



# ANNUAL REPORT

OF THE  
SECRETARY-GENERAL

# 2019







# **ANNUAL REPORT**

## **of the Secretary-General**

### **2019**

CARIBBEAN COMMUNITY SECRETARIAT

Guyana

2021

Caribbean Community (CARICOM) Secretariat

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#### ON OUR COVER:

(Top to bottom)

- ☞ Secretary-General Irwin LaRocque and CARICOM Chair (January to June), Prime Minister Timothy Harris of St. Kitts and Nevis
- ☞ Secretary-General LaRocque and Members of his team at CARIFESTA XIV. (L–R) Gloria Whitney, Communications Assistant; Evelyn DeFreitas, Documentation Officer; Jascene Malcolm, Communications Officer; Christopher Lawrence, IT Officer; and Petal Coates, Documentation Officer
- ☞ Secretary-General LaRocque and CARICOM Chair (July to December), Prime Minister Allan Chastanet of Saint Lucia
- ☞ Secretary-General Irwin LaRocque at the Ask-SG-Live programme hosted by CARICOM Youth Ambassadors McAllister Hunt (left) and Ezbai Francis (right) of Saint Lucia
- ☞ Cutting the ribbon to officially open CARIFESTA XIV. (L–R) Secretary-General Irwin Larocque; Acting President of Trinidad and Tobago, Ms Christine Kangaloo; Prime Minister of Trinidad and Tobago, Dr Keith Rowley; and Minister of Community Development, Culture and the Arts of Trinidad and Tobago, Dr Nyan Gadbsy-Dolly



## 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.

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### 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 2020

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 2019, 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, which appears to read 'Irwin Larocque', is positioned above the printed name.

**IRWIN LAROCQUE**  
**SECRETARY-GENERAL**



# INTRODUCTION

In 2019, we made incremental but appreciable progress in our efforts at having integration make a positive difference in the lives of the people.

One of the main measures under the CARICOM Single Market and Economy (CSME), the free movement of skilled workers, received a boost when all the twelve CSME Participating States signed the *Protocol on Contingent Rights*. The Protocol, adopted in 2018, allows spouses and dependents of persons who move to another country, in accordance with the Free Movement of Skills Regime, to access services such as primary health care and education up to the secondary school level. Ten of the CSME States have agreed to apply the Protocol provisionally. Haiti has also signed the Protocol and has agreed to apply it provisionally.



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

The prospects for employment and economic growth were also enhanced with agreement on the Protocol for Public Procurement. When fully implemented, this Protocol will open up a lucrative market, as individuals and firms will have the opportunity to bid for public sector contracts in all the CSME Participating States.

We have also moved to institutionalise the relationship between the Councils of our Community, the private sector, and labour. The Caribbean Congress of Labour (CCL) has been designated an *Associate Institution of the Community*, and work is being done to establish a private-sector organisation which will also receive this designation. It is critical for the two organisations to work in harmony if there is to be sustained progress in advancing the CSME.

These advances in our integration movement are supported by the determination to provide a secure environment by building a security architecture to safeguard our citizens. One initiative to assist in that regard is to deny criminal elements the benefits of their ill-gotten gains. In pursuit of that aim, the Community has adopted the *Agreement on the Return or Sharing of Recovered Assets* from criminal activity. The Agreement, adopted at the Inter-Sessional Meeting of the Conference in February, provides a framework for our countries to retrieve criminally obtained assets that have been moved to another jurisdiction within the Community.



Heads of Government/Delegation and the Secretary-General at the Thirtieth Inter-Sessional Meeting of the Conference held, in February, in St. Kitts and Nevis

Unfortunately, we were again reminded of the devastating effects of climate change when another intense storm struck The Bahamas in September. Hurricane Dorian claimed more than fifty lives. It also destroyed property and infrastructure, particularly on the islands of Abaco and Grand Bahama. The level of devastation I witnessed during a visit to the affected islands with Prime Minister Allen Chastanet of Saint Lucia, Chair of the Community, and Prime Minister Mia Mottley of Barbados, was heart-rending.

