



ANNUAL REPORT

OF THE SECRETARY-GENERAL

2018





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of the Secretary-General

2018

CARIBBEAN COMMUNITY SECRETARIAT

Guyana

2021

Caribbean Community (CARICOM) Secretariat

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ON OUR COVER:

- ☞ (Top left) CARICOM Chair (January to June), President Jovenel Moïse of Haiti, in discussion with Secretary-General Irwin LaRocque during a visit to Haiti
- ☞ (Top right) A medical group with members from Brazil, Jamaica, and the USA, with the Secretary-General during a visit to the CARICOM Secretariat, in July
- ☞ (Bottom left) Secretary-General LaRocque makes apoint at the #ASK-SG youth engagement held in Jamaica, in July, ahead of the Thirty-Ninth Regular Meeting of CARICOM Heads of Government. The Secretary-General is flanked by moderators, Kemesha Kelly (left) and CYA Dean, Odayne Haughton (right)
- ☞ (Bottom right) Secretary-General LaRocque and CARICOM Chair (July to December), Prime Minister Andrew Holness of Jamaica at the Special Meeting of Heads of Government on the CSME held, in December, in Trinidad and Tobago



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

Our Vision

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

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

Our Mission

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

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

Our Core Values

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

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Caribbean Community

LETTER OF TRANSMITTAL

July 2019

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 2018, 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 Larocque', is positioned above the printed name and title.

IRWIN LAROCQUE
SECRETARY-GENERAL

INTRODUCTION

It has been an exciting year, both regionally and internationally, for the Caribbean Community (CARICOM). Agreements have been reached and legal instruments signed as the Member States demonstrated their commitment to strengthening integration.

We have seen advances in the CARICOM Single Market and Economy (CSME). We have signed a new Multilateral Air Services Agreement (MASA) and have participated in major international meetings to advance our positions on key issues affecting our development.

A fully functioning CSME is essential to deliver the goals of the Revised Treaty of Chaguaramas to the people of the Community for the growth and development of our economies and societies. This is evident in the renewed vigour and focus of the past year, on accelerating its implementation. The St Ann's Declaration, issued after the Special Meeting of Heads of Government on the CSME in Port of Spain, outlines our resolve to move this process forward.

The active involvement of the social partners, particularly the private sector and labour, in driving implementation of the measures is critical to the success of the CSME. To encourage this, we have agreed to institute a formalised, structured mechanism for dialogue between them and the Councils of the Community. In keeping with this thrust, I convened a broad-based consultation with stakeholders, including the private sector, labour, non-governmental organisations (NGOs), youth and the media, in Georgetown to get their perspectives on the CSME. Their positive and constructive views on how to improve its operations were much appreciated and factored into the plans for advancing implementation.



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



(L-R) Former Prime Minister of Jamaica,
Bruce Golding, Secretary-General LaRocque,
and Prime Minister Ralph Gonsalves of
St. Vincent and the Grenadines, at the
CSME Stakeholder Consultation,
held in June, in Guyana

We have also moved to expand and diversify the range of skilled persons who will be entitled to move freely and seek employment within the Community under the Free Movement of Persons Regime. The significant additions will include categories, such as agricultural workers and security guards.

Another advance was the finalisation and signing of the Protocol on Contingent Rights which will benefit those who take advantage of the Free Movement of Persons Regime. The Protocol grants access to such services as education and health care, to persons moving to another country as well as to their spouses and dependents.



Heads of Government/Delegation and the Secretary-General at the Twenty-Ninth Inter-Sessional Meeting of the Conference held, in February, in Haiti

The issue of crime and security continues to be of major concern across our Community. Our young people have been among the most affected and this has spurred a group of youth to initiate a *Youth Advocacy and Action Agenda on Violence Prevention*. They have conducted internet-based discussions and live workshops as well as surveys and interviews to create this agenda. It represents what they believe needs to be done to tackle crime and violence in our communities.

Our Community's commitment to battle against the ravages caused by chronic non-communicable diseases (NCDs) is unrelenting. Our Ministers of Health have agreed on a programme called *Caribbean Moves* which seeks to create a culture of regular physical activity and healthy eating.



Members of the *Jamaica Moves* initiative with Secretary-General Irwin LaRocque and Minister of Health Christopher Tufton of Jamaica. The Members participated in the CARICOM 10K race, held in Jamaica in July, ahead of the Thirty-Ninth Regular Meeting of CARICOM Heads of Government

The Reform Process to help reposition CARICOM is moving apace. As we approach the final year of our first-ever 5-year Strategic Plan, preparations have already begun for the second Plan which will build on the accomplishments of its predecessor. We have instilled a results-oriented culture, complete with tools for measuring and evaluating our progress.

A strategic business plan for the Secretariat is being finalised and we are seeking to review our Regional Institutions to make them more effective and efficient in delivering services to our citizens. It is part of the drive for our people to feel the positive impact of integration in their daily lives.

2018 is a year in which I look forward to us all being part of the celebration at CARIFESTA XIV to be held from 16-25 August 2019, in Trinidad and Tobago, under the theme *The Tangible and Intangible – Connect • Share • Invest*. It will be a celebration and promotion of our culture

As the Caribbean Community looks to 2019, we do so with a renewed vigour and determination to maintain the momentum of 2018.



Heads of Government and the Secretary-General at the Thirty-Ninth Regular Meeting of the Conference held, in July, in Jamaica



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)

Heads of Government have prioritised the implementation of the CARICOM Single Market and Economy, convinced that it is the best platform for economic growth and development. They have agreed on actions and set out mandates to recalibrate the Single Market, while addressing the administrative and legal impediments to its full potential.

The Secretary-General led a stakeholder consultation on the CSME with representatives of the private sector, labour, NGOs, youth, and the media, in June. The Consultation was funded by the Caribbean Development Bank (CDB).



Stakeholders participating in the CSME Consultation

The recommendations of the Stakeholders addressed issues related to enhanced governance, compliance, legislative framework, and stakeholder benefit and included:

- ✎ The need for a supranational mechanism to ensure compliance and the introduction of an enforcement and accountability framework to drive implementation.
- ✎ That each CSME Participating State set up a department to aid in CSME implementation, with efforts targeting issues that are achievable immediately or in the near future.
- ✎ That the private sector be at the centre of policy development, trade dispute resolution, the harmonisation of export procedures, and mechanisms for improved sanitary and phytosanitary (SPS) measures.

Stakeholders were keen on broadening the beneficiaries of the [Free Movement of Persons Regime](#) through completion of the arrangements for artisans and household domestics.

Heads of Government encouraged the Secretary-General to make the broad-based Consultation an annual event.

One of the significant outcomes of the Heads of Government deliberations on the CSME was the **adoption of the [Protocol on Contingent Rights](#)** in July, at their Thirty-Ninth Regular Meeting held in Jamaica. The Protocol commits the CSME Participating States to grant the spouses and dependents of a beneficiary of the Free Movement of Persons Regime, access to social services, such as education and health.

The Protocol has been signed by Antigua and Barbuda, Barbados, Grenada, Guyana, Haiti, Jamaica, Saint Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago.



CARICOM Chair, Prime Minister Andrew Holness of Jamaica signs the Protocol on Contingent Rights during the Thirty-Ninth Regular Meeting of CARICOM Heads of Government, while Prime Minister Keith Mitchell of Grenada (left) and President Desi Bouterse of Suriname (right) await their turn. The signing is being coordinated by the Secretariat's General-Counsel, Corlita Babb-Schaefer

Another important outcome was the **adoption of the *Procedures on the Refusal of Entry of Community Nationals*** and the harmonised form to be used by immigration departments when refusing entry.

At a Special Meeting on the CSME, held in December in Trinidad and Tobago, Heads of Government adopted the **[St Ann's Declaration on the CSME](#)**, which outlines priority areas for immediate action. They committed to take action, at the national level, to advance the regional integration agenda to ensure equitable distribution of its benefits among the peoples of the Community. They also agreed on a formalised, structured mechanism for dialogue between the Councils of the Community, and the private sector and labour.



Secretary-General LaRocque engages Prime Minister Keith Mitchell of Grenada (left) and host Prime Minister Keith Rowley of Trinidad and Tobago (centre) at the Special Meeting of Heads of Government on the CSME

They added agricultural workers, beauty service practitioners, barbers, and security guards, to the categories of skilled nationals who are entitled to move freely and seek employment within the Community. This decision is to be facilitated administratively by early 2019, in the first instance. Antigua and Barbuda and St. Kitts and Nevis were granted derogations from this expansion.

Also as regards the Free Movement of Persons Regime, in November, the Council for Trade and Economic Development (COTED), comprising Ministers of Trade, defined an artisan as a skilled tradesperson, craftsman or worker who has obtained a Caribbean Vocational Qualification (CVO). With regard to household domestics, the COTED requested the Council for Human and Social Development (COHSOD) to define this category for the purpose of the Regime.

In addressing the challenges of CSME implementation, the COTED encouraged Member States to leverage the role of the CARICOM Committee of Ambassadors (CCA).

During the year, the Secretariat continued to work with **Haiti** towards its full integration into the CSME. The COTED urged Member States to take immediate steps to amend their legislation to recognise Haiti as a participant in the CSME. There are outstanding areas in implementing the terms and conditions of Haiti's accession.

To advance the process, Prime Minister Mia Mottley of Barbados, Lead Head of Government responsible for the CSME and the Secretary-General, met with President Jovenel Moïse of Haiti. During the discussions, in October, President Moïse signalled his commitment to facilitate greater access to goods of Community origin, into the Haitian market, by the second quarter of 2019. The Secretary-General committed to coordinate capacity building for Haitian officials to verify and certify goods of Community origin.



President Jovenel Moïse of Haiti and Prime Minister Mia Mottley of Barbados following her arrival, in Haiti, for talks in October

The **CARICOM Commission on the Economy (CCE)** to advise Member States on a growth agenda for the Community, was restructured with the Government of Barbados' Special Advisor on the Economy, Professor Avinash Persaud, as Chair.



Chair of the CCE, Avinash Persaud

The Community has received **support for capacity building in customs and trade** from the World Customs Organisation (WCO). Secretary-General Ambassador Irwin LaRocque and WCO Secretary-General Dr Kunio Mikuriya signed a Memorandum of Understanding (MOU), in March. The MOU formalises cooperation between the two organisations, through joint initiatives to enhance the professionalism and effectiveness of CARICOM customs administrations.



Signing the CARICOM-WCO Memorandum of Understanding

In a presentation to the COTED, in May, Dr Mikuriya advised of the services and support measures offered by the WCO to develop capacity in its Members.

Macroeconomic Framework for the CSME

The Community continued to press forward with creating the macroeconomic policy framework to foster economic integration and incentivise economic activity within a fully functioning Single Economy. A draft of the **CARICOM Financial Services Agreement (CFSA)** was reviewed and in September, the Council for Finance and Planning (COFAP), comprising Ministers of Finance, endorsed proposals to address Member States' concerns.

The CFSA sets out the measures required to support the [Free Movement of Capital Regime](#) and to facilitate the harmonisation of the policy, regulatory, and supervisory framework for the cross-border operation of financial entities.

Work on drafts of the **CARICOM Policy on Credit Reporting**, the **CARICOM Policy on Deposit Insurance**, and the **CARICOM Policy on the Development and Regulation of the Securities Market** also advanced during the year. These policies address issues related to cross-border transactions and to promoting the modernisation of the domestic regimes in Member States, in line with international best practices. These include access to capital and the rights of borrowers, depositors, and investors.

The COFAP accepted the principal objectives of the Policies in July and, in December, Heads of Government agreed that they should be prioritised. Member States are expected to accelerate national consultations on the Policies and provide feedback towards finalising them.

Efforts were made to advance the **CARICOM Investment Policy Harmonisation Framework** with the COFAP reviewing proposals to revise the draft Framework to include an incentives regime. In September, the COFAP agreed, in principle, with the proposal for the CARICOM Investment Incentives Regime, whereby the package of incentives to be awarded for an investment would be determined by the host Member State.

The Policy Harmonisation Framework seeks to address the treatment of intra-regional investment from the post-establishment phase to *who is a CARICOM investor*, and the scale of business activity they will be allowed to conduct.

The COFAP has also endorsed proposals to amend the **Intra-CARICOM Double Taxation Agreement** to incorporate global standards for the exchange of tax information.

Caribbean Exporter Gateway (CARIBGATE)

The **Caribbean Exporter Gateway (CARIBGATE)** was launched to the public in August. CARIBGATE provides exporters from the Region with a single accessible source of information on the market-access conditions for products to enter into the countries with which CARICOM has bilateral trade agreements, and for products traded within the CSME. With financing from Spain, under the CARICOM-Spain Joint Fund for Technical Cooperation, the Secretariat had commissioned a consultancy to develop the database.

CARIBGATE also serves as a resource tool for academics, private sector researchers, and others interested in obtaining market-access information for the countries included in the platform. Information on market-access conditions for products entering the CSME Participating States is also available through CARIBGATE. The platform contains information on tariffs, rules of origin, and non-tariff measures including SPS measures, import licences, and information on other duties and charges.

Free Trade Agreements

Also with support from the Government of Spain, under the Joint fund for Technical Cooperation, a study was concluded during the year on the ***Feasibility and Impact of Entering into Free Trade Agreements with Panama and the Central American Common Market, members of MERCOSUR, and other Selected Countries in South America***. The study will be considered by the COTED in 2019.

Services

With the completion of the draft Regional Strategies and Implementation Plans for the seven services sub-sectors prioritised by the COTED, during the year attention focussed on ***keeping the private sector engaged in the process and integrating the individual plans into one master plan***.

The seven prioritised sub-sectors are professional services; health and wellness services; ICT services; recreational, cultural and sporting services; tourism services; education services; and financial services. The Strategies and Plans were prepared with funding from the European Union (EU) under the 10th European Development Fund (EDF) Services project.

