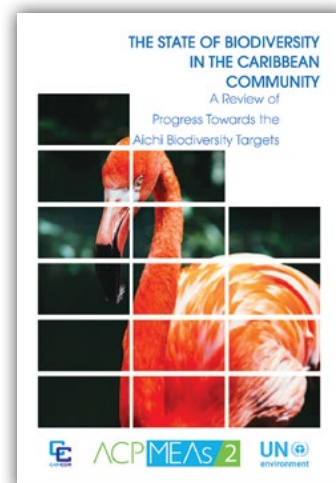
Allied to the Community Environment and Natural Resources Policy Framework and Action Plan is the **Common Water Framework for CARICOM**. Work commenced during the year to develop the Framework, which will lay the foundation for water governance in the Community.

The Secretariat has established a TWG to spearhead the process of preparing the Common Water Framework. The Group comprises Regional Institutions with a mandate for water resources management, namely CARDI, CARPHA, CDB, CDEMA, CIMH, and UWI. The Caribbean Water and Waste Water Association and UNEP, through its Caribbean Regional Coordinating Unit (Caribbean Environment Programme) are ad hoc members.

As a first step and with support from the Government of Kazakhstan, a Technical Consultation Paper was prepared during the year. The Paper will be used as the basis for discussions with Member States towards developing the Common Water Framework.

Consultations on the Common Water Framework will be held once work on the Community Natural Resources Policy Framework and Action Plan has been completed.

The first report on the state of the Region's biodiversity was prepared during the year. The CARICOM Secretariat spearheaded the preparation of the report entitled *State of Biodiversity in the Caribbean Community: A Review of Progress towards the Aichi Biodiversity Targets*. The Report identifies important national and regional biodiversity priorities, and highlights, via case studies, several biodiversity management and conservation success stories in Member States and Associate Members. It fills the gaps in coverage of the Caribbean in the LAC biodiversity assessment published by UNEP in January.



The Report was prepared under the African, Caribbean and Pacific-Multilateral Environmental Agreements (ACP-MEAs) programme. It benefited from inputs from Member States and Associate Members, regional experts and organisations. UNEP provided support for its publication, to be released in 2018.



Participants at the St. Kitts and Nevis workshop on Mainstreaming the SDGs in National Biodiversity Strategies and Action Plans

Also under the ACP-MEA programme, during the year public and private sector representatives participated in capacity-building workshops for **environmental mainstreaming and sound environmental management**. The CARICOM Secretariat, with assistance from UNEP and the EU, facilitated the workshops in areas including:

- ☞ Inspection and control of imported pesticides. This workshop targeted pesticides inspectors and customs officials. It was delivered in partnership with the FAO.
- ☞ Mainstreaming the SDGs in National Biodiversity Strategies and Action Plans. Two national workshops were held in Saint Lucia and St. Kitts and Nevis in March and May, respectively.

Beneficiaries included environment officials, customs officers, lawyers, environmental negotiators, business operators, academics, and representatives of indigenous and local communities.

The CARICOM Secretariat serves as the Caribbean Hub for the ACP-MEA programme which is supported by the EU, through the ACP Secretariat and UNEP. Its objective is to contribute to improving the sustainable management of natural resources in the Caribbean by strengthening capacity to implement MEAs, with a focus on biodiversity.

The programme is now in its second phase. Phase I began in 2009 and ended in 2014. Phase II began in 2014 and was scheduled to conclude in December 2017. It has been extended until mid-2018.

CARICOM representatives joined others in the global Community at the **UN High-level Conference on Oceans**. The theme of the Conference, held at UN Headquarters in June was *Our Oceans, our future: Partnering for the implementation of Sustainable Development Goal 14*. That goal is to conserve and sustainably use the oceans, seas and marine resources for sustainable development.



CARICOM Delegates at the UN High-Level Conference on Oceans

The Conference provided an important opportunity to focus attention on the responsibility of the International Community to preserve and protect the marine environment.

The CARICOM delegation included Ministers of Member States, other government officials as well as representatives of the CARICOM Secretariat and of Community Institutions. The Delegation sent a strong signal about the Community's commitment to saving the oceans. Several Members played lead roles in the Conference activities, which included side events, partnership dialogues and session presentations.

Issues championed by the CARICOM delegation included harnessing the blue economy to increase economic benefits in SIDS; a model for sustainable small-scale fisheries; addressing marine pollution; managing, protecting, conserving and restoring marine and coastal ecosystems; and ocean governance and SIDS sustainable development.

The Conference adopted a declaration - *Our Ocean, Our Future: Call for Action*. In the Call for Action, the Heads of State/Government and other High-Level Representatives recognise that the well-being of present and future generations is inextricably linked to the health and productivity of our oceans. They commit to halting and reversing the decline in the health and productivity of our oceans and its ecosystems and to protecting and restoring its resilience and ecological integrity.

CARICOM Representatives to the Conference, led by Belize, played a leadership role in negotiating the Call for Action.

Also in June, CARICOM joined the global community in observing **World Environment day** under the theme *Connecting People to Nature*, in recognition of the fragility of our environment. In his statement in observance of the Day, the Secretary-General reminded the Region that environmental stewardship was everyone's responsibility. He encouraged the people of the Region to consider ways in which they could take advantage of the abundant natural resources which were part of CARICOM's rich heritage, and how they could play a part in safeguarding them for future generations.



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)*

Community Response to Hurricanes Irma and Maria

In the wake of the significant devastation caused by Hurricanes Irma and Maria, Heads of Government met in an Emergency Session on 8 September, via video conference. They considered the impact of the hurricanes on the Region and the progress of the coordinated response to provide relief. They received comprehensive briefings from representatives of the affected countries, the Secretary-General, the Executive Director of CDEMA, and from other regional institutions.

The Chair of CARICOM, Prime Minister Mitchell of Grenada, led missions to the British Virgin Islands, Anguilla and Antigua and Barbuda, on 13-14 September; to the Turks and Caicos Islands and The Bahamas (specifically Ragged Island), on 15-16 September; and to Dominica on 26 September. He was accompanied by the Secretary-General as well as the Executive Directors of CDEMA and the RSS and the President of the CDB. The Missions were demonstrations of the solidarity of the governments and people of the Community with those affected.



Some damage in the British Virgin Islands from Hurricane Irma



Some of the damage on Ragged Island, The Bahamas

Solidarity missions to some of the affected CARICOM Members



Surveying the damage on Barbuda. (L-R) Tourism Minister Asot Michael of Antigua and Barbuda, Secretary-General Irwin LaRocque, Prime Minister Gaston Browne of Antigua and Barbuda, CARICOM Chair, Prime Minister Keith Mitchell of Grenada, and ACS Secretary-General June Soomer



(L-R) Secretary-General Irwin LaRocque, Prime Minister Keith Mitchell of Grenada, CDEMA Executive Director Ronald Jackson, and Captain Errington Shurland of the RSS with Premier Orlando Smith of the British Virgin Islands



(L-R) Secretary-General Irwin LaRocque, Prime Minister Hubert Minnis of The Bahamas and Prime Minister Keith Mitchell of Grenada speak to the media during the visit to Ragged Island



(L-R) CDEMA Executive Director Ronald Jackson, Captain Errington Shurland of the RSS, CDB President Warren Smith, Secretary-General Irwin LaRocque, Prime Minister Keith Mitchell of Grenada with Prime Minister Roosevelt Skerrit of Dominica

The Chair and his Team held discussions with the Heads of Government of the affected countries, disaster management and other government officials. They received a first-hand view of the physical impact of the hurricanes and were apprised of the progress of the disaster response.

Given the extremely high level of devastation in the affected countries, at their Emergency Session, Heads of Government agreed that substantial international support was needed to build on the ongoing financial and other contributions by Caribbean governments, organisations and individuals. They also agreed that with the support of development partners, there was an opportunity for the countries ravaged by these hurricanes to showcase best practices for climate resilience rebuilding, especially in small vulnerable states.

They requested the Secretary-General to convene a high-level donor conference to help the Region access much needed support for the rebuilding efforts of the affected countries, and help the Region build resilience, given its inherent vulnerabilities.

With support of the United Nations, in particular UNDP, the CARICOM-UN High-Level Pledging Conference was held in November, at UN Headquarters in New York. The theme of the Conference was Building a more Climate-Resilient Community. Strong CARICOM High-Level representation rallied delegates at the Pledging Conference to help the countries and the Region build back better.

All Member States and three Associate Members participated in the High-Level Pledging Conference along with the CARICOM and UN Secretaries-General. Other participants included the Heads of several CARICOM Institutions and Associate Institutions; and other high-level delegates from development partners including governments, multilateral organisations, CSOs, and the private sector.