This made all the more relevant *The Castries Call for Collective Commitment and Action on Sustainable Development*, adopted by Heads of Government in July. The Call highlights the Region's concerns and responses to the ongoing sustainable development challenges. It also signals the Community's support for continued international cooperation and collaboration to address global climate change and provide adequate resources to assist the achievement of sustainable development.



Heads of Government/Delegation and the Secretary-General at Fortieth Regular Meeting of the Conference held, in July, in Saint Lucia



Our Community underlined the importance of tackling climate change when three of our youths joined their peers from around the world at the first-ever Youth Climate Summit held at the United Nations (UN) in September.

The creative energy and initiative of our youth continue to inspire me. I was greatly encouraged by my engagement with them, in June, in a live and on-line session. More than 15,000 persons logged in to the lively discussion on social, economic, health, and environmental issues pertinent to the youth.

The vast source of talent, energy, and creativity that resides in the Community, and upon which we have to draw, was on full display at *CARIFESTA XIV* in Trinidad and Tobago. The explosion of music, art, dance, film, literary works, fashion, and food, highlighted the richness and diversity of our cultural expression and excited the huge crowds that flocked daily to the venues.



Secretary-General and Mrs LaRocque observe a children's activity at the Secretariat's CARIFESTA booth

Our outreach to the International Community is an important element as we continue our efforts to win friends and influence outcomes in global fora. There is no doubt that our strong record of support for multilateralism, and the principles enshrined in the UN Charter, were significant factors in the successful bid of St. Vincent and the Grenadines for the prestigious position of a seat on the UN Security Council. It is a significant accomplishment for the Government and people of St. Vincent and Grenadines, and the Region, as the country became the smallest state ever to gain a seat on the Security Council.

The President of Estonia, Her Excellency Kersti Kaljulaid; the Prime Minister of India, Honourable Narendra Modi; the Prime Minister of Norway, Honourable Erna Solberg; and the Secretary-General of the UN, His Excellency António Guterres, all engaged with us on climate change, the difficulty in accessing development financing, and information and communication technologies (ICT), in particular.

I am confident that, in 2020, we will continue to advance our integration movement. We will do so with a spirit of hope and optimism and a fierce determination to purposefully carry forward the transformation of our Region into a space that truly values, nurtures, and provides concrete opportunities for every man, woman, and child.







## **SECTION I**

# **ECONOMIC INTEGRATION**

***Building Economic Resilience  
& Building Technological  
Resilience***

## Strategies, 2015-2019

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

## The CARICOM Single Market and Economy (CSME)

The Community continued to prioritise the implementation of the CARICOM Single Market and Economy as the best platform for economic growth and development. During the year, there was progress in the following areas:

- ☞ The **Protocol on Public Procurement** was approved by Heads of Government, in February, at the Inter-Sessional Meeting in St. Kitts and Nevis. The Protocol sets out the Community's legal framework for a public procurement regime and the obligations of the Contracting Parties. Antigua and Barbuda, Barbados, and Belize, signed the Protocol and the *Declaration of Intent* to provisionally apply it. Barbados and Belize have ratified the Protocol.



Also, Member States started using the National Advertising Portals and the Community Public Procurement Notice Board (CPPNB). Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Guyana, and St. Vincent and the Grenadines have registered users through both facilities. Barbados and Belize published procurement opportunities using the portal.

Additionally, Barbados, Belize, Grenada, and Guyana benefitted from training in the use and operations of the CPPNB.