The Secretariat partnered with the focal point ministries and the Jamaica Chamber of Commerce, as well as the Grenada and Saint Lucia Coalitions of Service Industries, to conduct three workshops during the year. The workshops, undertaken with financial assistance from the Commonwealth Secretariat, were held in Jamaica (March) and in Grenada and Saint Lucia (July).

More than seventy public and private sector stakeholders provided comments and inputs for the draft strategies. The stakeholders also helped to shape the first draft of the Regional Master Plan for Services.

In November, the Regional Services Project Steering Committee established under the 10th EDF project, endorsed the revised drafts of the Strategies for the seven sub-sectors and the Regional Master Plan.

The Community also received support from the Commonwealth Secretariat to complete the draft Regional Master Plan.

A draft of the **Professionals Bill** was also endorsed by the COTED in November. The Bill has been forwarded to the Legal Affairs Committee (LAC), comprising Ministers of Legal Affairs/Attorneys-General, for finalisation and certification for approval by Heads of Government. The Bill provides the legislative framework to implement the Regional Policy for the Provision of Professional Services in the CSME.

Transportation

At their Twenty-Ninth Inter-Sessional Meeting, held in Haiti in February, Heads of Government approved the **Multilateral Air Services Agreement (MASA)** with respect to the operation of air services within the Community.

The Agreement has been signed by Antigua and Barbuda, Barbados, Belize, Guyana, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, and Suriname. Barbados also ratified the Agreement in December.

As more airlines make use of the Agreement, it will allow for greater choice of movement throughout our Community and contribute, through competition, to lower airfares.

The MASA focuses on the exchange of route and traffic rights for airlines owned by Community nationals. It seeks to improve connectivity and facilitate increased trade in goods and services, including tourism.

During the year, work commenced on a **Regional Airlift Policy** to facilitate access to the Region by airlines from Third Countries. The Policy is intended to boost tourism and connectivity from outside the Community, while providing an additional boost to the Community of Interest Principle (CoIP). The CoIP allows Member States to designate a single airline as their preferred carrier into international markets. It widens the market access of the designated carrier, while reducing the cost of each country operating its own airline. The Policy will enhance the competitiveness of the Community with respect to international air transportation services.

Agriculture

In November, Ministers of Agriculture, meeting as the COTED-Agriculture, considered a draft of the **Policy Governing Trade in Animals and Animal Products**. The Policy seeks to harmonise the regional approach for the entry requirements for meat and meat products in Member States. It addresses inconsistencies and uncertainties surrounding the trade in meat and meat products with Third Countries. Ministers have requested that the draft be revised to take into account additional policy elements, as well as the outcome and recommendations from consultations with stakeholders.

The Policy is a prerequisite to providing Third Countries with the entry requirements for animal products into Member States.

The Policy is accompanied by a *Protocol Governing CARICOM Control, Analysis and Approval Procedures for Trade in Animal and Animal Products* which has also been drafted. The Protocol seeks to create a set of harmonised procedures for the collective and scientific evaluation of establishments from which animals, or animal products, originate and are proposed for export to CARICOM.

The **2018 Caribbean Week of Agriculture (CWA)** was held in September, in Barbados, under the theme *Strengthening Agriculture for a Healthier Future in the Region*. The focus on health was consistent with the CARICOM Cooperation in Health Initiative (CCH). It also supported the strengthening of domestic food production and the promotion and consumption of fresh indigenous foods.



The Week included an Agricultural Trade Show and Exhibition, with exhibitors from across the Region focussing on the links between the agricultural sector and health and wellness.

A key element of the week of activities included the Seventy-Fifth Special Meeting of the COTED with a focus on Agriculture. At the Special COTED-Agriculture, Member States were urged to ease cross-border movement of agriculture extension officers, to address the shortage of trained personnel and to service countries most in need of their services and expertise.



The CARICOM Secretariat's display at the CWA Exhibition

Energy

The **Agreement Establishing the Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE)**, entered into force in May.



Previously in April, at a Special Meeting of the COTED which focussed on energy, Ministers endorsed the composition of the Board and the selection of the Executive Director. They also considered steps to transition the Centre from its interim phase to its first operational phase.

The CCREEE is designed to support and coordinate the execution of regional renewable energy (RE) and energy efficiency (EE) programmes, projects, and activities in Member States.

The Board consists of ten members. Three from Member States, serving in alphabetical order, and one from the host country, which is permanently represented. Other members are representatives of the Austrian Development Agency, the United Nations Industrial Development Organisation (UNIDO), the SIDS Sustainable Energy and Climate Resilience Initiative (SIDS DOCK), the CARICOM Secretariat, an Independent Member representing the private sector, and the Interim-Director (ex-officio member). Member States currently serving on the Board are The Bahamas, Barbados (host country), Belize, and Dominica (chair).

Ministers also approved the **2018 International Energy Conservation Code (IECC 2018)** with the accompanying **Caribbean Application Document (CAD)**. It was developed to address cooling, ventilation, pumping, lighting, and the service water heating systems in buildings, in compliance with the Regional Energy Efficiency Building Code (REEBC). The REEBC, an element of the CARICOM Energy Policy, proposes approaches for designing energy-efficient buildings with installation of energy-efficient mechanical, lighting, and power systems.

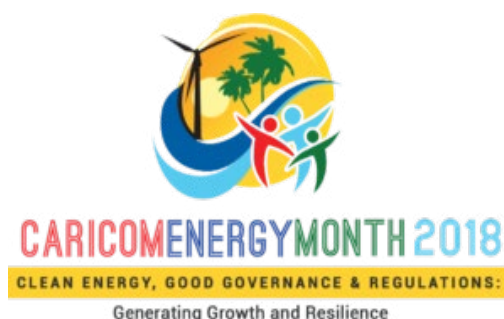
The development of **Regional Quality Infrastructure for Renewable Energy (RE) and Energy Efficiency (EE)** also engaged the Special COTED-Energy, as the Community seeks to establish a mechanism for energy efficiency. The Secretariat and the CARICOM Regional Organisation for Standards and Quality (CROSQ) are coordinating to establish technical regulations and minimum energy performance standards for efficient energy use in the Community. Ministers have requested the Secretariat and CROSQ to develop a phase-out management plan for incandescent lighting devices to guide Member States, including the necessary regulations and actions.

During the year the **Caribbean Sustainable Energy Roadmap and Strategy (C-SERMS)** was reviewed, in keeping with its Agreement. In response to the findings, Ministers urged Member States to increase their participation in the current and future operations of the C-SERMS Platform.



C-SERMS provides a framework for articulating, monitoring, and adjusting regional sustainable energy strategies, and for securing commitments from Member States to achieve the targets established under the CARICOM Energy Policy. Development partners, including the World Bank, the US State Department, and the Organisation of the American States (OAS), have provided support for the Platform.

CARICOM Energy Month (CEM) was launched in November, in Montserrat, with a focus on empowering youth for a sustainable energy future. The 2018 observance was held under the theme *Clean Energy, Good Governance & Regulations: Generating Growth and Resilience*. It was also held against the backdrop of the hurricanes that hit the Region in 2017, causing extensive damage to electric grids and disrupting networks and other critical infrastructure.



CEM 2018 began with a symposium featuring a panel discussion on geothermal energy, energy conservation measures, and electric vehicles. CEM serves to increase awareness on energy matters in the Community.

Other activities during the month-long observance included art and essay competitions for youths, and the *Regional Energy Kilo Walk*.

The **sixth edition of the Caribbean Sustainable Energy Forum (CSEF VI)** was also held during CEM 2018. The theme of the four-day event, held in Belize, was *Clean Energy, Good Governance and Regulations*. It focussed on issues including climate change and resilience, island-appropriate clean energy development, making the Caribbean climate-smart, and the clean energy transition in CARICOM.



CSEF VI was co-hosted by the Secretariat and the Government of Belize, in partnership with the Caribbean Electric Utility Services Corporation (CARILEC) and the Organisation of Caribbean Utility Regulators (OOCUR). Key sponsors of this biennial event were the German Agency for International Cooperation (GIZ), CCREEE, the OAS, Belize Electricity Limited, and the CARICOM Development Fund (CDF).



Participants at CSEF VI held, in November, in Belize

Information and Communication Technologies (ICT) for Development

In the St Ann's Declaration adopted by Heads of Government in December, they acknowledged that enabling ICT was a key supporting element to accelerate development of the CSME. They agreed that Telecommunications Regulators of Member States should meet to further the harmonisation of telecommunication regulations. Heads of Government also requested the COTED to determine, as a matter of urgency, a time-bound action plan for the harmonisation of the Regional Telecommunications Regulatory Framework to optimise the Single ICT Space.





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)

During the year, the Community started implementing the Action Plan for the **CARICOM Human Resource Development 2030 Strategy**. Projects are being developed to fulfil the main policy goal of the Strategy, namely to design, develop, and implement a globally competitive system of education and training for the Region.



Technical experts from around the Region met, in May-June, in Guyana. The experts were drawn from the education, labour, health, and economics fields. They also included representatives of the privator sector. The discussions focussed on projects to advance the objectives of the following three broadly defined key transformational initiatives:

- ✎ **Establish a Caribbean centre of excellence for innovation, reform, and quality improvement in HRD.** Two projects are identified for this area, namely to develop a *New School Model in Early Childhood, Primary, and Secondary Education*; and to establish *Skills for Lifelong Learning Enhancement for Out-of-School and Remote Youth and Adults*.
- ✎ **Develop regional education and skills sectors and system capacity.** Projects in this area are: *Establishment of Global seamless HRD System Capacity Development* and *CARICOM Basic Education and Lifelong Learning Skills Sector Management Capacity Development*.
- ✎ **Transform CARICOM economic capacity and global competitiveness through the Regional Tertiary Education System.** Projects in this area are aimed at defining *CARICOM Tertiary Education System Governance*, establishing a *Tertiary Educational Accreditation Register/External Quality Assurance Agencies (EQAA) Register*, and developing *Multi and Inter-Disciplinary Industry-Based Research and Innovation Centres*.



Meeting of the COHSOD held, in May, at the CARICOM Secretariat

The CDB has been supporting the Secretariat in **monitoring and evaluating implementation of the HRD Strategy**. Through its support, the first Regional Workshop for National Coordinators for the Implementation, Coordination, and Monitoring of the Strategy was held, in May, in Barbados. A *Regional Network of Planning Officers (RNPO)* was formed, comprising officers within Ministries of Education. The Network is expected to lead in coordinating, monitoring, and reporting on implementation of the HRD Strategy, at the national level. The Workshop was pivotal in strengthening the capacity of the National Coordinators and identifying the systems needed in Member States to begin the first phase of implementing the HRD Strategy.



Some participants at the first Regional Workshop for National Coordinators for the Implementation, Coordination, and Monitoring of the HRD Strategy

The RNPO benefitted from two workshops and held three virtual meetings, resulting in an outline of regional indicators for Phase 1 of the Regional Action Plan, a situational analysis matrix (SAM) for collecting baseline data and establishing regional baselines, and a results framework for annual monitoring. A consultant has been appointed to support Member States in collecting data for the baseline studies to guide the adaptation and integration of the Strategy into national development plans.

Efforts continued during the year to **harmonise standards for teachers, teacher education, and education leaders**. In May, the Council for Human and Social Development (COHSOD), comprising Ministers of Education, approved proposals for a *Regional Framework for Professional Teaching Standards*, a *Regional Framework for Educational Leadership Standards*, a *Framework for Accountability in Professional Teaching*, *Standards for Teacher Educators*, and a *Framework to Enhance School Support Programmes and Infrastructure*. The proposals, prepared by a Technical Working Group (TWG) on Teaching Innovations and Education, have been sent to Member States for review and feedback.

A draft of the **Policy for Caribbean Open and Distance Learning** was finalised during the year by technical experts. The draft Policy has been submitted to regional stakeholders for review and feedback. The Policy was developed to support the establishment of systems for open and distance learning in Member States and Associate Members.

Recognising that with the plethora of tertiary institutions in the education sector, there is need for standards and guidelines for operation, the Community continued work to establish the **Regional Mechanism for External Quality Assurance and the Harmonisation of National Qualifications Systems**. The TWG on External Quality Assurance and Qualifications Systems recommended to the COHSOD: the establishment of the Caribbean Quality Assurance Register for Education and Training, the implementation of a Regional Strategy for the Development of National Qualifications Frameworks, and the adoption of the CARICOM Qualifications Framework (CQF). The TWG was appointed to review the Inter-governmental Agreement establishing the CARICOM Accreditation Agency for Education and Training.

During the year, the Caribbean Association of National Training Authorities (CANTA) took an important step in advancing **Technical and Vocational Education**. The Association began mapping and harmonising the Regional Technical and Vocational Education and Training (TVET) Qualification Framework to that of the CARICOM Qualification Framework (CQF). The CQF is a common reference framework that helps individuals, education and training providers, employers, and other stakeholders, better understand and compare the qualifications awarded at different levels in countries across the Region. It helps Member States develop national benchmarks for the award of qualifications to meet the requirements of the CSME labour force.

The Secretariat and CANTA have initiated a comprehensive two-year work programme to review, document, and refine standards; and develop a validation tool to be used as part of the quality management system for standards development. CANTA has agreed to establish a database of current regional occupational standards that have been approved for issuance of the Caribbean Vocational Qualification (CVQ).

During the year, the Secretariat established a **strategic partnership with the United National Education Scientific and Cultural Organisation (UNESCO)**. The Secretariat now has a permanent seat on UNESCO's Regional Steering Committee for Latin America and the Caribbean (LAC). The Steering Committee supports the implementation of the Roadmap for UNESCO's Education 2030 Agenda for the period 2018 – 2021.