(L-R) Secretary-General Irwin LaRocque, UNDP Administrator Achim Steiner, and UN Secretary-General Antonio Guterres share a light moment at the CARICOM-UN High-Level Pledging Conference



CARICOM Chair, Prime Minister Keith Mitchell of Grenada welcomes former US President Bill Clinton to the Pledging Conference, as Secretary-General Irwin LaRocque and CARICOM Permanent Observer to the UN, Missouri Sherman-Peter, look on

Antigua and Barbuda, Dominica, Grenada, Montserrat, St. Kitts and Nevis, Saint Lucia, Anguilla, the British Virgin Islands and the Turks and Caicos Islands were represented by their Heads of Government. Guyana was represented by its Vice President and Minister of Foreign Affairs, and Haiti by its Minister of Foreign Affairs. Other Member States and Associate Members were represented by Ambassadors or Senior Officials.

Addressing the CARICOM-UN High-Level Pledging Conference



Prime Minister Gaston Browne of Antigua and Barbuda



Premier Orlando Smith of the British Virgin Islands



Prime Minister Roosevelt Skerrit of Dominica

The groundswell of concern and support for the CARICOM countries severely affected by the hurricanes and for the Community's focus on building climate resilience, resulted in over US\$1.3 billion in pledges and over \$1 billion in loans and debt relief.

Ahead of the Conference, technical consultations were held to provide an overview of the impact of Hurricanes Irma and Maria on the Caribbean; present the countries' recovery needs, priorities and recovery strategy; and give partners an opportunity for technical level enquiries and inputs.

Elections Observation

During the year, two CARICOM Elections Observations Missions (CEOMs) were mounted at the requests of **The Bahamas** and **Curaçao**, a Third Country which has applied for Associate Membership of the Community. The CARICOM Secretariat coordinated the Missions, providing preparatory and on-the-ground logistical and administrative support.

An eleven-member mission observed the general elections in The Bahamas in May. The Mission was led by Ms Josephine Tamai, Chief Elections Officer of Belize, with Mr Orette Fisher, Director of the Elections Commission of Jamaica, as Deputy. Other members, who all have elections management and observation experience, were nationals of Antigua and Barbuda, Barbados, Grenada, Guyana, Saint Lucia, St. Vincent and the Grenadines and Trinidad and Tobago. The Mission praised the polling day activities, describing them as being of a very high standard.



Ms Josephine Tamai (front row, 2nd left) and other members of the CEOM to The Bahamas

A four-person mission observed Curaçao's general elections held in April. Dr Steve Surujbally, former Chair of the Guyana Elections Commission, headed the Mission which also included three experts in electoral management from Barbados, Guyana and Jamaica. The Mission reported the conduct of the poll as orderly and peaceful, noting that the results reflected the will of the people.



Dr Steve Surujbally,
Head of the CEOM to Curaçao

These electoral missions make an important contribution to the Region's reputation for good governance and strong democracy.

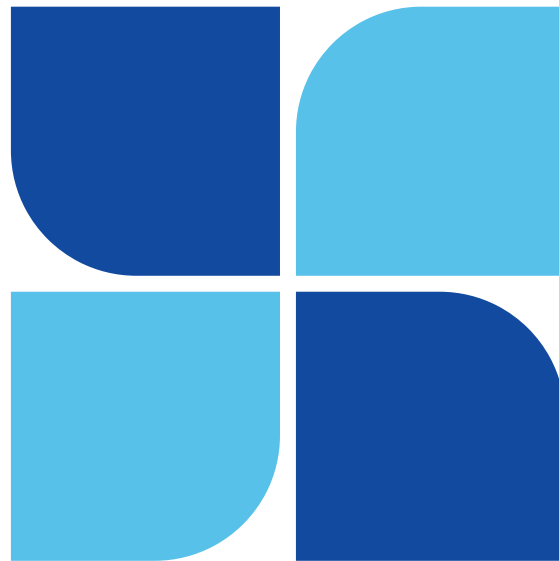
CARICOM Triennial Award for Women

Ms Shirley Pryce of Jamaica, a national, regional and international human rights advocate was celebrated and honoured during the year, as the twelfth recipient of the [CARICOM Triennial Award for Women](#). Ms Pryce was conferred with the Award in July at the Opening Ceremony of the Thirty-Eighth Meeting of CARICOM Heads of Government held in Grenada on 4 July, CARICOM day.

Ms Pryce's work has been described as extraordinarily cross-cutting and has shaped policy frameworks at the national, regional and international levels, including the 2011 International Labour Organisation (ILO) Convention for Domestic Workers.



Twelfth CARICOM Triennial Award for Women recipient, Shirley Pryce, receives her award from CARICOM Chair, Prime Minister Keith Mitchell of Grenada (4th left). Looking on are (L-R) Prime Minister Roosevelt Skerrit of Dominica, Prime Minister Andrew Holness of Jamaica, and Secretary-General Irwin LaRocque



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 Austria

In October, CARICOM and Austria concluded an MOU through which Austria would support the Community's development process, with particular focus on comprehensive disaster management, sustainable energy and energy security. The MOU was signed by the Secretary-General and Austria's Ambassador to CARICOM.



Signing the CARICOM-Austria MOU



Republic of Cuba

CARICOM-Cuba trade and economic relations deepened in 2017. The Secretary-General signed the *Second Protocol to the Trade and Economic Cooperation Agreement between CARICOM and Cuba*, in November which expands the number of products traded between Cuba and the CARICOM More Developed Countries (MDCs). Under the Second Protocol, Cuba expands duty free access to more than 320 items and the CARICOM MDCs grant duty free access to some fifty items. The Community also offers differentiated treatment on twenty-two items. This includes a phased reduction of duty by the MDCs.

CARICOM and Cuba signed the initial Trade and Economic Cooperation Agreement on 5 July 2000. Among other things, the Agreement provides for the promotion and expansion of trade in goods and services.

In December, CARICOM Heads of Government and the President of Cuba met for their Sixth Summit in Antigua and Barbuda. A special highlight of the Summit was the commemoration of the forty-fifth anniversary of diplomatic relations. On 8 December 1972, the then independent states of CARICOM (Barbados, Guyana, Jamaica and Trinidad and Tobago) took the bold step of establishing diplomatic relations with Cuba. That date also marked the fifteenth anniversary of CARICOM-Cuba Day.

The discussions at the Sixth Summit, co-chaired by then CARICOM Chair, Prime Minister Mitchell of Grenada and President Raúl Castro of Cuba, served to enhance an already rich partnership. They focused on disaster prevention and management, adaptation to the threats of climate change, and strategies for confronting the challenges to the sustainable development and welfare of the people of CARICOM and of Cuba. The major conclusions of the Summit are reflected in the [Declaration of St. Mary's](#). They include:



(Seated L-R) President Raúl Castro of Cuba, CARICOM Chair, Prime Minister Keith Mitchell of Grenada, Host Prime Minister Gaston Browne of Antigua and Barbuda, and Secretary-General Irwin LaRocque

- ☞ **Stronger** cooperation in disaster risk management and climate adaptation and mitigation. This was underlined by the signing of an MOU between CDEMA and the Cuban Civil Defence Agency at the Summit.
- ☞ **Recognition** of the potential for complementarity in the area of tourism. This was underscored by the signing, at the Summit, of an MOU on multi-destination tourism between CARICOM countries and Cuba. Air and sea transportation were identified as areas requiring priority attention and the acquisition of cargo ships was proposed.
- ☞ **Agreement** to signal to the WTO, the need for flexibility for small states during the reconstruction phase, following the devastation by Hurricanes Irma and Maria. It was agreed that WTO rules should not be obstacles to the reconstruction of small states and small vulnerable economies.
- ☞ **A decision** to advance joint cooperation in science, technology and innovation, including the development of enhanced research and development capacity.



United Mexican States (Mexico)

CARICOM and Mexico also took steps to strengthen cooperation during the year. In October, at the Fourth CARICOM-Mexico Summit held in Belize, CARICOM Heads of Government and the President of *Mexico adopted the Mexico-CARICOM Strategy for Comprehensive Disaster Risk Management*. Like the CARICOM Region, which suffered devastating natural disasters from Hurricanes Irma and Maria in September, Mexico also suffered devastation from natural disasters in September, through two major earthquakes.



Heads of Government/Delegation and the Secretary-General at the Fourth CARICOM-Mexico Summit held in Belize

As part of efforts to assist in disaster recovery, Mexico made a financial contribution to the CCRIF.