- ☞ The **Protocol on Contingent Rights**, opened for signature in 2018, had been signed by all twelve CSME Participating States, and Haiti, by the end of 2019. The Protocol grants the spouses and dependents of a beneficiary of the Free Movement of Skills Regime access to social services such as health and education. Also, the *Declaration of Intent* to provisionally apply the Protocol has been signed by Haiti and ten CSME Participating States, namely Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Guyana, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, and Trinidad and Tobago.
- ☞ The Secretariat provided online training to assist ten of the CSME Participating States in uploading data to the **Labour Market Information System (LMIS)**. Antigua and Barbuda, Barbados, Belize, Grenada, Guyana, Jamaica, Saint Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago benefitted from this training.

One of the challenges experienced with the LMIS is its inability to generate automatic replication from national to regional level reporting. The International Labour Organisation (ILO) has expressed interest in providing support to upgrade the system to facilitate automatic replication.

As part of continuing efforts to **sensitise and educate persons about the CSME**, the Lead Head of Government for this area, Prime Minister Mia Mottley of Barbados and Secretary-General Irwin LaRocque, engaged the people of the Community, at a **Regional Town Hall Session on the CSME**. The Session was held, in November, in Barbados. Participants, on location and via social media, placed a range of questions on the CSME and other regional integration issues to the Lead Prime Minister and the Secretary-General. The Session was the first of its kind in the Region and lasted well over two and a half hours.



Also, the Secretariat held discussions with **Chief Information Officers from all Member States** on improving the production and dissemination of country-related information and data on the CSME.

In April, the Council for Trade and Economic Development (COTED), comprising Ministers of Trade, considered the finding of the **Comprehensive Review of the Common External Tariff (CET) and Rules of Origin**. The COTED established a Regional Sub-Committee of Technical Experts to oversee the finalisation of the revised CET and Rules of Origin and make recommendations for implementation. The Regional Sub-Committee comprises technical officers nominated by Member States.



Ministers of Trade considered the finding of the Comprehensive Review of the Common External Tariff (CET) and Rules of Origin at this Forty-Eighth Regular Meeting of the COTED in April

The Regional Sub-Committee will be assisted by Sectoral Working Groups which will address the required sector-specific issues. In the process, the Working Groups will engage the private sector and other relevant stakeholders. The Terms of Reference (TOR) for the Sectoral Working Groups will be determined by the Regional Sub-Committee.

The Government of Spain supported the Review of the CET and Rules of Origin under the CARICOM-Spain Joint Fund. The exercise commenced in 2017 and was completed in November 2018, following country visits and regional stakeholder consultations.

Also during the year, a ***Harmonised Customs Procedures Manual*** was successfully piloted in Belize, Guyana, St. Vincent and the Grenadines, and Trinidad and Tobago. The Manual, approved by the Customs Committee in September, provides standardised approaches for pursuing trade-related activities.

### **Macroeconomic Framework for the CSME**

The ***CARICOM Commission on the Economy (CCE)***, which had been restructured by Heads of Government in 2018, submitted an Interim Report in July. The Report outlined the challenges facing the Region and proposed strategies to support economic development. The Commission is focussing on developing and refining implementable initiatives with respect to innovation, public sector reform, transportation, and improvement of access to financial and economic systems.

In considering the Interim Report, Heads of Government agreed that the critical task ahead was to drive CARICOM States to stronger, more sustainable, resilient, inclusive, and equitable development.

To encourage students to become familiar with the work of their country's **tax administration**, and to engender an interest in the field of Tax Administration as a career choice, the Sixth Caribbean Organisation of Tax Administrators (COTA) essay competition was held across Member States. The competition was launched in March, under the theme *Digitalisation – Moving Beyond the 21<sup>st</sup> Century*.



Jaidah-Leigh Wyatt of Immaculate Conception High School for Girls, Jamaica, won the competition. Alyssa Blades of Queen's College, Barbados, placed second; and Ariel Albert of St. Joseph's Convent School, Saint Lucia, placed third.