Health and Wellness



The Community recorded progress in devising mechanisms to accelerate implementation of the **Caribbean Cooperation in Health (CCH IV) Monitoring and Evaluation Strategy**. **CCH IV**, which is being implemented over the period 2016 – 2025, targets:

- ☞ Health systems for universal health coverage
- ☞ Safe, resilient, health-promoting environments
- ☞ Health and well-being of Caribbean people throughout their lifetime
- ☞ Data and evidence for decision-making and accountability
- ☞ Partnership and resource mobilisation for health.

Non-Communicable Diseases (NCDs) remained high on the agenda, as the Community stepped up efforts to address intersecting health and trade issues concerning NCDs. Pursuant to a 2016 decision of the COTED to meet with the COHSOD to discuss those concerns, Officials met in March, in Trinidad and Tobago, to discuss a tobacco policy, sugar consumption, and responsibility for the use of alcohol.

In September, the United Nations General Assembly (UNGA) convened the Third High-level Meeting (HLM) on NCDs to review national and global progress in protecting populations from heart and lung diseases, cancers, and diabetes. At the HLM, the Community once again, brought to the attention of the International Community, the threat that chronic NCDs pose to its sustainable development.



The Healthy Caribbean Coalition (HCC) led the Region's preparations for the HLM. The Coalition held a three-day meeting in Jamaica, which produced a briefing document to support CARICOM's advocacy at the HLM. Participants comprised representatives of Member States; the UN System; national, regional, and international NGOs; and academia.



In July, Heads of Government endorsed the following six priorities for the Region, during the negotiation of the HLM Outcome Document:

- ✧ Establishing and maintaining a **smoke-free status for the Region**
- ✧ Implementing **policies geared to preventing childhood obesity**, including health-promoting school environments and front-of-package labelling (FOPL)
- ✧ Promoting the **elimination of cancer of the cervix**
- ✧ Support for **mitigation of post-disaster vulnerabilities related to NCDs** in particular nutrition, treatment, and care
- ✧ Increasing **international financing and technical support**
- ✧ **Strengthening accountability** through national coordinating mechanisms.

On the side-lines of the HLM in New York, CARICOM launched the **Caribbean Moves** initiative under the theme, *Moving Caribbean people towards healthier lives – step it up*. Ministers of Health and of Foreign Affairs from the Region and the Pacific, as well as the Secretary-General, attended the launch along with representatives of development partners, the HCC, and Regional Institutions. Caribbean Moves is designed to create a culture of regular physical activity and healthy eating through exciting, fun, and supportive programmes where people live, work, study, and play.



Some CARICOM Heads of Government and the Secretary-General, at the launch of the *Caribbean Moves* Initiative. (L-R) CARICOM Chair, Prime Minister Andrew Holness of Jamaica; Prime Minister Ralph Gonsalves of St. Vincent and the Grenadines; CARICOM Lead Head of Government for Health, Prime Minister Timothy Harris of St. Kitts and Nevis; Prime Minister Allen Chastanet of Saint Lucia; Prime Minister Gaston Browne of Antigua and Barbuda; and Secretary-General Irwin LaRocque

During the year, a CARICOM-Chile cooperation initiative advanced efforts to establish **labelling laws on foods that target children** and that could lead to an increase in childhood obesity. The Region's Chief Medical Officers have expressed support for a mandatory standard for the labelling of food targeting children.

In July, the **Thirteenth Annual CARICOM 10K** race was held, in Jamaica, as part of the events preceding the Thirty-Ninth Regular Meeting of CARICOM Heads of Government. Linda McDowald of St. Vincent and the Grenadines won her second title in the women's category, with Kenisha Pascal of Grenada placing second, and Carlie Pipe of Barbados placing third. In the men's category, Dwayne Graham and Oshane Archibald of Jamaica won first and second place, respectively, with third place going to Junior Ashton of St. Vincent and the Grenadines.

Winners of the CARICOM 10K Run



Kenisha Pascal of Grenada (left); Linda McDowald of St. Vincent and the Grenadines (centre); and Carlie Pipe of Barbados (right)



CARICOM Chair, Prime Minister Andrew Holness of Jamaica (back) with (L-R) Dwayne Graham and Oshane Archibald of Jamaica, and Junior Ashton of St. Vincent and the Grenadines



Showing support for the athletes. (L-R) CARICOM Lead Head of Government for Sports, President Desi Bouterse of Suriname; Secretary-General Irwin LaRocque; Health Minister Christopher Tufton of Jamaica; Foreign Minister Kamila Johnson-Smith of Jamaica; and Prime Minister Andrew Holness of Jamaica

Prime Minister Andrew Holness of Jamaica, Foreign Minister Kamina Johnson Smith, Minister of Health Christopher Tufton and the Secretary-General observed the race. President Desi Bouterse of Suriname, CARICOM Lead Head of Government for Sports, participated in the presentation ceremony.

Gender

From October to December, consultations were held with stakeholders on the draft **Regional Gender Equality Strategy** entitled **Stepping it up: A Strategy to Achieve Gender Equality in the Caribbean Community**. The goal of the Strategy is to accelerate the effective implementation of priority actions through a regionally coordinated approach to achieve gender equality, equity, and the empowerment of women and girls, aligned especially to SDG 5 (*achieve gender equality and empower all women and girls*).

Close to one hundred persons were consulted on the six priority pillars of the draft Strategy. They are equality and social inclusion, freedom from violence, economic empowerment, good governance, access to health services, and inclusive quality education. The consultations were undertaken through the collaborate efforts of the Secretariat, UN Women, and ParlAmericas, which promotes parliamentary diplomacy in the Inter-American System.

The Community observed 2018 **International Women's Day on 8 March**, guided by the theme *Press For Progress*. The Community also observed **16 days of Activism against Gender-Based Violence** under the theme *Orange the World: Hear me too, End Violence against Women and Girls*. The 16 Days of Activism is observed annually from 25 November (International Day for the Elimination of Violence Against Women) to 10 December (Human Rights Day).



Deputy Secretary-General Manorma Soeknandan addressing a gathering of Secretariat staff at the 2018 IWD observance

In his messages marking both occasions, the Secretary-General stressed that to press for a more just society, men and boys must become more involved as *it is a shared responsibility in achieving gender equality*. The Secretary-General also noted that while violence is an extreme violation of women's and girls' human rights, it also incurs huge economic costs for women and families, as well as for communities and societies.

In **preparation for the Sixty-Third Session of the UN Commission on the Status of Women (CSW63)** to be held in 2019, **a consultation for the LAC region** was held, in Argentina, in December. Preparatory to the consultation, the Region's position was finalised at a meeting on Transformational Leadership for Gender Equality in the Caribbean: Regional Strategies and Partnerships held, in Barbados, in November. The meeting was supported by UN Women, the Commonwealth Secretariat, and ParlAmericas.

The Region's position influenced the final outcome document of the LAC consultation, the *Declaration of Buenos Aires*, which put forward recommendations, strategies, and common positions on social protection to be advanced at CSW63.

The LAC consultation was sponsored by the Institute of Women of Argentina, the Institute for Women of Uruguay, and both the Regional and Caribbean Offices of UN Women. The Community had strong representation at the consultation, including representatives from nine Member States and the Secretariat.

The ***Secretariat's Gender Programme was reactivated*** during the year, with the appointment of a new Deputy Programme Manager, Gender and Development, in February.

Youth

The **Caribbean Forum on Population, Youth and Development** was held, in July, in Guyana. The Secretariat collaborated with a number of partners in convening the Forum, which attracted 120 participants, including Ministers of Youth Affairs, other policymakers, youth leaders, researchers, representatives of civil society and of the UN System.

The main partners were the CDB, the UN Economic Commission for Latin America and the Caribbean (ECLAC), the UN Population Fund (UNFPA), the Commonwealth Secretariat, the CARICOM Youth Ambassadors (CYAs), the Caribbean Regional Youth Council (CRYC), and the University of the West Indies Students Today, Alumni Tomorrow (UWI STAT).



(L-R) CARICOM Youth Ambassador for Belize, Kylah Ciego and the Secretariat's Deputy Programme Manager, Gender and Development, Ann-Marie Williams, at the Caribbean Forum on Population, Youth and Development



Participants at the Caribbean Forum on Population, Youth and Development

At the Forum, participants reviewed progress towards youth development under three frameworks: the *CARICOM Youth Development Action Plan (CYDAP) (2012-2022)*, the twentieth anniversary of the

adoption of the *Lisbon Declaration on Youth Policies and Programmes*, and the five-year review and follow-up on implementation of the *Montevideo Consensus on Population and Development*.

Participants evaluated the implementation of the Montevideo Consensus in the Region, which addresses a wider range of population issues including ageing, sexual and reproductive rights, and migration. The evaluation exercise prepared and coordinated the Caribbean's position, ahead of the Regional Conference on Population and Development in the LAC region held, in August, in Peru.

Emerging from the Forum was a comprehensive outcome document, consisting of recommendations to guide the monitoring and evaluation of youth policies and programmes in the Region.

In 2018, fourteen Member States and two Associate Members appointed **CARICOM Youth Ambassadors (CYA's)**. Mr Odayne Haughton of Jamaica was appointed Dean, replacing Mr Andre Browne of St. Vincent and the Grenadines. Mr Haughton will serve until August 2019.



CARICOM Youth Ambassadors 2018-2019

Antigua and Barbuda	Kellecia Anderson Lyle Jackson	Montserrat	Ke-Shawn Thornhill Keyola Greene
Barbados	Tirshatta Jeffrey Chad Monerville	Saint Lucia	McAllister Hunt Ezbai Francis
Belize	Kris Miller Kylah Ciego	St. Kitts and Nevis	Dwayne Hendrickson Marecia Pemberton
Dominica	Daniel Panthier Annel Lewis	St. Vincent and the Grenadines	Donique Bilingy
Grenada	Ja'shon Clarke Melissa Forrester	Suriname	Georgette Grootfaam Dwight Prade
Guyana	Vishal Joseph Samantha Sheoprashad	Trinidad and Tobago	Terez Lord Dexter Wilson
Jamaica	Odayne Haughton Simone Townsend	Anguilla	Marisa Harding-Hodge Devon Carter
Haiti	Abischamma Grand Jean Adma Admeson	Cayman Islands	Tavis Walters Shantelle Young

Persons with Disabilities

In September, Ministers of Health, meeting as the COHSOD-Health, selected **Senator Dr Floyd Morris of Jamaica to serve as CARICOM's Special Rapporteur on Disability**. The [Declaration of Pétion Ville](#) on the rights of persons with disabilities, adopted by Heads of Government in 2013, calls for the appointment of a Special Rapporteur. Senator Morris' appointment signals the Region's commitment to establish modern international standards in the care and treatment of differently-abled persons.



CARICOM's Special Rapporteur on Disability, Floyd Morris

Also in September, ***the Regional Centre for the Stimulation of the Development in Children, Adolescents and Young People with Special Educational Needs Associated with Disabilities***, was officially opened in Guyana.

It is expected that the interventions of the Centre will facilitate the social inclusion of differently-abled persons and by extension, promote their full participation in cultural expressions as well as their access to social services and decent employment.

Regional Centre for the Stimulation of the Development in Children, Adolescents and Young People with Special Educational Needs Associated with Disabilities

Objectives

Contribute to the effective care for children, adolescents and young people with disabilities and special needs, through capacity building of teachers and care givers.

Promote processes for prevention, diagnosis, and early stimulation.

The Regional Centre was established with the support of the Governments of Cuba and Guyana.

Culture

At their Twenty-Eighth Inter-Sessional Meeting, held in February in Haiti, Heads of Government agreed to schedule ***CARIFESTA XIV and XV in Trinidad and Tobago, in 2019, and in Antigua and Barbuda, in 2021, respectively.***

The theme for CARIFESTA XIV is *The Tangible and Intangible – Connect • Share • Invest*. Prime Minister Keith Rowley of Trinidad and Tobago and Secretary-General Irwin LaRocque signed the CARIFESTA XIV Host Country Agreement in December. Earlier in October, the regional launch of CARIFESTA XIV took place in Trinidad and Tobago involving the Interim Festival Directorate, representatives of the Secretariat, and Members of the Regional Cultural Committee (RCC).



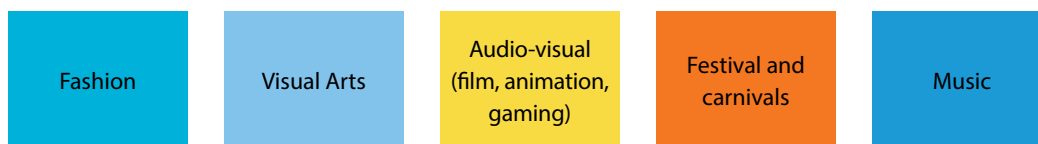
Prime Minister Keith Rowley of Trinidad and Tobago and Secretary-General Irwin LaRocque sign the CARIFESTA XIV Host Country Agreement, as Minister of Culture Nyan Gadsby-Dolly of Trinidad and Tobago looks on

Collaboration involving the Secretariat, the CDB, CDF, and the Caribbean Export Development Agency (Caribbean Export) resulted in the establishment and launch of the **Cultural and Creative Industries Innovation Fund (CIIF)** in December. The Fund is administered by the CDB, which has made an initial contribution of US\$2.6 million.

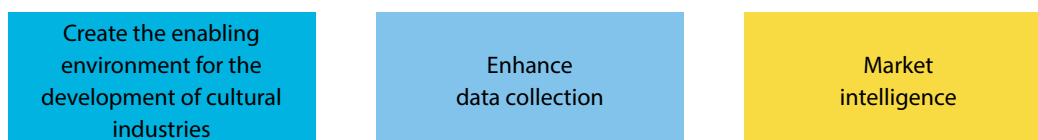


Cultural and Creative Industries Innovation Fund (CIIF)

Five sub-sectors



Three grant-funding categories ranging from US\$500,000 to US\$1,000,000



Entities that support the sector, such as entrepreneurs, micro, small and medium enterprises (MSMEs), government agencies, NGOs, chambers of commerce, legally registered business support organisations, and academia, can access grant financing and technical assistance for job creation and capacity building. The CIIF Steering Committee comprises representatives of the CDB, the CARICOM Secretariat, the CDF, Caribbean Export, and the RCC.