At the Summit, jointly chaired by then CARICOM Chair Prime Minister Mitchell of Grenada and President Peña Nieto of Mexico, the Leaders also approved the Seventh Mexico-CARICOM Technical Cooperation Programme (2017-2019). The Programme establishes a new paradigm in CARICOM-Mexico cooperation, given its strategic focus on new projects with cumulative effect, high visibility and impact for achievable goals and deliverables. In addition to disaster risk management and recovery, the programme will cover trade and investment, health, statistics and ICT, in line with the CARICOM Strategic Plan 2015-2019.

Additionally at the Summit, Mexico offered 150 scholarships to train Caribbean teachers of Spanish as a second language. This will further strengthen communication between the two sides and enhance the foundation of their relationship.

Mexico-CARICOM Strategy for Comprehensive Disaster Risk Management

Areas of cooperation

Strengthening initiatives already in place.

Promoting cooperation in training and the exchange of best practices in areas such as early warning, awareness raising, emergency response, rehabilitation of physical and telecommunications infrastructure, risk transfer and public private partnerships for disaster response and reconstruction.

Promoting joint action in multilateral fora, while also mobilising international support to strengthen the Caribbean's institutional capabilities for disaster risk management. The international support will cover economic issues such as the unfair use of GDP per capita to graduate CARICOM Member States from concessionary financing and preventing de-risking measures.



Republic of Korea (South Korea)

CARICOM and South Korea committed to areas for closer cooperation in 2017. In a Joint Statement at the end of the *First Korea-CARICOM High-Level Meeting* held in Jamaica, in February, the two sides agreed to:

- ☞ **Reinvigorate** a Consultation and Cooperation Mechanism, established in 2006 to guide future CARICOM-Korea political and economic relations.
- ☞ **Work together** to enhance capacity building and knowledge sharing, while exploring avenues for cooperation on projects to combat climate change and its impacts.
- ☞ **Work together** to promote cooperation in the field of sustainable energy, given the Region's ongoing high dependence on imported fossil fuel.

The Republic of Korea has been providing technical assistance to the Community in areas including education and training, governance, e-government, and elections observation.



Delegates at the First Korea-CARICOM High-Level Meeting held in Jamaica



United Kingdom (UK)

Within the context of CARIFORUM, discussions were held with the UK during the year regarding trading arrangements following the latter's withdrawal from the EU (BREXIT). The intention is to reach agreement on a trading arrangement that mirrors, as far as possible, the terms of the CARIFORUM-EU EPA.

The UK has given its assurance that it would seek continuity in its trade relationships post BREXIT, including those covered by existing EU free trade agreements with Third Countries, such as the EPA.



European Union (EU)

The EU continued to be the Region's largest development partner, providing support for several CARICOM priority areas as indicated throughout this report. EU support is provided in the context of CARIFORUM ([see Section IX](#)).

In December, the EU named four CARICOM Countries, Barbados, Grenada, Saint Lucia and Trinidad and Tobago, to its harmful tax blacklist under the guise that they maintained harmful preferential tax regimes or had failed to comply with international standards for tax transparency and good governance. This classification will significantly damage the reputation of these countries, even if they are eventually removed from the list. The classification ignores the continued and diligent efforts of CARICOM Member States to comply with the onerous regulatory measures and standards for tax transparency, accountability, and cooperation set out by the Organisation of Economic Cooperation and Development (OECD) and associated institutions, such as the Global Forum and the Financial Action Task Force (FATF).

The Community considers the unilateral move by the EU to be unjust and inequitable, since it has not been applied to its Members nor been subjected to peer review.

A major consequence of the blacklisting was de-risking or loss of correspondent banking services by certain international banks. This has had a detrimental impact on the trade and financial operations of the Region's economies.

The Community strongly objects to this unilateral decision of the EU and has called for early discussions to agree on benchmarks for good tax governance that could be applied in a fair and equitable manner. This would need to take account of the economic circumstances and capacity of the concerned countries.

Community of Latin American and Caribbean States (CELAC)

The then CARICOM Chair, President David Granger of Guyana and the Heads of Government of Antigua and Barbuda, Haiti and Jamaica joined the Leaders of Latin America at the *Fifth Summit of the Community of Latin American and Caribbean States (CELAC)* held in the Dominican Republic in January.

Barbados, Dominica, Grenada, Jamaica, St. Kitts and Nevis and Suriname were represented by their Foreign Ministers; and The Bahamas by an Ambassador. The Secretary-General was represented by the Assistant Secretary-General for Foreign and Community Relations of the CARICOM Secretariat.



The Declaration adopted at the Summit focussed on some issues of importance to CARICOM such as food security, disaster risk management, and financing for development.

CELAC provides a framework in which CARICOM and Latin America can interact and cooperate for a better understanding of each other's concerns, interests, peculiarities and culture.



United Nations (UN)

2017 marked the twenty-fifth anniversary of the decision by the UN General Assembly to grant CARICOM observer status.

In July, the Secretary-General led a delegation, comprising officials from the CARICOM Secretariat and several Regional Institutions to the Ninth CARICOM-UN General Meeting.

The discussions focussed on identifying ways of maximising progress in priority areas of cooperation, including citizen security, specifically criminal intelligence and the control of small arms and light weapons; and strengthening capacities at both the national and regional levels for statistics. The two sides also committed to strengthen the existing CARICOM-UN partnership.



Secretaries-General Antonio Guterres of the UN and Irwin LaRocque of CARICOM at the Ninth CARICOM-UN General Meeting



CARICOM and UN Secretaries-General and their teams during the Ninth CARICOM-UN General Meeting held at UN Headquarters in New York

In January, the Secretary-General signed an MOU with UN-Women to support the Community's work on gender and regional statistics. The MOU on *Gender Equality and the Empowerment of Women* includes collaboration on the provision of Caribbean-wide data; and provision of statistics and analysis in implementing the gender dimensions of the SDGs and the the SIDS Accelerated Modalities of Action (SAMOA) Pathway.

The signing took place during the opening of the Thirty-Ninth Meeting of the Community Council of Ministers held in January at the Headquarters of the CARICOM Secretariat in Guyana.

In November, the COTED approved the CARICOM Strategy for Implementation of the World Trade Organisation's (WTO's) Trade Facilitation Agreement (TFA). The Strategy was developed by Officials of Member States and the CARICOM Secretariat, with the assistance of the World Bank.

The COTED has established a Regional Committee on Trade Facilitation responsible for overseeing, coordinating and monitoring the implementation of the TFA and has approved its terms of reference. The Regional Committee comprises the Chairpersons of the National Committees on Trade Facilitation; an official with lead responsibility for WTO trade facilitation issues in each Member State; the Chair of the CARICOM Customs Committee; representatives of the CARICOM Secretariat, the OECS Commission, CARPHA, and CROSQ; as well as of two regional private sector organisations, namely the Caribbean Customs Brokers Association (CACUB) and the Caribbean Network of Chambers of Commerce (CARICHAM). The Regional Committee will start working in 2018.

Small States Forum of the World Bank

In 2017, then Chair of CARICOM, Prime Minister Mitchell of Grenada was also Chair of the Small States Forum of the World Bank. The Forum brings together, annually, Finance Ministers and Central Bank Governors of fifty small states to discuss pressing development challenges. The CARICOM Chair assumed the Chair of the Small States Forum in October 2016, succeeding the Prime Minister of Seychelles.

At the 2017 Meeting of the Small States Forum held in October in Washington, the Chair used the opportunity to highlight key issues for the Community. These included the importance of mobilising public and private sector financing for renewable energy, the green and blue economies, and the significance of technology and connectivity, in small states, as drivers of growth.

Plenipotentiary Representatives of Third States Accredited to CARICOM

During the year, Serbia, South Korea, and Switzerland accredited their first Plenipotentiary Representatives to the Community. This brings the number of Third States and Organisations accredited to CARICOM, to forty-one. The year also witnessed the strengthening of existing ties as the Secretary-General received new Ambassadors from Austria, Canada, Finland, France, The Netherlands, Spain, Sweden, The United Kingdom and the European Union.

The Secretary-General continues to use these occasions to highlight issues of concern to the Community. These include the unjust blacklisting of Member States, resulting in the loss of correspondent banking services; and inclusion of vulnerability as a more accurate and realistic measurement of development in considering the criteria for access to concessionary development financing.



Secretary-General and
Ambassador Marianne Feldmann of **Austria**



Secretary-General and
Ambassador Lilian Chatterjee of **Canada**



Secretary-General and
Ambassador Jukka Pietikäinen of **Finland**



Secretary-General and
Ambassador Antoine Joly of **France**



Deputy Secretary-General and
Ambassador Ki-mo Lim of **South Korea**



Secretary-General and
Ambassador Jules Bijl of The **Netherlands**



Secretary-General and
Ambassador Djerdj Matkovic of **Serbia**



Secretary-General and
Ambassador Javier María Carbajosa Sánchez of **Spain**



Secretary-General and
Ambassador Elisabeth Eklund of **Sweden**



Secretary-General and
Ambassador Didier Chassot of **Switzerland**



Secretary-General and
Ambassador Janet Douglas of the **United Kingdom**



Secretary-General and
Ambassador Daniela Tramacere of the **European Union**



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

Implementing and Tracking the Community Strategic Plan

A key element of the Community's Reform Process is the Community Strategic Plan, 2015-2019, approved by Heads of Government in 2014. The year 2017 marked the midway point of the five-year Plan.