During the year, the Secretariat collaborated with the Organisation for Economic Co-operation and Development (OECD) to provide **training to Member States on tax standards**. A Regional Base Erosion and Profit Shifting (BEPS) introduction workshop was held in St. Vincent and the Grenadines.

The aim of the workshop was to address the technical assistance and capacity-building support needs of Caribbean jurisdictions, in order to implement the [OECD/G20 Inclusive Framework on BEPS](#). The Framework seeks to assist countries in ending tax avoidance strategies by multinational companies that exploit gaps and mismatches between different countries' tax systems. It sets out fifteen actions, including four minimum standards.

The focus of the workshop was on the four BEPS minimum standards, particularly harmful tax practices and tax treaty abuse as well as other key priorities, such as transfer pricing and other tax treaty-related matters.

The workshop brought together officials from finance and other Ministries, revenue authorities, technical experts, and representatives from regional organisations, the OECD, and other international organisations.

## Services

**Draft Regional Strategic Plans for seven services sub-sectors, and their Implementation Plans**, were submitted to the COTED in November. These sub-sectors are professional services; health and wellness services; ICT services; recreational, cultural and sporting services; tourism services; education services; and financial services. The Ministers have agreed to meet in special session in 2020 to consider the drafts.

Earlier in June, the **Regional Postal and Courier Services Strategic Plan for CARIFORUM** countries was approved by the Council of Postal Ministers in Cuba. The Strategic Plan will benefit micro and small enterprises, particularly in rural areas, giving them greater access to financial services through post offices.



The Regional Services Project Steering Committee, established under the 10<sup>th</sup> EDF CARIFORUM Services project, had endorsed the Strategic Plan prior to its submission to the Council.

The Regional Services Project Steering Committee has also endorsed the draft Framework for the Single Registration of Professionals in the CSME. Work was undertaken to incorporate the category of *Other Agricultural Professionals* into the Framework. A list has been prepared, comprising fifteen categories and seventy disciplines of professionals within the agricultural sector, for inclusion in the Framework.

## Agriculture

Steps were taken during the year to strengthen the **coconut industry**. Under the 10<sup>th</sup> EDF project, *Coconut Industry Development in the Caribbean*, coordinated by the CARICOM Secretariat, a value chain mapping exercise was undertaken. The exercise addressed areas such as market options, production and productivity, support services, and the policy environment. A value chain directory, consisting of coconut value chain actors, has been developed and is now available to all stakeholders.

Under the current phase of the project (Phase 1), studies were also conducted in a range of areas. These included the use of coconut waste material, integrated pest management, development of ICT tools for use in the sector, provision of clean planting material, and revision of new coconut water standards. The study on coconut water standards was undertaken in collaboration with the CARICOM Regional Organisation for Standards and Quality (CROSQ).

Phase 1 of the Project, which ended in April, was executed by the Caribbean Agricultural Research and Development Institute (CARDI), with technical assistance from the International Trade Centre (ITC). Phase 1 has been selected by the UN, as one of the best cases of response to climate change under the SIDS Accelerated Modalities of Action (SAMOA) Pathway.

Phase 2 of the project, which began in November and ends in 2023, focusses on improving the competitiveness of farmers and strengthening the coconut value chain. This Phase is also being executed by CARDI, with technical assistance from the ITC.

The Twelfth Regional Planners Forum on Agriculture was held in Belize at the end of September. Some 120 participants attended from across the Region, including representatives of Member States, development partners, and Regional Institutions involved in the development of Agriculture. The Planners provided recommendations to Ministers of Agriculture (COTED-Agriculture), who met in Belize, in early October, following the Forum.





The Head Table at the opening of the Twelfth Regional Agricultural Planners Forum. (L-R) Agriculture Chief Executive Officer, Belize, Jose Alpuche; Programme Manager, Agriculture, CARICOM Secretariat, Shaun Baugh; Minister of Agriculture Godwin Hulse of Belize; FAO Sub-Regional Coordinator for the Caribbean, Renata Clarke; IICA External and Institutional Relations Director, Beverly Best; and Team Leader, ICTs for Agriculture, Technical Centre for Agricultural and Rural Cooperation, Benjamin Addom

At the COTED-Agriculture, Ministers endorsed the creation of the **Caribbean Taskforce on Food Safety (CTFS)** to act as an advisory body to CAHFSA on food safety matters.