The Steering Committee has commissioned an evaluation of CARIFESTA and its marketplace component, the establishment of national and regional registries of artists and cultural workers, and the development of model legislation for the creative industries in CARICOM.

In December, the CIIF issued the first *Call for Proposals* under the Enabling Environment grants component.

Reparations for Native Genocide and Slavery

In September, a new executive of the **CARICOM Reparations Commission (CRC)** was elected. **Professor Sir Hilary Beckles of Barbados, Vice Chancellor of the UWI, was elected Chair.** He is supported by First Vice Chair, Professor Verene Shepherd of Jamaica, who is responsible for research and dissemination. Other members of the executive are Second Vice Chair, Community Outreach and Mobilisation, Mr Eric Phillips of Guyana; and Third Vice Chair, Coordinator of National Committees, Mr Dobrene O'Marde of Antigua and Barbuda.



Chair of the Reparations Commission,
Hilary Beckles

The Commission has discussed ideas to raise the visibility of the reparations issue. These include a project to rename public spaces with a history of oppression, an international conference on reparations, possibly in collaboration with University of Glasgow, coordinated reparations rallies and marches in relevant European capitals, and ancestral funeral rites ceremonies.



Marijuana Commission

The CARICOM Regional Commission on Marijuana presented its [report](#) to Heads of Government at their Thirty-Ninth Regular Meeting held, in July, in Jamaica.



The Commission was established by Heads of Government, in 2014, to conduct a rigorous enquiry into the social, economic, health, and legal issues surrounding marijuana use in the Region. The Commission was to also determine whether there should be a change in the current drug classification of marijuana, thereby making the drug more accessible for all types of usages including religious, recreational, medicinal, and research. Further, the Commission was required to recommend the legal and administrative conditions that should be applied if there is to be a re-classification of marijuana.

CARICOM Regional Commission on Marijuana

Some key recommendations

Change in the classification of marijuana as a *dangerous drug or narcotic with no value* to its reclassification as a *controlled substance*.

Legal policy towards marijuana should be informed by public health rationales as opposed to punitive approaches.

Prohibition of the herb should be dismantled in its totality, to be replaced by a strictly regulated framework akin to those of other controlled substances, such as alcohol and tobacco.

All criminal penalties from marijuana laws should be removed.

During national consultations on the use and reclassification of marijuana in a number of countries, representatives from the health and education sectors, in particular, voiced strong concerns regarding the likely increase in its use among adolescents and youth, following decriminalisation. The concern focussed on the adverse health, educational, and social consequences associated with marijuana use by this population.

Heads of Government expressed deep appreciation to the Commission's Chair, Professor Rose Marie Belle-Antoine and the other members of the Commission for their very comprehensive report. They also expressed appreciation to the Foundation to Promote Open Society (FPOS), which provided resources for the work of the Commission.

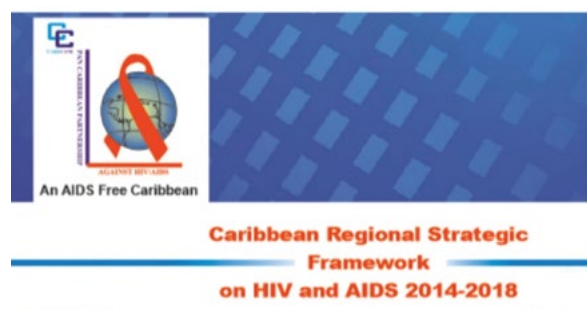
Member States are to review the Report in more detail to determine action, at the national level, in relation to law reform models as proposed by the Commission.



Chair of the CARICOM Marijuana Commission,
Rose Marie Belle-Antoine

Pan Caribbean Partnership Against HIV and AIDS (PANCAP)

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



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

An evaluation of the **Caribbean Regional Strategic Framework on HIV and AIDS (CRSF)** was undertaken between April and November. The evaluation revealed that while the Caribbean has made progress in responding to the HIV epidemic, the impact of the prevention response has been inadequate, particularly among key populations. It also revealed a decrease in new infections among children, but an alarming drop in the percentage of pregnant women with HIV, on antiretroviral therapy (ART): from 92% in 2014 to 75% in 2017, even though there was significant progress in the elimination of mother-to-child transmission of HIV.

The evaluation revealed further, that significant effort was needed for the Region to achieve the UNAIDS 90-90-90 target (*90% of people living with HIV were aware of their infection, 90% of people diagnosed with HIV are linked to ART, and 90% of those on ART adhere and have undetectable levels of HIV in their blood*). As at the end of 2018, the Caribbean region had achieved 72-55-41 of the UNAIDS target. Guyana has achieved the first 90; Cuba, Haiti, and Suriname have achieved the second 90; and Barbados and Suriname, the third 90.

The evaluation involved feedback from regional partners on the progress, achievements, and gaps of the regional HIV response. It reviewed the level of implementation of the CRSF and provided recommendations on the strategic priorities of the new Strategic Framework.

PANCAP's main financial supporters continue to be the Global Fund and the United States President's Emergency Plan for AIDS Relief (PEPFAR). During the year, PANCAP collaborated with the Caribbean Vulnerable Communities Coalition (CVC) and other regional partners, to mobilise additional funding from the Global Fund through the period October 2019 – September 2022.

Discussions are being held with PANCAP's membership on how to sustain the regional HIV response following the transition from external donor funding to domestic financing.



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 Counter Terrorism Strategy

Heads of Government approved the **CARICOM Counter Terrorism Strategy** in February, at their Twenty-Ninth Inter-Sessional Meeting, in Haiti.

Legislation is being prepared to give effect to the Counter Terrorism Strategy.

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. It is a critical element of the broader CARICOM Crime and Security Strategy (CCSS).

Advance Passenger Information System (APIS)

During the year, the CARICOM Implementing Agency for Crime and Security (IMPACS) conducted assessments in Belize, Haiti, and Montserrat, to establish the Advance Passenger Information System (APIS) in those countries. These assessments resulted in the shipment of APIS equipment to the three Member States. The equipment was installed in July.



Additionally, APIS systems were upgraded in all other Member States.

CARICOM APIS

The APIS enhances border security across the Region, by supplying law enforcement officers with data on passengers and crew members prior to arrival in and departure from CARICOM Member States. The System facilitates the detection of stolen and fraudulent travel documents. It also identifies and monitors the movement, of persons considered high security threats to the Region.

The APIS has now been expanded to include all Member States. Funding for the expansion was provided by the US, under the Caribbean Basin Security Initiative (CBSI), and the EU, under the 10th EDF.

Drug Demand Reduction (DDR), Crime and Violence Prevention (CVP) and Social Development

During the year two projects under the 10th EDF CARIFORUM Crime and Security Cooperation Programme were launched, namely Drug Demand Reduction (DDR) and Crime and Violence Prevention (CVP) and Social Development. These projects, valued at some €4.8 million, are being implemented by the CARICOM Secretariat, in CARICOM Member States and in the Dominican Republic, over a two and a half year period.



Meeting of the DDR project's Technical Oversight Committee held at the Secretariat's Headquarters in September

Under the **DDR** project, initiatives are being implemented to reduce the demand for, use of, and addiction to illicit drugs through specialised treatment and rehabilitation programmes, strengthening protective and resilience factors in vulnerable and at-risk populations, as well as evidence-based programmes and policies. Since its launch, in January, Member States have benefitted from training in a range of areas including:

- ☞ The design and development of national drug strategies
- ☞ Data collection and use in treatment facilities
- ☞ Strengthening human, technical, and institutional capacity of drug demand reduction institutions, systems and networks
- ☞ Strengthening drug treatment courts
- ☞ A multilateral evaluation mechanism (MEM) process.

The Multilateral Evaluation Mechanism (MEM) is an instrument under the Inter-American Drug Abuse Control Commission (CICAD) of the Organisation of American States (OAS). The MEM measures the progress and challenges of the Members in implementing the CICAD *Hemispheric Plan of Action on Drugs 2016-2020*, which addresses the global drug problem and other related offenses.

Also under the project, technical assistance has been provided to validate and pilot criteria for the accreditation of DDR programmes in Member States, to conduct a study on the economic and psychosocial costs of drug use, and to develop a monitoring and evaluation framework. Further, tools and messages have been developed for a media campaign targeting at-risk youth.

The DDR project is managed by a Technical Oversight Committee which was also established during the year.

The **Crime and Violence Prevention (CVP) and Social Development** project employs a range of approaches aimed at reducing crime and violence. These include:

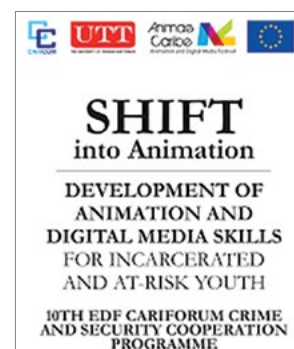
- ✎ Prevention/reduction of crime and violence
- ✎ Reduction/elimination of intra-family and domestic violence, by empowering victims and providing support to reduce victimisation
- ✎ Reduction of recidivism and promotion of social inclusion, and reintegration of offenders through strengthened institutional response
- ✎ Support to facilitate communication, sharing of good practices, and development of products from training workshops to support in-country implementation
- ✎ Institutional strengthening of the implementing agencies
- ✎ Establishment of a monitoring framework
- ✎ Visibility and communication.

Since it started, during the second quarter of the year, the CVP project has provided support for a regional forum on domestic violence, to refine data collection protocols; and a meeting aimed at refining regional strategies to deal with deportees. Also, a regional training workshop was held for persons working with victims and perpetrators of domestic violence.



Regional Forum on Domestic Violence held at the CARICOM Secretariat, in Guyana, in June

Further, a project has been designed for **at-risk youth**, including the incarcerated. Titled the *SHIFT Project*, it seeks to reduce recidivism and promote social inclusion and reintegration of offenders. It also seeks to equip vulnerable youth with skills for educational development and innovation. At-risk youth between the ages of 18-25 in Guyana, Suriname, and Trinidad and Tobago, participated in the project's interventions during the year. They included animation, digital media tools, storytelling, and music.



Youth Violence, Illicit Trafficking, Public Security and Social Justice

With the support of the US Government, through the US Agency for International Development (USAID), youth development and citizen security practitioners from Member States and the Dominican Republic met, in St. Kitts and Nevis, in May. The objective was to share best practices and chart a path to further address rising levels of youth violence, reduce illicit trafficking, increase public security, and promote social justice, across the Caribbean.

The forum was hosted by St. Kitts and Nevis' Ministry of National Security, in collaboration with USAID and the Secretariat.

Joint Border Security Training

The Joint Border Security Training programme was completed during the year. The programme commenced in December 2016 and was supported by the US Customs Border Protection Service.

Training was conducted in all CARICOM Member States, benefitting a total of 453 border security officers.

Joint Border Security Training

Objectives

Improve the competencies of immigration and customs officers by aligning measures to enhance common understandings, cooperation, and resources, with operational needs.

Develop the officers' abilities to adapt to emerging trends and challenges through unified efforts across services, agencies, and organisations.

Areas of training

Passenger targeting systems	Cargo/Vessel targeting systems	Free movement
Health and security	Immigration law	Customs law
Tools and technology	Open source internet	Passenger selectivity
Analysing travel documents	Imposter detection	Behavioural analysis, interviewing and interrogation techniques
Post seizure analysis	Airport searches	Compliance measurements
Human smuggling and human trafficking	Integrity, ethics, and corruption	Internal conspiracies



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)**

Environment and Sustainable Development

Given the magnitude of destruction caused by Hurricanes Irma and Maria in 2017, Heads of Government focussed on issues pertaining to strengthening the Community's resilience agenda in February at their Twenty-Ninth Inter-Sessional Meeting, held in Haiti.



Twenty-Ninth Inter-Sessional Meeting of CARICOM Heads of Government

Issues included:

✎ **Lack of implementation of building codes and standards.**

They requested the Council of Ministers of CDEMA to provide recommendations to expedite those mechanisms which were already in place to safeguard infrastructure from natural disasters.



✎ **Financial mechanisms for reconstruction.** This would include recapitalising the Caribbean Catastrophe Risk Insurance Facility (CCRIF), and preparation of a comprehensive risk assessment of the resource requirements for an effective disaster risk management and mitigation strategy for the Community. The latter would be led by CDEMA.



✎ **A comprehensive regional approach to evacuation.** They welcomed the *Model Evacuation Policy and Plan* prepared by CDEMA to guide the safe, organised, and efficient evacuation of persons from an area(s) of risk to one of relative safety in Member States.

In October, the report entitled ***The State of Biodiversity in the Caribbean Community: A Review of Progress Towards the Aichi Biodiversity Targets*** was launched. This first assessment of biodiversity status and trends for CARICOM, was prepared taking into account the particular circumstances of CARICOM as a SIDS region, with biodiversity conditions, vulnerabilities, and pressures, that are distinct from those experienced by our continental neighbours in Latin America.



(L-R) CARICOM Secretariat ACP-MEA Caribbean Hub Project Coordinator and co-author of the Biodiversity outlook, Thérèse Yarde; ACP-MEA Project Coordinator, Patrick Chesney; CARICOM Secretariat Documentation Officer, Cecily Johnson; Coordinator, Biodiversity and Ecosystem Management Programme at the OECS Commission, Joan John-Norvill; and CARICOM Secretariat Assistant Secretary-General for Foreign and Community Relations, Colin Granderson

The report provides information on the actions of CARICOM countries, to achieve the UN Aichi Biodiversity Targets and the goals of the [Strategic Plan for Biodiversity 2011-2020](#). It also highlights trends, patterns, and commonalities in biodiversity status as well as pressures and impacts across CARICOM. It shines a light on the range of responses, at the national and regional levels, to help CARICOM countries achieve the shared vision and goals of the Strategic Plan for Biodiversity 2011-2020. The report reveals that progress in implementing the Strategic Plan for Biodiversity and achievement of the Aichi Targets has been varied. It provides recommendations to address the threats and pressures identified, to enhance the Community's progress towards the Aichi Targets.