The Strategic Plan's Implementing Partners (Member States, the Secretariat and Community Institutions) worked during the year to implement the **2017 Community Operational Plan (COP)**. The COPs sets out a coordinated and collaborative approach to implementing a Community programme of work, based on the priority areas of the Strategic Plan.

Notwithstanding significant challenges, most notably the passage of Hurricanes Maria and Irma, fifty-five per cent of the outputs under the 2017 Operational Plan were completed/implemented in 2017. Of the remaining forty-five per cent, there were significant advancements, paving the way for better achievements in 2018.

Also during the year, work continued to design and establish the **CARICOM Results-Based Management (RBM) system** to measure progress. The System is being established with financial support from the CDB.

RBM takes a results-focused approach to programme and project management. It will help the Implementing Partners work collaboratively and in a structured manner towards clearly articulated results. It will also assist the Community in advancing implementation of the Community Strategic Plan, through enhanced focus on results. Through the CARICOM RBM System, it will be possible to measure progress of regional integration and its impact on the lives of the people.

RBM capacity-building and sensitisation seminars were held during the year in Guyana at the CARICOM Secretariat (March), in Barbados (November), and in Suriname (November-December). A wide cross-section of stakeholders participated in the seminars, including parliamentarians, permanent secretaries, development partners as well as representatives of the CARICOM Secretariat, Regional Institutions, the private sector and non-governmental Organisations (NGOs).



Participants at the RBM Capacity-Building and Sensitisation seminar at the CARICOM Secretariat in Guyana

In addition, the Members of the CARICOM RBM Leadership Group, established in 2016, benefitted from training during the year to help them contribute to the development of the RBM models and performance measurement frameworks. The Members of the Leadership Group serve as RBM and monitoring and evaluation champions and coaches in their respective countries.

It is anticipated that the RBM will be implemented in 2018 and that the first progress report under the RBM Framework will be developed for the 2018 Operational Plan.

Taking into consideration the vulnerability of the Region, the CARICOM Secretariat introduced a ***Risk Management Programme in 2017***, aligned to the CARICOM RBM System. The introduction of the Programme is a positive step towards managing the impact of inherent and other risks in implementing the Community Strategic Plan. An Enterprise Risk Management policy is being considered by the Secretariat's Executive Management.

Advancing the Reform Process in the Secretariat

The Reform Process is also proceeding in three phases:

Phase 1 - Review and Restructuring of the CARICOM Secretariat

Phase 2 - Review of the Organs and Bodies of the Community

Phase 3 - Review of the Community Institutions

During the year efforts continued to advance Phase 1 - Review and Restructuring of the CARICOM Secretariat. Two assessments were undertaken to:

- ☞ **Assess the culture of the Secretariat and determine the right culture for the future.** This process commenced with an engagement survey conducted between December 2016 and May 2017. Data from the survey is being used to feed into a gap analysis of the capabilities within the Organisation. This will also be one of the building-blocks for any revision to staff rules and policies.

- ☞ **Review and Reengineer all Business Processes.** Through business process reviews (BPRs), all processes and procedures within the Secretariat will be mapped and where necessary, revised for greater efficiency. The output of this exercise will allow the Organisation to shape and standardise its roles, yielding revised job descriptions and structures. In February-March, twenty-three staff benefitted from BPR training.

Three departments have been prioritised for review, namely Human Resource Management, Resource Mobilisation and Technical Assistance, and Strategic Management. Sessions were conducted with these units during the year and business process reviews have commenced.

CARICOM Committee of Ambassadors (CCA)

The CARICOM Committee of Ambassadors comprises the Ambassadors of Member States accredited to the Community.

A key issue considered by the CCA during the year was the development of ***an Enlargement Policy for the Community***. A number of countries in the wider Caribbean have expressed interest in Membership or Associate Membership of CARICOM. The Committee has been collaborating with the CARICOM Secretariat to refine a policy, which will set out the principles to guide the Community's expansion. National consultations are to be held on a draft policy and the issues and recommendations from the consultations will be used to further refine it.

In May, the ***First Meeting involving the Secretary-General, the CCA, and the Heads of Regional Institutions*** was held in Guyana.

Some participants at the First Meeting involving the Secretary-General, the CCA, and the Heads/Representatives of Regional Institutions



(L-R) Heads of CARICAD, CARDI and CAHFSA



(L-R) Head of CRFM, Representative of CTO, and Head of CXC



(L-R) CARICOM Ambassadors of Guyana, Grenada, Dominica and Antigua and Barbuda

The Community Strategic Plan recognises the need for such discussions on occasion, for consultation, strategic discussions and guidance on specific issues. Some of the key issues considered were:

- ✎ *Establishment of a Caribbean Community Administrative Tribunal (CCAT)*, to address disputes between employer and employees of regional and international organisations. Employees of these institutions are unable to access domestic courts as such organisations are usually immune from suits before national courts. Community Institutions, the Secretariat and Member States are to consult on the initiative.
- ✎ *Implementation of the Community Operational Plan*, to monitor progress of the Community Strategic Plan.
- ✎ *Framework for a Community Resource Mobilisation Strategy and Action Plan*, to spearhead the mobilisation of resources to implement the Community Strategic Plan. A Working Group was established to provide guidance on the approach to resource mobilisation for greater effectiveness in pursuing the goals of the Community Strategic Plan. Its membership comprises representatives of the CARICOM Secretariat, CDEMA, CDF, CARPHA, and CROSQ.

Also, MOUs are to be concluded between the Secretariat and Community Institutions for coordinated resource mobilisation.

In 2017, the **CCA welcomed three new members** as The Bahamas, Guyana and Saint Lucia accredited new Ambassadors to the Community.



Secretary-General and Ambassador
Reuben Rahming of **The Bahamas**



Secretary-General and Ambassador
Charlene Phoenix of **Guyana**



Secretary-General and Ambassador Elma
Gene Isaac of **Saint Lucia**

Automaticity of Financing the CARICOM Secretariat and Community Institutions

Work commenced in 2017, to examine options for the automaticity of financing the CARICOM Secretariat and Community Institutions. In 2015, Heads of Government had agreed on the need to identify an automatic mechanism for financing, based on the approved budgets of the Secretariat and the Institutions. This would ensure a predictable flow of resources to improve the delivery of programmes. A study, *Evaluation of Methods of Financing the Core Budget of the CARICOM Secretariat, to facilitate Automaticity of Financing, and Advising on Options of Financing Other Institutions of the Community*, was undertaken during the year. It will be considered by the CCA in 2018.

Agreements Signed/Ratified

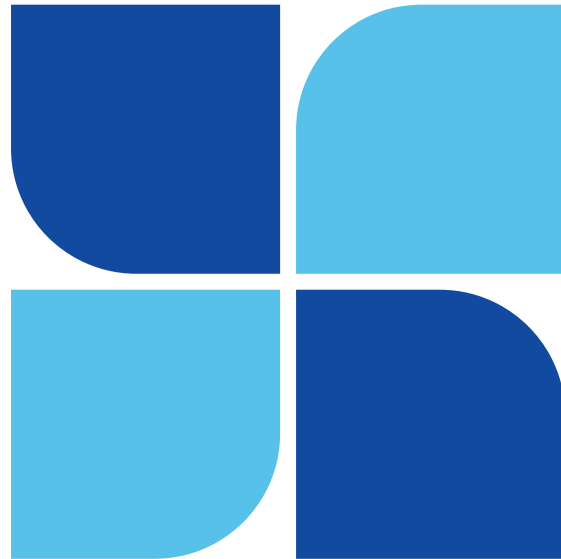
The following **new Agreements were opened for signature in 2017** and were signed by the countries as indicated:

- ✍ **CARICOM Arrest Warrant Treaty (CAWT)**, (*Grande Anse, Grenada, 5 July 2017*)
 - Dominica, Grenada, Guyana, St. Kitts and Nevis, Saint Lucia (4 July 2017)
- ✍ **Agreement establishing the Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE)** (*Grande Anse, Grenada, 4 July 2017*)
 - Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname (*Grande Anse, Grenada, 4 July 2017*)

The following **Agreements which had been opened for signature prior to 2017 were signed and/or ratified** by countries as indicated:

- ✍ **Amendment to Annex III of the Agreement relating to the Operation of the CARICOM Development Fund (CDF)** (*Grand Anse, Grenada, 26 February 2011*)
 - Belize (signed, 5 July 2017)
 - Jamaica (signed, 16 February 2017; and ratified, 17 February 2017)
- ✍ **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 February 2016*)
 - Barbados (signed, 16 February 2017)
 - St. Kitts and Nevis (signed, 4 July 2017)
 - Suriname (signed, 4 July 2017)
- ✍ **Protocol amending the CARICOM Social Security Agreement** (*8 October, 2009*)
 - Belize (signed, 4 July 2017)

The Office of the General-Counsel was instrumental in the preparation and finalisation of these Instruments.



SECTION VIII

STATISTICS

Regional Strategy for the Development of Statistics (RSDS)

The Regional Strategy for the Development of Statistics (RSDS) is a key component of the Action Plan for Statistics which was endorsed by Heads of Government in 2016. In July, Heads of Government endorsed the preparation of the Regional Strategy, emphasising the importance of accurate data to monitor and implement effective national and regional policies, particularly in relation to the CSME and the UN 2030 Agenda for Sustainable Development.

The RSDS will be a master-plan for statistical development in the Region. It will build on the initiatives and frameworks already established to improve the range and quality of statistics at the national and regional levels. It will provide the foundation for evidenced-based decision-making across the Community.

The Assessment Phase of the RSDS, which commenced in late 2016, continued into 2017. A comprehensive assessment of regional and national statistical systems was conducted during the year, building on the results of an assessment of National Statistical Offices conducted between 2011 and 2013. Also, consultations on the comprehensive assessment were held during the year with Member States, the CARICOM Secretariat, Community Institutions, as well as other regional and international organisations and other users of statistics.

Following reviews by national statistical offices and the CARICOM Advisory Group on Statistics, a draft Assessment Report and elements of a Strategic Framework for the RSDS were presented to the Standing Committee of CARICOM Statisticians (SCCS) in October. The Assessment Report was revised based on comments and observations from the Standing Committee and has been disseminated to Member States for feedback. A draft of the Strategic Framework for the RSDS has also been circulated for feedback.

2020 Round of Population and Housing Census

Work advanced during the year to prepare and implement the regionally-coordinated Strategy to support Member States and Associate Members in the conduct of the 2020 Round of Population and Housing Census. In May, statistics officials from across the Region participated in a workshop to develop a common census questionnaire for the 2020 Census. Participants reviewed the 2010 CARICOM common census questionnaire; examined ways of enhancing the harmonisation of the census information; reviewed lessons learnt; and identified best practices in executing, producing and disseminating the census and analysing the results.

The workshop, held in Barbados and conducted by the CARICOM Secretariat, was supported by Member States, the Government of Canada, UNFPA, and the Partnership in Statistics for Development in the 21st Century (PARIS21).

The Common Census Questionnaire was completed by the end of the year, taking into consideration issues related to regional integration, in particular the CSME, the Community Strategic Plan, and the SDGs.

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

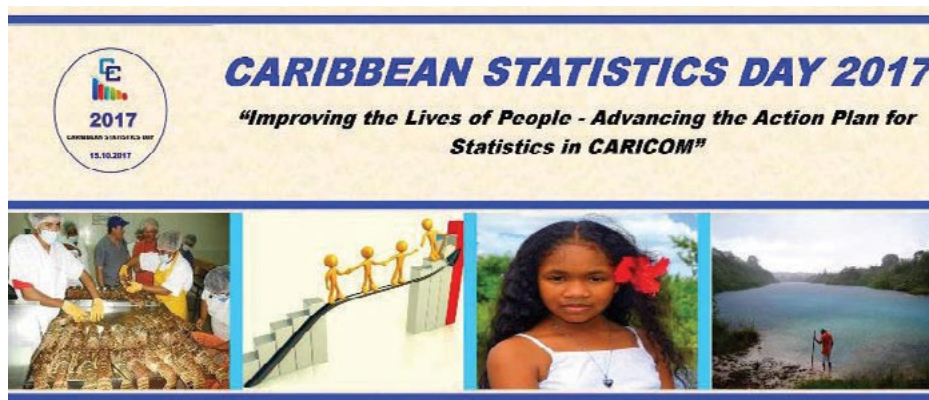
Also during the year, work to incorporate the UN 2030 Agenda for Sustainable Development in the Community moved forward. On the recommendation of the SCCS, a TWG was established in May, to review the global SDG Indicators and identify a core set of indicators which CARICOM countries could start producing, based on regional and national priorities. The TWG comprises representatives of ten Member States namely, Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Jamaica, Grenada, Saint Lucia, St. Vincent and the Grenadines and Suriname.

The TWG has identified 109 CARICOM Core Indicators which have been endorsed by the SCCS. These indicators will be submitted to the COHSOD in 2018, for approval.

The process toward elaborating the CARICOM core SDG indicators is funded by the EU under the 10th EDF.

Statistical Advocacy

The Community observed **Caribbean Statistics Day (CSD)** on 15 October under the theme *Improving the Lives of People – Advancing the Action Plan for Statistics in CARICOM*. The 2017 observance was of even greater significance as CARICOM Heads of Government had endorsed the preparation of a RSDS.



In his message marking the Day, the Secretary-General reaffirmed the vital role of statistics in the development of the Region. Activities were held in Member States and at the CARICOM Secretariat to promote the use and benefit of statistics including seminars, panel discussions, displays and exhibitions.

The Eighth Annual Inter-School Quiz Competition for some Primary and Secondary Schools in Guyana was also held as part of the observance. The Quiz was hosted by the CARICOM Secretariat and involved six primary and six secondary schools. In the Primary school category, Leonora Primary School, West Coast Demerara, emerged the winner. At the Secondary level, Saint Stanislaus College, Georgetown, earned the top position for the second year in a row. Awards for the most outstanding student in each category, throughout the competition, were presented to Darren Ramphal of Leonora Primary School and Sherlock Langevine of Saint Stanislaus College.



Winning students from Leonora Primary School, West Coast Demerara, with the Secretariat's Assistant Secretary-General for Foreign and Community Relations, Colin Granderson, and Head of Statistics, Philomen Harrison.
The students are (L-R) Darren Ramphal, Samiya Khan, Virendra Dookie and Timothy Williams



Winning students from Saint Stanislaus College, Georgetown with the Secretariat's Assistant Secretary-General for Foreign and Community Relations, Colin Granderson, and Head of Statistics, Philomen Harrison.
The students are (L-R) Jessica Calender, Sherlock Langevine, Tassia Bacchus and Nevesh Kuma

The Secretariat also used the opportunity of Caribbean Statistics Day 2017 to launch the database for the Monitoring, Evaluation and Reporting Framework for the CSME. The database was developed with funding from the EU under the 10th EDF. The Framework, which is available on the Secretariat's website, is updated based on data provided by Member States. The data relate to 115 CSME-related indicators, of which thirty-seven are considered core indicators.

Building Systems of Statistics

In October, the SCCS agreed to the development of the **CARICOM Quality Assurance Framework (CQAF)**. The objective of the Framework is to improve the quality of statistics produced at the regional and national levels. The Framework is being prepared guided by the fifteen principles of [CARICOM's Statistics Code of Practice](#) developed in 2009 under a 9th EDF project. The CARICOM Code is grounded in the UN Fundamental Principles of Official Statistics.

During the year and with support of the EU under the 10th EDF, steps were taken to update and improve tourism statistics in national accounts and to strengthen Member States' capacity to produce the core tables of a tourism satellite account (TSA) framework. *A Diagnosis of the State of Tourism Statistics and National Accounts in Member States and a Roadmap to develop TSA* was completed in February. The findings of the Diagnosis were validated by tourism/statistics specialists and the recommendations endorsed. A key finding was that all Member States needed technical support to prepare the core tables of national TSAs. The Roadmap recommended the actions to be taken by Member States to produce the core tables for a TSA by 2020.

Also during the year, statistical information was collected, compiled, and disseminated to support decision-making and policy formulation in areas including the environment, crime and violence, ICT, central government operations, consumer price indices, external debt, financial statistics, national accounts, and merchandise trade.

In addition, the following two publications were issued:

- 🔗 [The CARICOM Environment in Figures 2014](#)
- 🔗 [CARICOM ICT Statistics and Indicators 2011-2016](#)



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. CARIFORUM 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 Caribbean Regional Indicative Programmes (CRIPs) financed by the EDF.

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

10th European Development Fund (EDF) Caribbean Regional Indicative Programme (CRIP)

During 2017, a number of projects and programmes financed under the 10th EDF CRIP were concluded. These include the CARICOM Single Market and Economic Integration and Cooperation Programme (€27.5 million) and the Project to support the Economic Integration and Trade in the OECS (€8.6 million).