The report also presents recommendations for addressing the challenges resulting from the impacts of climate change and the increased frequency of severe weather events. It makes recommendations for mainstreaming biodiversity, as a key element of the Region's sustainable development. In his foreword to the report, the Secretary-General noted that the recommendations were in keeping with the commitment expressed in the CARICOM Strategic Plan towards *good environmental management and protection of the Region's natural assets across all sectors of development*.

The report was launched, in Guyana, at the Caribbean Regional Preparatory Workshop for the Fourteenth Meeting of the Conference of the Parties (COP 14) to the Convention on Biological Diversity (CBD) held in Egypt in November, and the Regional Consultation for Phase III of the Programme for Capacity Building related to the Multilateral Environmental Agreements (MEAs) in the African, Caribbean and Pacific (ACP). A launch also took place in the margins of the COP 14 Meeting.

The report was prepared by the CARICOM Secretariat, UN Environment, CARICOM Member States, and regional biodiversity experts. It was funded by the EU, under Phase II of the ACP-MEAs project, and with support from UN Environment.

Climate Change

In preparation for the Community's participation in the Twenty-Fourth Session of the Conference of Parties to the United Nations Framework Convention on Climate Change (COP 24), held in Katowice, Poland, in December, Heads of Government adopted a **Declaration on Climate Change** in July. The theme of the Declaration is *Securing the future of our people*. The Declaration calls for a global effort to close the mitigation ambition gap and place the world on the pathway of low-emissions climate development.



Some members of the Community delegation at COP 24.
(L-R) CARICOM Secretariat Programme Manager for Environment, Amrikha Singh;
OECS Director-General, Didicus Jules; CARICOM Secretariat Assistant Secretary-General
for Human and Social Development, Douglas Slater.

COP 24 ended with the Katowice Climate Package, an agreement on how to keep the Paris Agreement moving forward. The Conference agreed that there should be one set of rules and one system for measuring greenhouse gas (GHG) emissions reductions. An agreed rulebook sets out a single set of guidelines for all countries, so everyone is using the same system and timelines to measure and report their emissions and progress on the Paris commitments.

Countries must also submit new or updated nationally determined contributions (NDCs) in 2020.

Both the Caribbean Community Climate Change Centre (CCCCC) and the CDB have been accredited as Regional Implementing Entities for the Green Climate Fund (GCF), for small projects ranging between US\$10 million to US\$50 million per project. The CCCCC's portfolio is for grant funding, while the CDB will manage grant funds and concessionary loans. The Government of Antigua and Barbuda has been accredited as a National Implementation Entity to the Fund. This makes it eligible to coordinate implementation of micro projects, up to US\$10 million per project, on behalf of countries in areas including agriculture, health, forestry, fisheries, energy, and ecosystem services.



Mid-Term Review of the SIDS Accelerated Modalities of Action (SAMOA) Pathway

The SAMOA Pathway, adopted in 2014 at the Third International Conference on Small Island Developing States (SIDS) held in Samoa, will undergo a mid-term Review in 2019.

In preparation, Member States submitted national reports on the status of implementing the Pathway to ECLAC, the organisation responsible for preparing the Regional Report. The Secretariat worked with ECLAC to ensure that information about regional initiatives, were included in the Report.

A key position advocated by CARICOM, in preparation for the mid-term review, is the need to treat SIDS as a special case for sustainable development.



SECTION V

COMMUNITY RELATIONS

***Strengthening the CARICOM Identity
and Spirit of Community***

Strategies, 2015-2019

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

Elections Observation

During the year, **two CARICOM Elections Observation Missions (CEOMs)** were mounted, at the requests of Antigua and Barbuda and Grenada. The Missions comprised CARICOM nationals with election management and observation experience. The CARICOM Secretariat coordinated the Missions, providing preparatory and on-the-ground logistical and administrative support.

An eight-member CEOM observed the general election in Antigua and Barbuda on 21 March. The Mission was led by Mr Keith Lowenfield of the Guyana Elections Commission, and comprised observers from The Bahamas, Barbados, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, and Trinidad and Tobago.



The CEOM to Antigua and Barbuda

The Mission's assessment was that, while there were issues related to electoral processes for which recommendations were made, the voters were able to cast their ballots without intimidation or harassment. Also, the results of the elections reflected the will of the people.

Earlier in that month, **an eleven-member team observed Grenada's general election** on 13 March. The Mission was led by Ms Pauline Welsh of the Electoral Commission of Jamaica, and comprised observers from The Bahamas, Barbados, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago.



Some members of the CEOM to Grenada

The CEOM congratulated the people of Grenada on their commitment to the democratic process,

evidenced by voter turnout and the peaceful manner in which the people exercised their franchise. It found that greater efforts, or more effort, needed to be put in place to achieve meaningful reform and greater efficiencies in the registration of voters. This would ensure that the voters list was accurate, reliable, and up-to-date.



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.



Canada

CARICOM and Canada took steps to reinvigorate their relations during the year, through discussions at the level of Heads of Government and Ministers. Prime Minister Justin Trudeau of Canada and the Heads of Government/Delegation of CARICOM Member States and of the Dominican Republic, held discussions in the margins of the Eighth Summit of the Americas held, in April, in Peru. Issues included strengthening Canada's relations with the Caribbean region, the situation in Venezuela, and trade.



CARICOM Leaders, Prime Minister Andrew Holness of Jamaica (1st left) and CARICOM Chair, President Jovenel Moïse of Haiti (3rd left) share a platform with Canada's Prime Minister Justin Trudeau (1st right) at the Eighth Summit of the Americas

During the engagement, the Prime Minister of Canada announced the provision of more than CDN\$30 million, in addition to Canada's previous pledge of CDN\$100 million towards reconstruction in the region, and climate resilience efforts.

Discussions at the level of Heads of Government/Delegation continued later in April, in the margins of the Commonwealth Heads of Government Meeting (CHOGM) in London, where the focus continued on trade and the situation in Venezuela.

At the invitation of the Prime Minister of Canada, the President of Haiti and the Prime Minister of Jamaica, in their capacity as the sitting and incoming Chairs of CARICOM, respectively, participated in an Outreach Session for Leaders of the Forty-Fourth Summit of the Group of Seven (G7) on Oceans, held in Canada, in June. The Session was held to discuss how to build resilient coasts and communities, shared ocean knowledge and science, and support for sustainable oceans and fisheries. The Leaders also explored how to address pressing challenges, including plastics in the oceans and illegal, unreported and unregulated fishing.



Leaders at the Forty-Fourth Summit of the G7 on Oceans, chaired by Prime Minister Justin Trudeau of Canada (front centre) and including President Jovenel Moïse of Haiti (front left) and Prime Minister Andrew Holness of Jamaica (back row, 4th right)

A number of engagements took place between CARICOM and Canada at the Ministerial level, including at the Twenty-First Meeting of the Council for Foreign and Community Relations (COFCOR) held, in The Bahamas, in May. At the COFCOR, Foreign Ministers engaged the Minister of International Development and La Francophonie, Hon. Marie-Claude Bibeau. Areas of discussion included vulnerability of SIDS to climate change, strengthening CARICOM's disaster management relief and coordination capacity, difficult requirements for obtaining a Canadian entry visa, and the need for the establishment of a regular dialogue mechanism.



Republic of Chile

CARICOM Heads of Government engaged with President Sebastian Piñera of Chile at their Thirty-Ninth Regular Meeting held, in Jamaica, in July. Heads of Government reaffirmed the Community's commitment to strengthening relations and technical cooperation links with Chile, a longstanding partner. Both sides expressed their interest in furthering collaboration in areas of food security, the blue economy/oceans, and trade promotion.



CARICOM Heads of Government/Delegation, the Secretary-General and the President of Chile

Heads of Government welcomed Chile's proposals for deeper collaboration. These included a multinational approach to poverty, search and rescue missions in urban areas, environment and climate change, natural disasters including infrastructure restoration, and a proposed free trade agreement. Chile also announced its intention to make resources available through the Capital Fund of the OAS. The CARICOM-Chile Joint Commission will meet, at the earliest opportunity, to concretise cooperation going forward.

Chile continues to contribute to the Region's human resource development, through the provision of tertiary level scholarships in that country. Areas of study include disaster risk management, public sector management, entrepreneurship and innovation.

Staff of the CARICOM Secretariat have also benefited from Chile's offer of language training. During the year, eighteen staff members took part in such training.



Republic of Cuba

Heads of Government and President Miguel Díaz-Canel of Cuba also held discussions in Jamaica, at the Thirty-Ninth Regular Meeting. The Leaders acknowledged the continued strength of the fraternal relations based on solidarity, mutual support, and technical cooperation. They underlined the need to increase trade and economic relations.



CARICOM Heads of Government, the Secretary-General
and the President of Cuba

They also highlighted the need for a united Caribbean to exercise its control over the Caribbean Sea, through conservation and exploitation of its economic opportunities.

Heads of Government reiterated their call for an end to the unjust financial and economic embargo against Cuba. They also expressed concern over the reversal of measures taken to improve the relationship between Cuba and the US.



Federal Republic of Germany

CARICOM Foreign Ministers exchanged views with Deputy Foreign Minister Walter Lindner of Germany, in May, during the Meeting of the COFCOR. Discussions centered on joint concerns for CARICOM and Europe. They included climate change, disaster preparedness, promoting a free and fair international system of trade, energy and renewable energy, sustainable development, and protection of the marine ecosystems in the Region.

The COFCOR also welcomed Germany's commitment to strengthen relations with CARICOM and to cooperate in areas of interest to the Community.



Japan

The Sixth CARICOM-Japan Ministerial Meeting was hosted by Japan, in the margins of UN General Assembly in New York, in September. It was co-chaired by Minister of Foreign Affairs Darren Henfield of The Bahamas and Minister of Foreign Affairs Taro Kono of Japan. Discussions focussed on strengthening the CARICOM-Japan relationship through cooperation in the international arena on critical issues such as climate change and disaster risk reduction, UN Security Council reform, the state of affairs in Asia, and blacklisting and correspondent banking.



Secretary-General Irwin LaRocque and Foreign Minister Taro Kono of Japan at the start of the Sixth CARICOM-Japan Ministerial Meeting



Kingdom of Norway

At the COFCOR in May, CARICOM Foreign Ministers also exchanged views with Minister of International Development Nikolai Astrup of Norway. Issues discussed included the SDGs, climate change, protection of the oceans, upholding the international trading system and multilateralism, and access to official development assistance (ODA) for graduated countries in the wake of a catastrophe.

CARICOM welcomed Norway's commitment to strengthen relations and to cooperate in areas of interest to the Community in multilateral fora. This includes at the UN, particularly on issues related to climate change, oceans, sustainable development, controlling the circulation of small arms, and the promotion of a level playing field for global trade and investment.



Romania

Additionally, CARICOM Foreign Ministers exchanged views with Deputy Prime Minister Ana Birchall of Romania, in May, at the COFCOR. CARICOM welcomed Romania's *Vision for a Long-term Partnership with the Caribbean* and its commitment to strengthen relations with CARICOM. Romania expressed a willingness to cooperate with the Community in areas of interest in multilateral fora; and in its capacity as President of the EU Council, to host an International Conference on Resilience to Natural Disasters, in April 2019.

During the year, Romania provided Member States with forty-three scholarships for study in areas related to politics, government, and medicine. In addition, that country provided diplomatic training to representatives of Member States.



Republic of Korea (South Korea)

In continuing efforts to strengthen relations and cooperation between CARICOM and South Korea, the latter hosted the Eighth Korea-Caribbean High-Level Forum in Seoul, in October. The focus of the Forum was *Cooperative Partnership between the Republic of Korea and the Caribbean Nations in the Areas of Peace and Security*.

Discussions focussed on a range of security-related issues. They included stemming the flow of small arms and light weapons (SALW), cyber security, and compliance with international instruments, such as the UN Security Council Resolution 1540. That Resolution seeks to prevent the possession and proliferation of weapons of mass destruction (WMDs) by non-state actors.

CARICOM countries used the opportunity to reiterate their support for South Korea and its denuclearisation efforts with North Korea.



United Kingdom (UK)

CARICOM Heads of Government used the opportunity of the Commonwealth Heads of Government Meeting (CHOGM), hosted by the UK in April, to meet with British Prime Minister Theresa May. Discussions focussed on the matter of the immigration concerns of the Windrush Generation, people from the Caribbean who arrived in the UK between 1948 and 1971, and their descendants/families.



CARICOM Heads of Government/Delegation and the Secretary-General in discussion with Prime Minister Theresa May of the UK and her team, in the margins of the CHOGM

The Prime Minister apologised for the anxiety and controversy from new rules introduced by her, as Home Secretary, designed to make sure that only those with the right to remain in the UK could access its welfare and health services. She informed that Caribbean citizens who had arrived in the UK before 1973, and had lived there permanently in the last thirty years without significant periods of time away, had the right to remain in the country. She assured that everything was being done to ensure that the status of those persons, who had not received any documentation from the Government, was regularised.



United States of America (USA)

In the margins of the Summit of the Americas, held in April in Peru, several CARICOM Member States met with acting US Secretary of State, John Sullivan, during which Vice-President Mike Pence made an appearance. Issues discussed included de-risking and the loss of correspondent banking services in the Region, and security.

Also in Peru, CARICOM representatives held discussions with a US Congressional delegation with a focus on de-risking and loss of correspondent banking services in the Region.

During the year, the US Government, through USAID provided US\$14.5 million to support efforts to reduce the risk of disasters in the Caribbean, strengthen the region's emergency response capacity, and make communities more resilient to disasters and better able to handle their impacts. This is part of the US Government's continuing assistance to the region, in the wake of the devastation caused by Hurricanes Irma and Maria in 2017.