Under the CSME programme, Belize and Haiti received support to increase their participation in the CSME. Also, a standby facility was established to help Member States implement national CSME-related activities. The Facility is administered by the CDB. Other achievements under the CSME Programme included:

- ✎ Development of a Model Public Procurement Law, establishment of an electronic procurement notice board and a draft document on electronic commerce, all part of the CSME built-in agenda.
- ✎ Establishment of a LMIS.
- ✎ Strengthening monetary cooperation and fiscal policy coordination.

There were also significant achievements under the OECS project including development of an OECS Market Integration System, rollout of an OECS public education programme, and enhanced competitiveness and export capacity of the Sub-region.

Another 10th EDF programme, which concluded during the year, provided support for EPA Implementation (€46.5 million). Areas of focus included sanitary and phytosanitary (SPS) measures; technical barriers to trade; services sector development; an EPA standby facility, which helped countries implement their commitments under the Agreement; and training in the areas of competition, public procurement and customs facilitation.

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

CARIFORUM continued to make significant progress, during the year, in programming the €326 million under the 11th EDF CRIP, which runs from 2014 to 2020. In keeping with the 11th EDF agreement, all resources must be programmed before the end of 2020. The project implementation period can go beyond 2020 however, in keeping with the implementation period agreed for each project.

A number of 11th EDF Programmes started in 2017, including:

- ☞ *Trade and Private Sector Development*, implemented by the Caribbean Export Development Agency (€24 million). This programme helps the private sector break into key external markets.
- ☞ *Institutional Support for CARIFORUM*, implemented by the CARICOM Secretariat (€6.2 million). This includes recruitment of staff and support for the work of the CARIFORUM Council of Ministers.
- ☞ *Support for CARTAC, the Caribbean Regional Technical Assistance Centre* (€5 million). The resources will be used to help CARIFORUM States improve their fiscal and financial stability; address shortcomings in the quality, reliability, and timeliness of macroeconomic statistics; and enhance their capacity for macroeconomic programming and analysis.

CARIFORUM-EU Economic Partnership Agreement (EPA)

The Joint CARIFORUM-EU Institutions established to manage implementation of the CARIFORUM-EU EPA continued their work, during the year. Several technical issues were addressed and agreements were reached on collaborative activities to be taken. In addition, where issues raised by one Party were not fully resolved, agreement was reached on processes for resolving them.

Future of the ACP and of the ACP-EU relationship post-Cotonou

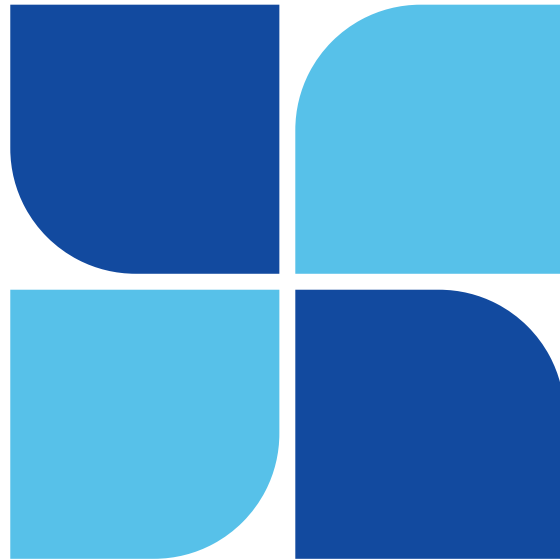
In March, a CARIFORUM Ministerial Consultation was held in Jamaica to consider the future of the ACP and the ACP-EU relationship when the Cotonou Partnership Agreement comes to an end in 2020. As regards the former, it was recognised that membership in the ACP had facilitated valuable relations with Africa and the Pacific. The Council agreed to maintain the ACP as an inter-continental grouping. They also agreed that it should be strengthened and have a scope larger than its relations with the EU.

The ACP Council of Ministers has agreed to review the Georgetown Agreement establishing the Grouping to modernise it and enshrine a new vision. The Council also approved, in principle, the Grouping's priority areas across three pillars namely, trade, investment, industrialisation, and services; development cooperation, technology, science, and innovation/research; and political dialogue and advocacy.

With respect to the ACP-EU relationship post-Cotonou, CARIFORUM recognises that the Cotonou Agreement is a unique and valued instrument. It has provided benefits particularly in the areas of trade, development co-operation and political dialogue with Europe. The CARIFORUM Council agreed that a future Agreement with the EU should be ACP-wide, and that CARIFORUM should place emphasis on the vulnerability of its Member States during these negotiations. The negotiations between the ACP and the EU are scheduled to commence in August 2018.

Withdrawal of the United Kingdom from the European Union (BREXIT)

Also in March, CARIFORUM Ministers and their UK counterparts agreed that a rollover of the provisions of the CARIFORUM-EU EPA would govern CARIFORUM-UK Trade, following BREXIT. They also agreed that a CARIFORUM-UK Rollover EPA should be concluded in time to ensure that there would be no disruption in CARIFORUM-UK trade upon the UK's departure from the EU.



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

The Secretariat's Work Programme for 2017 was approved by the Community Council of Ministers in January and spanned all the areas highlighted in this Report. Highlights of some areas of the Secretariat's administrative operations for the year are set out below.

Human Resource Management (HRM)

The Secretariat placed particular emphasis during the year, on building the capacity of staff. More than 180 staff benefitted from training in areas including leadership; report, speech and brief writing; and coaching for peak performance.

As part of the Organisation's employee engagement programme, more than fifty children/youth of staff members benefitted from an *HIV Edutainment Hangout*. The first of its kind at the Secretariat, this workshop sensitised and educated participants about HIV and AIDS, through role-play, drama and creative writing. The participants, aged 10-19, were engaged in scenarios that sought to help them recognise social situations which may put them at risk; and identify ways in which HIV transmission can be prevented as well as ways to protect themselves. They were also sensitised about how to recognise and address stigma and discrimination.



Participants at the HIV Edutainment Youth Hangout in August

Also, the Secretariat continued to work to introduce a machine-readable *CARICOM travel document (Laissez-Passer)* to be used by its staff and those of Community Institutions for official travel. In November, officials attending a Special Meeting of Chiefs of Immigration and Comptrollers of Customs, held in Trinidad and Tobago, received specimens of the new machine-readable CARICOM Laissez-Passer along with information regarding its features/technical specifications. The machine-readable CARICOM Laissez-Passers will be issued commencing in 2018.



Capacity Building in Member States

The Secretariat's internship programme continued to facilitate capacity building for nationals of Member States. In 2017, twenty-seven interns from four Member States participated in the programme.

The interns were nationals of Antigua and Barbuda, Barbados, Guyana and Jamaica. They consisted of seventeen undergraduate, three graduate and seven vocational students, from the University of Guyana; UWI (Cave Hill and Mona campuses); McMaster University (Ontario, Canada); Carnegie School of Home Economics (Georgetown, Guyana); and the Government Technical Institute of Guyana, respectively. Included among the interns were CYA and CCRIF scholarship recipients.

Areas of internship were Administrative Services, Finance, Human and Social Development, IT, and Trade Negotiations.



Conference Services

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

Approximately 197 meetings were serviced in 2017. 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 administrative information.



Greening the Secretariat

In 2017, the Secretariat continued its *Greening Initiative* towards greater energy efficiency in all its buildings. This included continued replacement of existing air-conditioning units with more energy efficient and ozone friendly ones, replacement of fluorescent and incandescent lights with LED lights, and installation of an energy monitoring system.

The Greening Initiative seeks to reduce, as much as possible, GHG emissions in the operations of the Secretariat and improve its energy efficiency. Since its introduction in 2015, the average monthly energy consumption at the Secretariat headquarters has dropped from 110,000 KWH in 2015 to 105,271 KWH in 2017.

The Initiative is being implemented as part of the CARICOM BEEP, supported by the Government of Germany.



Information Technology (IT)

During the year, the Secretariat upgraded its IT infrastructure and software services for staff. This was made possible with support from the Government of India under the CARICOM-India ICT Project, which commenced in October 2016.

Specific improvements included the redesign of the internal computer network, upgrade of the wireless network and intranet application, and installation of energy management software to monitor energy usage.

The CARICOM-India ICT project is expected to be completed in December 2018.



Teams from the CARICOM Secretariat and the India-based Centre for Development of Advanced Computing (CDAC) in discussions about the CARICOM-India ICT project



Exhibitions and Tours

The Secretariat mounted exhibitions highlighting particular issues and/or milestones in 2017. These included information about health, the literary arts, in celebration of CARICOM day, and about the work of the CYAs.

During the year, fourteen tours were conducted for local schools and visiting delegations. Students, particularly those preparing for the National Grade Six examination, were sensitised to CARICOM issues, such as the CSME and those related to Human and Social Development.



Secretariat staff at an International Women's Day Lecture and Lunch



Staff participate in a Girls in ICT Day celebration



Traditional foods were part of the Culinary Event for staff Talent in November



CARICOM Secretariat staff member, Volderine Hackett, makes a presentation at the Opening of the Staff Exhibition for World AIDS Day.



Staff attend the Wellness Outreach which formed part of the Secretariat's activities to mark Caribbean Wellness Week



Collage of the Secretary-General and Heads of Regional Institutions on display during the Secretariat's Staff talent Exhibition



Secretary-General LaRocque and members of the Federation of Visual Artists of Suriname who visited the Secretariat in April



Students of Bishops High School, Guyana, worked with the Secretariat to display the cultures of three of the signatories of the Treaty of Chaguaramas which established the Caribbean Common Market (CARICOM) in 1973, namely, Guyana, Barbados, and Jamaica. They hope to feature other Member States in coming years



Internal Audit

The Secretariat introduced a number of new initiatives during the year to improve the provision of audit services. This included using audit management software to improve the efficiency and effectiveness of audits, improving the design and content of audit committee reports, and staff training to ensure compliance with international audit standards.

Audits were undertaken across a range of areas in the Secretariat to review and assess internal controls, risk management and governance processes. These audits were aimed at ensuring compliance with agreed standards of the Organisation and of development partners.

Two Community Institutions, CARICOM IMPACS and CARPHA, also benefitted from the Secretariat's audit services.



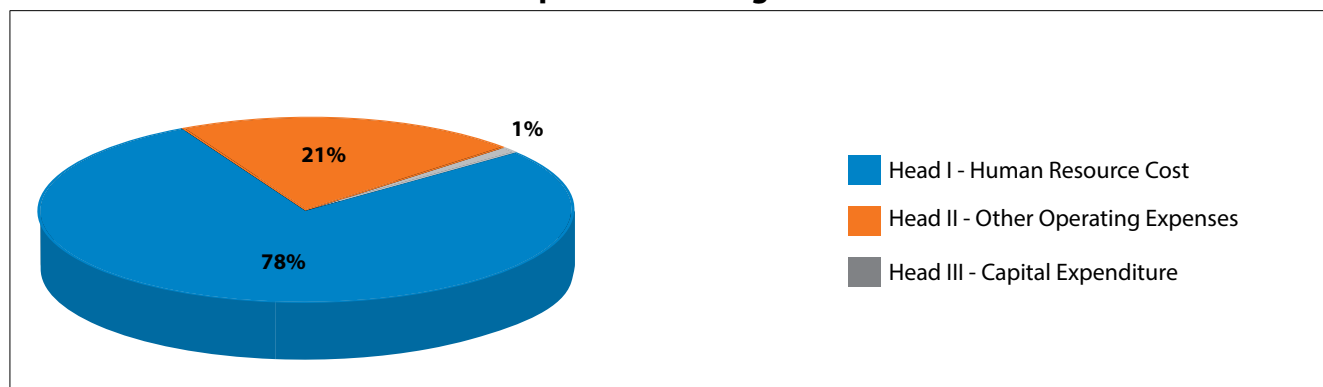
Finance and Budget

In 2017, the Community Council approved a budget of EC\$54,873,726 for the CARICOM Secretariat funded by contributions from Member States as set out below.

Member State	HQ 2017 Amount EC\$	HQ %	OTN 2017 Amount EC\$	OTN %	Total 2017 EC\$
Anguilla	54,508	0.11	-	-	54,508
Antigua & Barbuda	713,566	1.44	79,926	1.49	792,842
Barbados	3,894,880	7.86	432,029	8.12	4,326,908
Belize	1,114,947	2.25	123,437	2.32	1,238,383
Bermuda	495,532	1.00	-	-	495,532
British Virgin Islands	381,559	0.77	-	-	381,559
Cayman Islands	495,532	1.00	-	-	495,532
Dominica	391,470	0.79	43,628	0.82	435,099
Grenada	713,566	1.44	79,276	1.49	792,842
Guyana	3,468,722	7.00	384,676	7.23	3,853,398
Haiti	2,973,191	6.00	329,874	6.20	3,303,065
Jamaica	11,471,561	23.15	1,272,675	23.92	12,744,236
Montserrat	54,509	0.11	-	-	54,509
Saint Kitts & Nevis	713,566	1.44	79,926	1.49	792,842
Saint Lucia	713,566	1.44	79,926	1.49	792,842
St. Vincent & The Grenadines	713,566	1.44	79,926	1.49	792,842
Suriname	3,468,722	7.00	384,676	7.23	3,853,398
The Bahamas	5,663,928	11.43	628,357	11.81	6,292,285
Trinidad & Tobago	11,952,227	24.12	1,324,815	24.90	13,277,042
Turks & Caicos Islands	104,062	0.21	-	-	104,062
Total	49,553,178	100.00	5,320,548	100.00	54,873,726

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

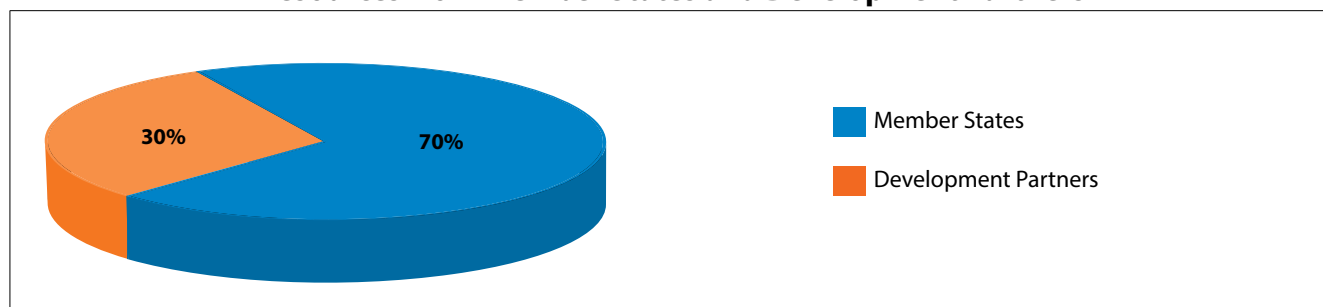
2017 Approved Budget Expenditure Categories



The Secretariat also received other income of **EC\$618,022** (such as from management fees on projects funded by development partners, interest, and gains on the disposal of assets).

Additionally in 2017, the CARICOM Secretariat received **EC\$26,997,784 (US\$9,936,981)** from development partners.

Resources from Member States and Development Partners



Actual expenditure of Member States' resources was **EC\$51,380,660 in 2017**.

Approved and Actual Expenditure of Member States' Resources

Expenditure Categories	2017	
	Approved Budget EC\$	Actual Expenditure EC\$
Head I - Human Resource Costs	42,746,795	39,754,686
Head II - Other Operating Expenses	11,790,008	11,224,885
Head III - Capital Expenditure	336,923	401,089
Total	54,873,726	51,380,660

EC\$33,143,858 (US\$12,199,145) of development partner resources was expended in 2017. This included expenditure from projects begun in previous years.

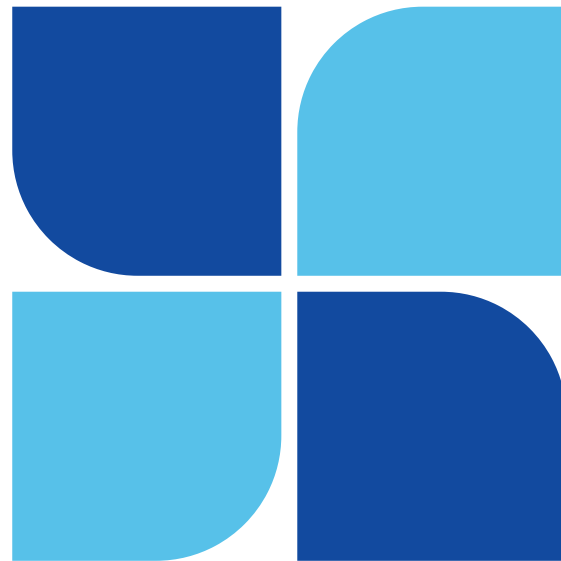
The following development partners contributed to the work of the Secretariat in 2017:

- ☞ American Health Foundation
- ☞ Caribbean Development Bank
- ☞ Commonwealth Secretariat
- ☞ European Union
- ☞ Food and Agriculture Organisation of the United Nations
- ☞ Foundation for Open Society
- ☞ Global Fund
- ☞ Government of Canada
- ☞ Government of Japan
- ☞ Government of Spain
- ☞ Inter-American Institute for Cooperation on Agriculture
- ☞ United Nations Environment Programme
- ☞ United States Agency for International Development

The Secretariat received an unqualified opinion on its Financial Statements for 2017 from the External Auditors.