An earlier three-year agreement with USAID, under its Regional Development Cooperation Strategy, ended in 2018. The Strategy focussed on the areas of youth, HIV/AIDS, and climate change. It targeted Antigua and Barbuda, Barbados, Dominica, Grenada, Guyana, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago.



The Commonwealth

Nine CARICOM Heads of Government, namely Antigua and Barbuda, The Bahamas, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, St. Kitts and Nevis, and Trinidad and Tobago, joined other Commonwealth Leaders at the 2018 CHOGM, hosted by the United Kingdom in April. The theme of the Meeting, *The Commonwealth: Towards a Common Future*, was intended to emphasise the role that the Commonwealth family can play in achieving a more prosperous, secure, sustainable and fairer future, underpinned by shared values of democracy and inclusive development.



Heads of State/Government/Delegation at the CHOGM

Recognising that sixty per cent of the Commonwealth's population are under the age of 30, the Leaders affirmed that youth empowerment and gender equality were critical in realising the 2030 Agenda for Sustainable Development and the aspirations of the Commonwealth Charter.

They also recognised that the Commonwealth had always been a strong advocate for the causes of Small States, which made up more than sixty per cent of its membership. The Commonwealth had also consistently raised international awareness of the inherent vulnerabilities of Small States.

Other issues discussed included vulnerability and climate change, natural disasters, sustainable development of oceans, sustainable use of energy and natural resources, trade, migration, education, health, sport and sustainable development, crime and violence, human trafficking and child exploitation, cyber security, strengthening democratic institutions and promoting peace, and inclusive and sustainable economic growth. An important outcome for the Community was the adoption of the Commonwealth [Blue Charter](#), which aims to support the protection of oceans and marine environments throughout the Commonwealth.



Community of Latin American and Caribbean States (CELAC)

The COFCOR, at its meeting in May, determined that the Community needed to play a more vital role in the CELAC. Ministers established a Technical Working Group on CELAC (TWG-CELAC) under the leadership of the Chair of COFCOR, The Bahamas.

Focus of the TWG-CELAC

Undertake a review of CARICOM's participation in the CELAC and make recommendations for its full and effective participation and involvement.

Consider and advise the COFCOR on the capability of a CARICOM Member State, or CARICOM as a group, holding the CELAC Presidency Pro Tempore.

The COFCOR also noted that divisive political developments in the hemisphere, emanating from the situation in Venezuela, have had a negative impact on the functioning of CELAC. This had resulted in the postponement of the regular CELAC Summit in January.



Organisation of the American States (OAS)

Four CARICOM Heads of Government, namely of The Bahamas, Haiti, Jamaica and Saint Lucia, joined the other Leaders of the Hemisphere at the Eighth Summit of the Americas held, in April, in Peru. The other CARICOM Member States were represented at the Ministerial level. A major topic of discussion was the situation in Venezuela and its impact on the mechanisms of dialogue within the hemisphere.



Heads of State/Government/Delegation at the VIII Summit of the Americas



Central American Integration System (SICA)

The CARICOM-SICA Plan of Action, signed in 2007, was updated during the year through the collaborative efforts of the CARICOM and SICA Secretariats. Given the passage of time, some of the required actions under the original Plan were no longer relevant nor applicable due to advances in technology and changes in institutional structures in both sub-regions. Both organisations carried out internal consultations, which formed the basis for the draft updated Plan.

The draft updated Plan of Action identifies eleven areas for cooperation and collaboration namely HRD, health, housing, poverty eradication, environment and natural disasters, foreign policy coordination, trade and investment, crime and security, anti-Corruption, air transport, and tourism and cultural exchange.

The updated Plan of Action has been submitted to Member States for comment.



United Nations (UN)

In May, the COFCOR held discussions with the Special Representative of the UN Secretary-General on Migration, Ms Louise Arbour. The Ministers agreed to seek the support of the International Organisation for Migration (IOM) and the Office of the UN High Commissioner for Refugees (UNHCR) in addressing current and future migration challenges in the Region, recognising the increased flow of regional and extra-regional migrants.

Plenipotentiary Representatives of Third States Accredited to CARICOM

Indonesia, Norway, and Panama established diplomatic relations with the Community, accrediting their first Plenipotentiary Representatives in 2018. This brings the number of Third Countries and Organisations accredited to CARICOM, to forty-four.

The year also witnessed the strengthening of existing ties as Secretary-General LaRocque accredited new Ambassadors from Argentina, Cuba, Germany, Lithuania, Singapore and Slovenia. Deputy Secretary-General Manorma Soeknandan accredited the new Ambassador from Georgia, on behalf of the Secretary-General.



Secretary-General and Ambassador Felipe Alejandro Gardella
of **Argentina**



Secretary-General and Ambassador Narciso Reinaldo
Amador Socorro of **Cuba**



Deputy Secretary-General and Ambassador David Solomon
of **Georgia**



Secretary-General and Ambassador Holger Michael
of **Germany**



Secretary-General and Ambassador Dominicus Supratikto
of **Indonesia**



Secretary-General and Ambassador Audra Plepytė
of **Lithuania**



Secretary-General and Ambassador Ingrid Mollestad
of **Norway**



Secretary-General and Ambassador Soraya Cano Franco
of **Panama**



Secretary-General and Ambassador Karen Anne Tan Ping Ming
of **Singapore**



Secretary-General and Ambassador Stanislav Vidovič
of **Slovenia**



SECTION VII

GOVERNANCE

Strengthening Community Resilience

Strategies, 2015-2019

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

Community Reform

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

Implementing and Tracking the Community Strategic Plan

During the year, the **first results focused Community Operational Plan (COP) was developed under the CARICOM Results Based Management (RBM) System**. This was facilitated by the logic model and performance measurement framework for the Community Strategic Plan, which was also finalised during the year with the inputs of the Implementing Partners.



Participants from Haiti who benefitted from an RBM sensitisation seminar conducted by the Secretariat team, led by Deputy Secretary-General Manorma Soeknandan (7th left)

The logic model contains community outputs for each strategic pillar which must be completed by the Implementing Partners to achieve the immediate, intermediate, and ultimate outcomes for the Community.

The performance measurement framework is based on the logic model and tracks progress in implementing the Strategic Plan. It contains indicators for each community output.

In keeping with the results orientation, a results-focused Report was developed. The Report identified progress in implementing the Community Strategic Plan and highlighted major achievements for 2018. The Report revealed an improvement in the implementation rate of the Community Strategic Plan, with progress reported across all the strategic pillars of the Plan.

RBM capacity-building and sensitisation seminars continued in 2018 for a cross-section of stakeholders in Member States, including parliamentarians, permanent secretaries, the private sector, and NGOs. Similar sessions were held for staff of the CARICOM Secretariat, Regional Institutions, and some development partners operating in the Region.

Also, the **Secretariat's first Enterprise Risk Management policy** was approved by its Executive Management during the year. The Policy guides the identification, evaluation, and prioritisation of risks and the application of resources to minimise, monitor, and control them. Its approval follows the introduction, in 2017, of a Risk Management programme in the Secretariat. The aim is to help manage the impact of the inherent and other risks in implementing the Community Strategic Plan, given the vulnerabilities of the Region. The Risk Management programme will be expanded to the Community.

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, work continued in respect of Phase 1. Business Process Reviews (BPRs) for the three departments prioritised in 2017 (Resource Mobilisation and Technical Assistance, Human Resource Management, and Strategic Management) were completed during the year, along with that for the Office of the Secretary-General. This entailed mapping the current processes and procedures, making recommendations for improvements and, in some cases, proposing new structures.

Caribbean Community Administrative Tribunal (CCAT)

A draft of the Statute to establish a Caribbean Community Administrative Tribunal (CCAT) was considered by the Secretary-General and the Heads of Community Institutions at their Eighth Meeting, held in May, in Guyana. The Statute was prepared following discussions involving the Secretariat, led by the Office of the General-Counsel; the Caribbean Court of Justice (CCJ); and Community Institutions. While there

was general agreement on the text of the Statute, the Institutions' representatives indicated that formal approval would be required from their respective governing bodies.

The CCAT is a new feature of the Community's Governance arrangements. It is intended to provide staff of the CARICOM Secretariat and of Community Institutions, with access to an appropriate and cost-effective mechanism for the settlement of disputes regarding their terms and conditions of employment.

CARICOM Committee of Ambassadors (CCA)

The CARICOM Committee of Ambassadors continued to support the work of the Community Council during the year. Issues considered by the Committee included supporting the development and implementation of the CARICOM RBM and the RBM-based 2018 COP, proposals for the establishment of the CCAT, and supporting the work of the National Inter-Ministerial Consultative Committees and Business and Labour Advisory Committees to facilitate decision implementation.

As regards the latter, Heads of Government had mandated the establishment of these Committees to help address the problem of the *implementation deficit* (the hiatus between the taking of decisions by the Organs of the Community, and implementation at the national level).

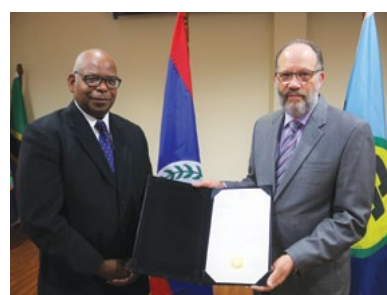
In 2018, the CCA welcomed new members from Barbados, Belize, Suriname, and St. Vincent and the Grenadines.



Secretary-General and
Ambassador Veronica Griffith
of **Barbados** (January to November)



Secretary-General and
Ambassador David Comissiong
of **Barbados** (from November)



Secretary-General and
Ambassador Lawrence Sylvester
of **Belize**



Secretary-General and
Ambassador Chantal Elsenhout
of **Suriname**



Secretary-General and
Ambassador Allan Alexander
of **St. Vincent and the Grenadines**

Agreements Signed/Ratified

The following **Instruments were opened for signature in 2018** and were signed/ratified by the countries indicated:

☞ **Revised Agreement establishing the Caribbean Examinations Council (CXC)**, (*Port-au-Prince, Haiti, 27 February 2018*)

Signed by: Barbados, Belize, Guyana, Montserrat, St. Vincent and the Grenadines (*27 February 2018*)
Jamaica (*6 July 2018*),
Saint Lucia (*4 December 2018*)

Ratified by: Barbados (*27 March 2018*)
Guyana (*7 December 2018*)

☞ **Multilateral Air Services Agreement**, (*Port-au-Prince, Haiti, 27 February 2018*)

Signed by: Belize, Guyana, St. Vincent and the Grenadines (*27 February 2018*)
Suriname (*6 July 2018*)
Antigua and Barbuda, Barbados, St. Kitts and Nevis, Saint Lucia (*4 December 2018*)

Ratified by: Barbados (*4 December 2018*)

☞ **Protocol on Contingent Rights**, (*Montego Bay, Jamaica, 6 July 2018*)

Signed by: Barbados, Grenada, Haiti, Jamaica, Saint Lucia, St. Vincent and the Grenadines.
Suriname (*6 July 2018*)
Antigua and Barbuda, Guyana, Trinidad and Tobago (*4 December 2018*)

☞ **Declaration of Intent to Provisionally apply the Protocol on Contingent Rights**, (*Port-of-Spain, Trinidad and Tobago, 4 December 2018*)

Signed by: Antigua and Barbuda, Barbados, Guyana, Saint Lucia, Trinidad and Tobago
(*4 December 2018*)

The following Instruments ***which had been opened for signature prior to 2018*** were signed and/or ratified by Member States as indicated:

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

Signed by: Jamaica (4 July 2018)

Ratified by: Guyana (7 December 2018)

- ☞ **Agreement establishing the Caribbean Accreditation Authority for Education in Medicine and other Health Professions,** (*Castries, Saint Lucia, 13 November 2003*)

Signed by: Montserrat (27 February 2018)

- ☞ **Amendment to Annex III of the Agreement relating to the Operation of the CARICOM Development Fund (CDF),** (*Grande Anse, Grenada, 26 February 2011*)

Ratified by: Antigua and Barbuda (17 September 2018)
St. Kitts and Nevis (5 September 2018)

- ☞ **CARICOM Arrest Warrant Treaty,** (*Grande Anse, Grenada, 5 July 2017*)

Signed by: The Bahamas, Barbados (27 February 2018)
Jamaica (6 July 2018)
Trinidad and Tobago (4 December 2018)

Ratified by: Barbados (7 May 2018)
Guyana (7 December 2018)

- ☞ **Agreement establishing the Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE),** (*Grenada, 5 July 2017*)

Signed by: The Bahamas (15 January 2018)
Montserrat (27 February 2018)
Haiti (8 May 2018)

Ratified by: The Bahamas (7 May 2018)
Belize (20 April 2018)
Guyana (15 May 2018)
Jamaica (27 February 2018)
Montserrat (17 April 2018)
St. Vincent and the Grenadines (13 April 2018)

- ☞ **Agreement Relating to the Operation of the CARICOM Development Fund (CDF)**, (St. Johns, Antigua and Barbuda, 4 July 2008)

Ratified by: Antigua and Barbuda (18 September 2018)

- ☞ **Revised Agreement Establishing the Caribbean Agricultural Health and Food Safety Agency (CAHFSA)**, (Grenada, 25 February 2011)

Acceded to by: St. Vincent and the Grenadines (22 January 2018)

- ☞ **Agreement Establishing the Caribbean Public Health Agency (CARPHA)**, (Georgetown, Guyana, 1 June 2011)

Acceded to by: Haiti (19 March 2018)

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



SECTION VIII

STATISTICS

Strengthening Community Resilience

Regional Strategy for the Development of Statistics (RSDS)

The **Regional Strategy for the Development of Statistics (RSDS)** was endorsed by CARICOM Heads of Government, in July, at their Thirty-Ninth Regular Meeting. Heads of Government also approved the preparation of accompanying frameworks to support the Strategy, namely an implementation plan, a communication and advocacy strategy, a resource mobilisation strategy, and a monitoring and evaluation framework. Work commenced during the year to develop the Implementation Plan.

The preparation of the RSDS was coordinated by the Secretariat. It involved contributions from the CARICOM Advisory Group on Statistics, an assessment of the regional and national statistical systems in the Region, and review by the Standing Committee of Caribbean Statisticians (SCCS). The exercise was supported by the Partnership in Statistics for Development in the 21st Century (PARIS21).



Regional Strategy for the 2020 Round of Population and Housing Census

The Regional Strategy for the 2020 Round of Population and Housing Census was completed during the year and presented to the Regional Census Coordinating Committee (RCCC), in July. The objective of the Strategy is to support the availability of timely, high quality, and comparable census data, for planning and decision-making in CARICOM.

As part of the Regional Strategy, two workshops were held:

- ✎ A Census Management and Planning workshop held, in July, at the Secretariat. The workshop included sessions on geographic information systems (GIS) mapping and exchange of experience on computer assisted personal interviewing, the data capture approach that most countries intend to use in collecting census data.

The workshop was supported by several development partners including the Inter-American Development bank (IDB), the UNFPA, the Environmental System Research Institute (ESRI), and Statistics Canada. Participants comprised representatives from Antigua and Barbuda, The Bahamas, Barbados, Belize, Grenada, Guyana, Jamaica, Montserrat, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago.



Meeting of the RCCC, held in July, at the Secretariat in Guyana

- ✎ A Regional Training workshop in Mapping/GIS held, in December, in Barbados. The workshop was supported by the IDB, as part of the Project entitled *Support to the regionally-coordinated Census Strategy - Common Census Framework Project 2.0*, and in collaboration with the ESRI. Participants comprised representatives from The Bahamas, Barbados, Dominica, Grenada, Guyana, Jamaica, Montserrat, Saint Lucia, St. Kitts and Nevis, Suriname, Trinidad and Tobago, as well as from the Associate Members of Bermuda and Cayman Islands.



Participants at the Regional Training Workshop in Mapping/GIS

Capacity Building

Also, in December at the Regional Training Workshop on Mapping/GIS in Barbados, the **CARICOM Capacity Building in Statistics** project was launched. The objective of the project is to strengthen the capacity of Member States to produce statistical information in the areas of gender, the environment, and agriculture and rural development.

The project is funded by the IDB with support from the Government of Italy, through its National Statistical Institute.

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



Thirty-Fourth Meeting of the COHSOD, held in May, at the CARICOM Secretariat

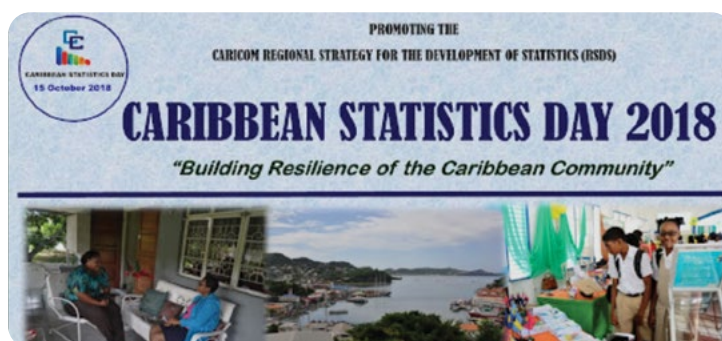
In May, the COHSOD approved a set of 125 Core SDG Indicators to be produced by Member States as a priority. The Core Indicators were selected based on the following criteria:

- ☞ They are grounded in regional and national priorities of countries.
- ☞ They are of relevance to CARICOM countries as SIDS.
- ☞ They target diverse population groups, ensuring that no one is left behind.
- ☞ They must afford for national, regional, and international comparability.

Work commenced during the year on assessing the availability of the CARICOM Core SDG Indicators, starting with the initial set of 109 indicators. A publication entitled *CARICOM Core Indicators for the Sustainable Development Goals (SDGs): Assessment of Data Availability in Member States and Associate Members* was issued in September on the data availability of these core indicators.

Statistical Advocacy

The Community observed **Caribbean Statistics Day (CSD) on 15 October** under the overarching theme of the RSDS, *Building Resilience of the Caribbean Community (CARICOM)*. Heads of Government endorsed the RSDS in July. This year marked ten years since the Community began observing this special Day.



In his **message** to mark the occasion, the Secretary-General applauded the Statisticians of CARICOM for their continued efforts in developing strategic initiatives to fill the data needs of the Region, for improved

quality of life. Activities were held in Member States and at the Secretariat to promote the use and benefit of statistics. They included seminars, panel discussions, displays and exhibitions including brochures on careers in statistics.

Databases and Publications

During the year, statistical data were collected, compiled, and disseminated, to support decision-making and policy formulation in a range of areas. This included ICT, central government operations, consumer price indices, external debt, financial statistics, national accounts, and merchandise trade.



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.

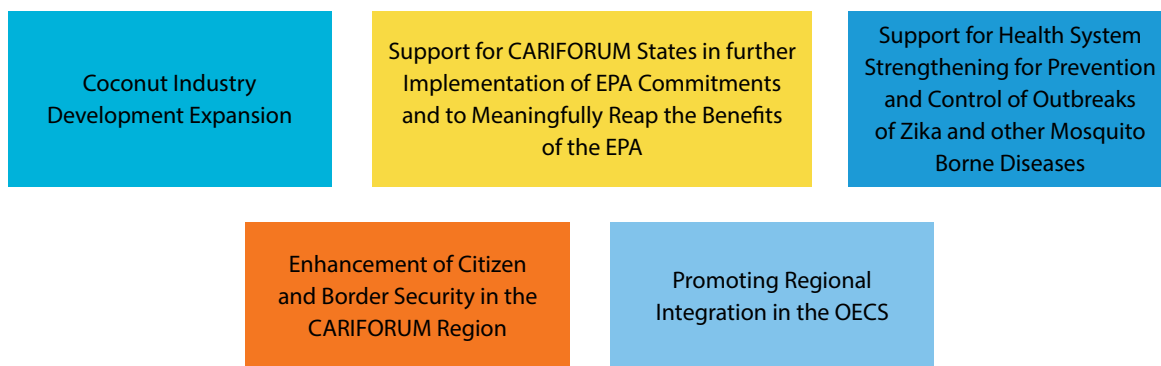
Relations between CARICOM and CARIFORUM and the EU are conducted mainly within the framework of the Cotonou Agreement. Cuba is not a party to the Cotonou Agreement and is not a beneficiary of Caribbean Regional Indicative Programmes (CRIPs), financed by the EDF.

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

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

During 2018, there was significant progress in Programming the CRIP financed by the 11th EDF. Programmes/projects valued at €261.075 million were approved. By the end of the year, financing agreements totalling €140.35 million had been signed.

Aproved projects



Also during the year, CARIFORUM Officials held discussions with representatives of the French Caribbean Outermost Regions (FCORs), in the context of INTERREG Caraïbes and INTERREG Amazonia. INTERREG Caraïbes focusses on cooperation between the European territories of French Guiana, Guadeloupe, Martinique, and Saint-Martin and neighbouring Caribbean countries. INTERREG Amazonia focusses on cooperation between the outermost region of French Guiana, Guyana, Suriname, and the states of Amapá and Amazonas in Brazil.

Arising from these discussions, agreement was reached on financing joint projects involving CARIFORUM and FCOR stakeholders. Also in April, a regional consultation on an *Effective Platform for CARIFORUM, the FCOR and the British and Dutch OCTs* was held to identify priority areas and platforms to be used for further cooperation and collaboration.

ACP-EU Post-Cotonou Negotiations

In 2018, CARIFORUM began intense preparations for its participation in the ACP-EU post-Cotonou negotiations. Regional preparatory work included meetings of Senior Officials and Ministers as well as a ministerial retreat during a Special Meeting of the CARIFORUM Council of Ministers held, in March, in St. Kitts and Nevis.

At that meeting, the CARIFORUM Council of Ministers discussed the nature, scope, and level of actions related to the future of the ACP. Ministers also decided on a negotiating mandate and a joint and common brief for CARIFORUM's participation in the negotiations. A technical advisory committee was established and short-term technical assistance was contracted to support the negotiating process.

CARIFORUM-EU Political Dialogue

The CARIFORUM Council of Ministers and Senior Officials of the European Commission (EC) held political discussions, in March, focusing on the CARIFORUM-EU EPA, as well as cooperation in the areas of security, justice, and energy. Informal political dialogue continued during the year at which CARIFORUM representatives made presentations on several matters of importance including EU blacklisting, post-Cotonou negotiations, trade cooperation, and cooperation in international fora.

In July, CARIFORUM Foreign Ministers met with the EU High Representative as part of the CARIFORUM-EU Political Dialogue. The discussions provided an opportunity to take stock of EU-Caribbean relations and discuss issues of major interest to both regions including:

- ✎ Launch of negotiations between the EU and the ACP for a post-Cotonou agreement. Both sides underlined their commitment to a framework for the further development of the joint partnership.
- ✎ The vulnerability of Caribbean SIDS to natural and man-made exogenous shocks. Both sides reaffirmed their commitment to strengthen the resilience of Caribbean societies. The EU announced a €74 million support package to respond to the reconstruction efforts of the countries most affected by Hurricanes Irma and Maria; and to support long-term resilience building as well as disaster risk reduction and preparedness, through CDEMA.

This response package was a follow-up to the EU pledge at the CARICOM-UN High-Level Pledging Conference of November 2017.

- ✎ The need for strengthened cooperation in multilateral fora to uphold shared values such as democracy, human rights, good governance, the rule of law, and a rules-based multilateral trading system; and to tackle common challenges including climate change, human security, and sustainable development.

CARIFORUM-EU Economic Partnership Agreement (EPA)

CARIFORUM continued to focus on the effective implementation of the EPA. Some of the Joint Institutions established as part of the institutional framework to manage implementation of the Agreement, continued their work including the Trade and Development Committee, the Special Committee on Customs and Trade Facilitation, the Special Committee on Agriculture and Fisheries, and the Consultative Committee. The discussions in these Joint Institutions addressed technical issues and reached agreement on collaborative activities to be taken. In preparation for the discussions, internal CARIFORUM meetings were held, including a Meeting of National EPA Coordinators.

Also, a number of specialised consultations, technical meetings, and exchanges were organised in a range of areas. They included trade in services, establishment of an EPA monitoring framework, mutual recognition arrangements for architectural services, trade issues, and cultural cooperation. Progress was also made in respect of a single administrative document and customs valuation, and an agreement on the *Protection of Geographical Indications*.

Work also commenced, internally and with the EU, on the second 5-year review of the EPA.

Withdrawal of the United Kingdom from European Union (BREXIT)

CARIFORUM held internal technical and political consultations as well as direct negotiations with the UK, the latter with the support of the Secretariat's Office of Trade Negotiations. CARIFORUM-UK Ministerial-level exchanges had set the framework for the technical negotiations.

A CARIFORUM-UK EPA was negotiated during the year, following several internal technical sessions and joint sessions with UK representatives.



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; and provision of legal services including Opinions, draft legislation, and representation before the Caribbean Court of Justice (CCJ). The Secretariat also supports 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 2018 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 2018 are set out below.

Human Resource Management (HRM)

During the year, 159 employees benefitted from training programmes across managerial and technical fields. A seminar on the EU General Data Protection Regulation (GDPR) was organised to familiarise staff with what is considered the *World's strongest data protection rules* and its implications for the Region. This initiative was supported by IBM Caribbean. Participants were sensitised about the need to be fully aware of EU Data Protection Regulations, which took effect in May. Failure to comply with the Regulations, or lack of awareness, could lead to loss of reputation, financial damage, and negative publicity. Non-compliance could also affect regional businesses and the way the Region does business, particularly with EU customers.

Also during the year, the Secretariat introduced a **machine readable CARICOM Laissez Passer**, a document for use on official travel by staff of the Secretariat and of Community Institutions. The Secretary-General received the first machine readable travel document in January.

The CARICOM Laissez-Passer is the official travel document issued by the CARICOM Secretariat under the provisions of Article 13 of the [Protocol on the Privileges and Immunities of the Caribbean Community](#).



Deputy Secretary-General Manorma Soeknandan shows Secretary-General Irwin LaRocque the first set of CARICOM Laissez Passer documents

In September, the Secretariat recruited a new Director, Human Resource Management (HRM).



Capacity Building in Member States

The Secretariat's internship programme hosted thirty-two interns from five Member States. The programme provides first-hand experience in various fields of study, which prepares the interns for the world of work.

Nationals of Guyana (26), Barbados (3), Saint Lucia (1), Jamaica (1), and St. Vincent (1) participated in the programme across the Secretariat's three offices: Guyana (27), Barbados (4), and Jamaica (1). The students' levels of study were vocational, undergraduate, and graduate. One undergraduate intern was sponsored by the CCRIF.



CARICOM Secretariat's 2018 Interns being welcomed at the podium by Vanessa Stephney of Human Resource Management as her colleague, Abigail Husbands, looks on

The Programme was conducted over a period of five months. Areas of internship included Administrative Services, Communications, Documentation and Registry Services, the Environment, Foreign and Community Relations, Health, Information Technology, Office of the General-Counsel, and Trade.



Conference Services

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

Approximately 142 meetings were serviced in 2018. The use of IT has provided Member States with a secure platform to access meeting documentation and other administrative information.



Information Technology (IT)

During the year, the Secretariat rolled out an integrated workflow system (IWS) which automates some of its essential business processes. This was made possible with support provided by the Government of India, under the CARICOM-India ICT Project, which commenced in 2016. The system was created by the India-based Centre for the Development of Advanced Computing (CDAC).