The forty-fourth anniversary of CARICOM observed with a lighted display on the building of the Secretariat's headquarters



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.

Article 25 of the Revised Treaty sets out the functions of the CARICOM Secretariat as follows:

- (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 assignments in the Member States; and
- (j) Initiate or develop proposals for consideration and decision by competent 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>

CCC	CARICOM Competition Commission	<i>As per Articles 171-174 of the Revised Treaty</i>
CCCCC	Caribbean Community Climate Change Centre	<i>As per Decision of the Thirteenth Inter-Sessional Meeting of the Conference of Heads of Government (February 2002, Belize)</i>
CDEMA	Caribbean Disaster Emergency Management Agency	<i>As per Article 21 of the Revised Treaty (Formerly CDERA)</i>
CARICOM IMPACS	CARICOM Implementation Agency for Crime and Security	<i>As per Decision of the Twenty-Sixth Regular Meeting of the Conference of Heads of Government (July 2005, Saint Lucia)</i>
CDF	CARICOM Development Fund	<i>As per Article 158 of the Revised Treaty and the Agreement Relating to the Operations of the CDF signed in July 2008</i>
CIMH	Caribbean Institute for Meteorology and Hydrology	<i>As per Article 21 of the Revised Treaty (Formerly CMI)</i>
CMO	Caribbean Meteorological Organisation	<i>As per Article 21 of the Revised Treaty</i>
CRFM	Caribbean Regional Fisheries Mechanism	<i>As per Decision of the Twenty-Fourth Regular Meeting of the Conference of Heads of Government (July 2003, Jamaica)</i>
CROSQ	CARICOM Regional Organisation for Standards and Quality	<i>As per Article 67 of the Revised Treaty and the Agreement Establishing CROSQ</i>
CTU	Caribbean Telecommunications Union	<i>Formalised by Decision of the Thirty-Fourth Regular Meeting of the Conference of Heads of Government (July 2013, Trinidad and Tobago)</i>
CXC	Caribbean Examinations Council	<i>Formalised by Decision of the Twentieth Inter-Sessional Meeting of the Conference of Heads of Government (March 2009, Belize)</i>
CCJ	Caribbean Court of Justice	<i>Pursuant to Article 211 of the Revised Treaty and the Agreement establishing the CCJ.</i>

ASSOCIATE INSTITUTIONS

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

ACIS	Advance Cargo Information System
ACP	African, Caribbean and Pacific Group of States
AGM	Annual General Meeting
AIDS	Acquired Immunodeficiency Syndrome
ART	Antiretroviral therapy
ASYCUDA	Automated System for Customs Data
BEEP	Building Energy Efficiency Project
BPR	Business Process Review
BREXIT	Withdrawal of the United Kingdom from the European Union
BVI	British Virgin Islands
CACUB	Caribbean Customs Brokers Association
CAHFSa	Caribbean Agricultural Health and Food Safety Agency
CARDI	Caribbean Agriculture Research and Development Institute
CaribVET	Caribbean Animal Health Network
CARIBBEAN EXPORT	Caribbean Export Development Agency
CARICAD	Caribbean Centre for Development Administration
CARICOM	Caribbean Community
CARICOM IMPACS	CARICOM Implementation Agency for Crime and Security
CARICHAM	Caribbean Network of Chambers of Commerce
CARIFORUM	Caribbean Forum of African, Caribbean and Pacific States
CARIFESTA	Caribbean Festival of Arts
CariWaC	Caribbean Woman Caribbean Child
CARTAC	Caribbean Technical Assistance Centre
CARPHA	Caribbean Public Health Agency
CARREX	CARICOM Rapid Alert System for Exchange of Information on Dangerous (non-food) Consumer Goods
CASSOS	Caribbean Aviation Safety and Security Oversight System
CAWT	CARICOM Arrest Warrant Treaty
CBSI	Caribbean Basin Security Initiative
CCA	CARICOM Committee of Ambassadors

CCAT	Caribbean Community Administrative Tribunal
CCCCC	Caribbean Community Climate Change Centre
CCC	CARICOM Competition Commission
CCE	CARICOM Commission on the Economy
CCH	Caribbean Cooperation in Health
CCJ	Caribbean Court of Justice
CCREEE	Caribbean Centre for Renewable Energy and Energy Efficiency
CCRIF	Caribbean Catastrophe Risk Insurance Facility
CCSS	CARICOM Crime and Security Strategy
CDB	Caribbean Development Bank
CDEMA	Caribbean Disaster Emergency Management Agency
CDF	CARICOM Development Fund
CELAC	Community of Latin American and Caribbean States
CEM	CARICOM Energy Month
CET	Common External Tariff
CHTA	Caribbean Hotel and Tourism Association
CIMH	Caribbean Institute for Meteorology and Hydrology
CLE	Council of Legal Education
CLI/CLIC	Caribbean Law Institute/Caribbean Law Institute Centre
CMO	Caribbean Meteorological Organisation
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
CPHD	Caribbean Plant Health Directors
CQAF	CARICOM Quality Assurance Framework
CQF	CARICOM Qualifications Framework
CRC	CARICOM Reparations Commission
CRFM	Caribbean Regional Fisheries Mechanism
CRIP	Caribbean Regional Indicative Programme
CROSQ	CARICOM Regional Organisation for Standards and Quality
CSD	Caribbean Statistics Day
C-SERMS	Caribbean Sustainable Energy Roadmap and Strategy
CSME	CARICOM Single Market and Economy

CSO	Civil Society Organisation
CTO	Caribbean Tourism Organisation
CWA	Caribbean Week of Agriculture
CWAT	CARICOM Arrest Warrant Treaty
CXC	Caribbean Examinations Council
CYA	CARICOM Youth Ambassador
DDR	Drug Demand Reduction
ECWECC	Every Caribbean Woman Every Caribbean Child
EDF	European Development Fund
EE	Energy Efficiency
EEBC	Energy Efficiency Building Code
EPA	Economic Partnership Agreement
EU	European Union
FAO	Food and Agriculture Organisation of the United Nations
FATF	Financial Action Task Force
FPOS	Foundation to Promote Open Society
GCF	Green Climate Fund
GDP	Gross Domestic Product
GEF	Global Environment Facility
GHG	Greenhouse Gas
GIZ	German Agency for International Cooperation
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HRD	Human Resource Development
HRM	Human Resource Management
HSD	Human and Social Development
ICAO	International Civil Aviation Organisation
ICRC	International Committee of the Red Cross
ICT	Information and Communication Technologies
IECC	International Energy Conservation Code
IFI	International Financial Institution
IICA	Inter-American Institute for Cooperation on Agriculture

ILO	International Labour Organisation
LAC	Latin America and the Caribbean
LAC	Legal Affairs Committee
LCIP	Local Capacity Initiative Project
LMIS	Labour Market Information System
LMO	Living Modified Organism
MASA	Multilateral Air Services Agreement
MDC	More Developed Country
MEA	Multilateral Environmental Agreement
MOU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprise
NCD	Non-Communicable Disease
OECD	Organisation of Economic Cooperation and Development
OECS	Organisation of Eastern Caribbean States
PANCAP	Pan Caribbean Partnership Against HIV/AIDS
PARIS21	Partnership in Statistics for Development in the 21st Century
PEPFAR	President's Emergency Fund for AIDS Relief
PFH	Parliamentary Front Against Hunger
PMSC	Prime Ministerial Sub-Committee
RBM	Results-based Management
RDDS	Regional Digital Development Strategy
RE	Renewable Energy
REETA	Renewable Energy and Energy Efficiency Technical Assistance
RSDS	Regional Strategy for the Development of Statistics
RSS	Regional Security System
SAMOA Pathway	SIDS Accelerated Modalities of Action Pathway
SCCS	Standing Committee of Caribbean Statisticians
SDG	Sustainable Development Goal
SIDS	Small Island Developing States

SPS	Sanitary and Phytosanitary
TBT	Technical Barriers to Trade
TCI	Turks and Caicos Islands
TFA	Trade Facilitation Agreement
TSA	Tourism Satellite Account
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
UNCTAD	United Nations Conference on Trade and Development
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNODC	United Nations Office on Drugs and Crime
UNWTO	World Tourism Organisation
USA	United States of America
USAID	United States Agency for International Development
UTEC	University of Technology, Jamaica
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