Exhibitions and Tours

The Secretariat mounted exhibitions highlighting particular issues and/or milestones in 2018. These included information about statistics, breast cancer, health and wellness, CARICOM Day, Girls In ICT, and International Women's Day.



Staff gather for the annual Christmas Tree Light up in December



Youth Forum exhibition



CARICOM-Cuba Day Exhibition in December



Staff talent - fashion



Staff talent - culinary arts



Staff talent - displays



Secretariat Staff mark World AIDS Day 2018 and 16 Days of Activism to End Gender-Based Violence



The 2018 CARICOM Wellness Day fitness walk was led by Secretary-General Irwin LaRocque and Mrs Sandra LaRocque



Staff share a photo after an International Women's Day Forum

Thirty-one tours were conducted for local schools and visiting delegations in 2018. Students were sensitised about a range of CARICOM issues, such as the CSME, ICT, Human and Social Development, and membership in CARICOM.



Students and their teacher from Green Acres Primary School, in Georgetown, visited in March



Students from the University of Suriname visited in April



Internal Audit

On 1 January, two members of the Audit Committee were replaced in accordance with the rotation matrix of the Audit Committee Charter. Representatives of Haiti and Montserrat replaced those of Dominica and Grenada. The Committee is currently chaired by Jamaica, with Suriname and Trinidad and Tobago as the other Members.

The Secretariat continued to improve its risk management, governance, and control. Two Internal Audit staff members were successful in achieving the **Certified Internal Auditor (CIA)** designation - the gold standard in internal auditing. This allows the Unit to be more effective and efficient in planning, executing, and reporting the results of its audits.

Also, awareness sessions on the role of internal audit were conducted with the Executive and Senior Management of the Secretariat, as well as with some Programme areas.

Audit services were provided across the programmes at the Secretariat and to two community institutions: CARICOM IMPACS and CARPHA.



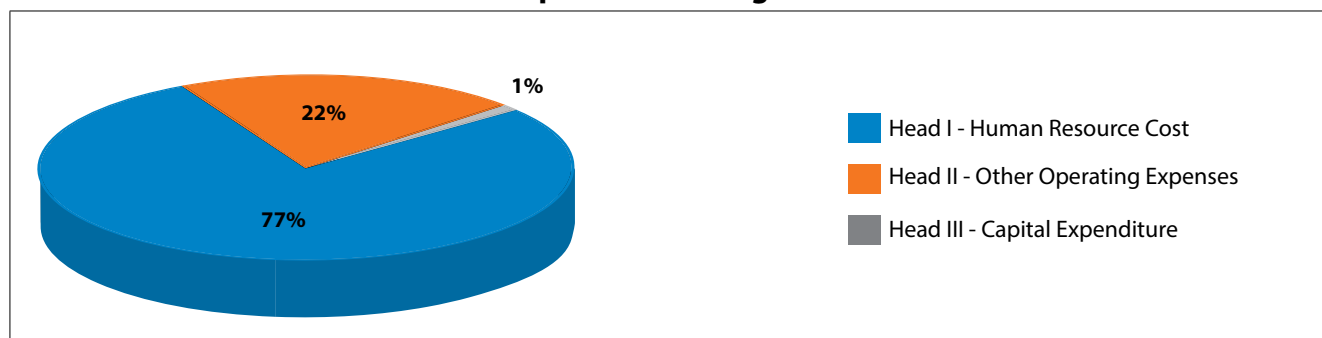
Finance and Budget

In 2018, the Community Council approved a budget of EC\$54,873,726 for the Secretariat funded by Member States contributions as set out below.

Member State	HQ 2018 Amount EC\$	HQ %	OTN 2018 Amount EC\$	OTN %	Total 2018 Amount EC\$
Anguilla	54,509	0.11	-	-	54,509
Antigua & Barbuda	716,507	1.44	76,233	1.49	792,740
Barbados	3,910,934	7.86	415,433	8.12	4,326,377
Belize	1,119,542	2.25	118,697	2.32	1,238,239
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	393,084	0.79	41,954	0.82	435,099
Grenada	716,507	1.44	76,233	1.49	792,842
Guyana	3,483,020	7.00	369,907	7.23	3,852,927
Haiti	2,985,446	6.00	317,210	6.20	3,302,656
Jamaica	11,518,846	23.15	1,223,817	23.92	12,742,663
Montserrat	54,509	0.11	-	-	54,509
Saint Kitts & Nevis	716,507	1.44	76,233	1.49	792,740
Saint Lucia	716,507	1.44	76,233	1.49	792,740
St. Vincent & The Grenadines	716,507	1.44	76,233	1.49	792,740
Suriname	3,483,020	7.00	369,908	7.23	3,852,928
The Bahamas	5,687,275	11.43	604,234	11.81	6,291,509
Trinidad & Tobago	12,001,493	24.12	1,273,957	24.90	13,275,450
Turks & Caicos Islands	104,062	0.21	-	-	104,062
Other Income	6,536	-	-	-	6,536
Total	49,757,434	100.00	5,116,292	100.00	54,873,726

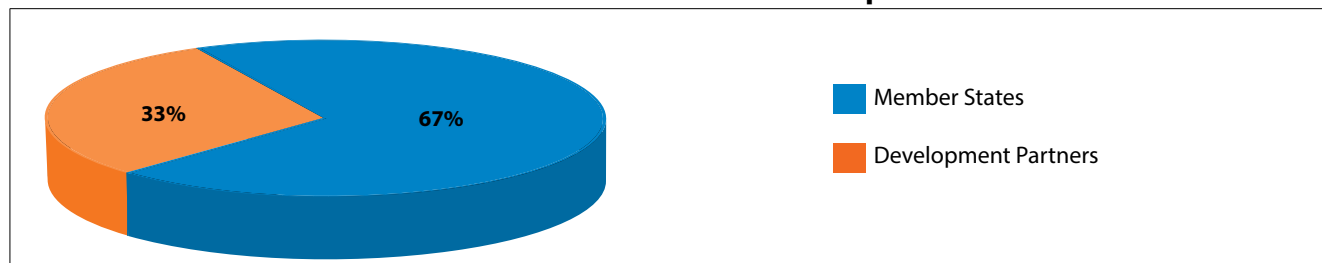
The Secretariat continues to experience arrears of contributions that impact its delivery of services.

2018 Approved Budget Expenditure Categories



The Secretariat also received other income of **EC\$2,035,399** (such as from management fees on projects funded by development partners, interest, and gains on the disposal of assets). Additionally, the Secretariat received **EC\$16,229,173 (US\$5,973,416)** from development partners.

Resources from Member States and Development Partners



Actual expenditure of Member States' resources amounted to **EC\$51,583,410** in 2018.

Approved and Actual Expenditure of Member States' Resources

Expenditure Categories	2018	
	Approved Budget EC\$	Actual Expenditure EC\$
Head I - Human Resource Costs	42,289,131	39,705,105
Head II - Other Operating Expenses	12,462,010	11,418,268
Head III - Capital Expenditure	122,585	460,037
Total	54,873,726	51,583,410

With respect to funding from development partners, the sum of **EC\$11,948,064 (US\$4,397,683)** was expended. The following development partners contributed to the work of the Secretariat in 2018:

- ☞ 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 Development Bank
- ☞ United Nations Environment Programme
- ☞ United States Agency for International Development
- ☞ World Trade Organisation

The Secretariat received an unqualified opinion on its Financial Statements for 2018 from the External Auditors.



The Secretariat marks CARICOM's forty-fifth anniversary



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>
CCREEE	Caribbean Centre for Renewable Energy and Energy Efficiency	<i>As per decision of the Thirty-Sixth Regular Meeting of the Conference of Heads of Government (July 2015, Barbados)</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 Person²

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.



² CARICOM Secretariat, *Strategic Plan for the Caribbean Community 2015 – 2019: Repositioning CARICOM*, Pg. 54.



Appendix III - Acronyms

ACP	African, Caribbean and Pacific Group of States
APIS	Advance Passenger Information System
ART	Antiretroviral therapy
BREXIT	Withdrawal of the United Kingdom from the European Union
BVI	British Virgin Islands
CAD	Caribbean Application Document
CAHFSA	Caribbean Agricultural Health and Food Safety Agency
CANTA	Caribbean Association of National Training Authorities
CARDI	Caribbean Agriculture Research and Development Institute
CARICAD	Caribbean Centre for Development Administration
CARICOM	Caribbean Community
CARIBBEAN EXPORT	Caribbean Export Development Agency
CARIBGATE	Caribbean Exporter Gateway
CARICOM IMPACS	CARICOM Implementation Agency for Crime and Security
CARIFORUM	Caribbean Forum of ACP States
CARIFESTA	Caribbean Festival of Arts
CARILEC	Caribbean Electric Utility Services Corporation
CARPHA	Caribbean Public Health Agency
CASSOS	Caribbean Aviation Safety and Security Oversight System
CCA	CARICOM Committee of Ambassadors
CCAT	Caribbean Community Administrative Tribunal
CCCCC	Caribbean Community Climate Change Centre
CCC	CARICOM Competition Commission
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
CDAC	Centre for the Development of Advanced Computing
CDB	Caribbean Development Bank
CDCC	Caribbean Development and Cooperation Committee

CDEMA	Caribbean Disaster Emergency Management Agency
CDF	CARICOM Development Fund
CELAC	Community of Latin American and Caribbean States
CEM	CARICOM Energy Month
CEOM	CARICOM Electoral Observation Mission
CFSA	CARICOM Financial Services Agreement
CHOGM	Commonwealth Heads of Government Meeting
CIA	Certified Internal Auditor
CICAD	Inter-American Drug Abuse Control Commission
CIIF	Creative Industries Innovation Fund
CIMH	<u>Caribbean Institute for Meteorology and Hydrology</u>
CKLNA	Caribbean Knowledge and Learning Network Agency
CLE	Council of Legal Education
CLI/CLIC	Caribbean Law Institute/Caribbean Law Institute Centre
CMO	Caribbean Meteorological Organisation
COFCOR	Council for Foreign and Community Relations
COFAP	Council for Finance and Planning
COHSOD	Council for Human and Social Development
CoIP	Community of Interest Principle
CONSLE	Council for National Security and Law Enforcement
COP	Community Operational Plan
COP24	Twenty-Fourth Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change
COTED	Council for Trade and Economic Development
CQF	CARICOM Qualification Framework
CRC	CARICOM Reparations Commission
CRFM	Caribbean Regional Fisheries Mechanism
CRIP	Caribbean Regional Indicative Programme
CROSQ	CARICOM Regional Organisation for Standards and Quality
CRSF	Caribbean Regional Strategic Framework on HIV and AIDS
CRYC	Caribbean Regional Youth Council
CSD	Caribbean Statistics Day
CSEF	Caribbean Sustainable Energy Forum
C-SERMS	Caribbean Sustainable Roadmap and Strategy
CSME	CARICOM Single Market and Economy
CSW63	Sixty-Third Session of the United Nations Commission on the Status of Women
CTO	Caribbean Tourism Organisation

CTU	Caribbean Telecommunications Union
CVC	Caribbean Vulnerable Communities Coalition
CVP	Crime and Violence Prevention
CVQ	Caribbean Vocational Qualification
CWD	Caribbean Wellness Day
CXC	Caribbean Examinations Council
CYA	CARICOM Youth Ambassador
CYDAP	CARICOM Youth Development Action Plan
DDR	Drug Demand Reduction
EC	European Commission
ECLAC	Economic Commission for Latin America and the Caribbean
EDF	European Development Fund
EE	Energy Efficiency
EPA	Economic Partnership Agreement
ESRI	Environmental System Research Institute
EU	European Union
FOPL	Front-of-Package Labelling
GCF	Green Climate Fund
GDPR	General Data Protection Regulation
GHG	Greenhouse Gas
GIS	Geographic Information System
GIZ	German Agency for International Cooperation
HCC	Healthy Caribbean Coalition
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HRD	Human Resource Development
HSD	Human and Social Development
ICDTA	Intra-CARICOM Double Taxation Agreement
ICT	Information and Communication Technologies
IDB	Inter-American Development Bank
IDPAD	International Decade for People of African Descent
IOM	International Organisation for Migration
ISBN	International Standard Book Number

IT	Information Technology
IWS	Integrated Workflow System
LAC	Legal Affairs Committee
LAC	Latin America and the Caribbean
LDC	Less Developed Country
MASA	Multilateral Air Services Agreement
MDC	More Developed Country
MEM	Multilateral Evaluation Mechanism
MOU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprise
NCD	Non-Communicable Disease
NDC	Nationally Determined Contribution
OAS	Organisation of American States
ODA	Official Development Assistance
OECS	Organisation of Eastern Caribbean States
OOCUR	Organisation of Caribbean Utility Regulators
PANCAP	Pan Caribbean Partnership Against HIV/AIDS
PARIS21	Partnership in Statistics for Development in the 21 st Century
RCCC	Regional Census Coordinating Committee
RE	Renewable Energy
REEBC	Regional Energy Efficiency Building Code
RSDS	Regional Strategy for the Development of Statistics
SALW	Small Arms and Light Weapons
SAM	Situational Analysis Matrix
SAMOA Pathway	SIDS Accelerated Modalities of Action Pathway
SDG	Sustainable Development Goal
SICA	Central American Integration System
SIDS	Small Island Developing States
SIDS DOCK	SIDS Sustainable Energy and Climate Resilience Initiative
SPS	Sanitary and Phytosanitary

TCI	Turks and Caicos Islands
TVET	Technical Vocational Education and Training
TWG	Technical Working Group
UG	University of Guyana
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNGA	United Nations General Assembly
UNHCR	United Nations High Commissioner for Refugees
UNIDO	United Nations Industrial Development Organisation
USA	United States of America
USAID	United States Agency for International Development
UWI	University of the West Indies
UWI STAT	University of the West Indies Students Today, Alumni Tomorrow
WCO	World Customs Organisation
WMD	Weapons of Mass Destruction



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