The COTED-Agriculture also endorsed a proposal to establish a Caribbean Digital Innovation Hub as a regional initiative. The proposal emanated from a Food and Agriculture Organisation (FAO) project entitled *Regional ICT in Agriculture*. The Ministers recommended that the CARICOM Secretariat and the CARICOM Youth Ambassadors (CYAs) identify key stakeholders and establish a Regional Task Force to lead the development of the Hub and coordinate efforts with the FAO, to develop a strategic plan.

In May, twenty-two statisticians and technical staff of the Ministries of Finance of Member States benefitted from **training to improve data collection and statistics for the Agricultural Sector**. The training was delivered by the Secretariat, at its Headquarters in Guyana, in collaboration with the FAO. It focused on the *Agricultural Index* which assesses the extent to which Member states have achieved Sustainable Development Goal (SDG) 2: *End hunger, achieve food security and improved nutrition and promote sustainable agriculture*.



Regional statisticians and staff of Finance Ministries receive training to improve data collection and statistics for the Agricultural Sector

## Energy

During the year, the Secretariat, in collaboration with the Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE) and the Caribbean Institute for Meteorology and Hydrology (CIMH), **provided Belize, Guyana, and Trinidad and Tobago with support for Integrated Resource and Resilience Planning.** The Planning assists in addressing the threats to power system design and operations posed by external shocks, especially those related to climate and disaster.

A **Regional Energy Efficiency Strategy and accompanying Action Plan** were developed during the year, with support from the [Technical Assistance Programme for Sustainable Energy in the Caribbean \(TAPSEC\)](#). TAPSEC is funded by the EU and the German Federal Ministry of Economic Cooperation and Development. It is implemented by the German Agency for International Cooperation (GIZ), in partnership with regional stakeholders including the CARICOM Secretariat, the CCREEE, and the Ministry of Energy and Mines of the Dominica Republic.



The Strategy focusses on delivering an energy efficient building code for the Region; energy performance standards for certain types of appliances, including refrigerators, air conditioners, washing machines, and lights (LED and CFLs); energy labelling standards for appliances that provide consumers with information and operating cost of the various devices; and performance standards for a number of renewable energy devices, including solar water heaters.

The Action Plan illustrates how policies, regulations, programmes, and projects can address country-specific obstacles and constraints that continue to hinder a more efficient supply of energy services to CARICOM citizens.

**Pilots for an Integrated Utility Services (IUS)** project, also under TAPSEC, commenced in Barbados, Belize, Guyana, and Jamaica. The expectation is that the IUS initiative will allow customers to access a broader range of energy services in one comprehensive package as part of their electricity bills.



Also during the year, the **Regional Universities' Network (RUN)** was established. RUN is a *network of excellence* for research and teaching innovation on sustainable energy matters. The Network members are the University of The Bahamas, the University of Belize, the University of Guyana, Université d'État d'Haïti, the University of Technology, Jamaica (Utech, Ja.), the Anton de Kom Universiteit van Suriname,



the University of Trinidad and Tobago (UTT), and the University of the West Indies (UWI). A Steering Committee, comprising senior representatives from the Member Universities, has been established to manage the operations of the Network.

The fourth staging of **CARICOM Energy Month (CEM)** was held during the year. CEM 2019 was launched in Grenada, in November, under the theme *Empowering People, Building Resilience*. The aim was to build greater awareness and understanding about the role of energy in climate mitigation and the need to harden energy systems to become more resilient to withstand future impacts. This was particularly important in the wake of the devastation to Member States, caused by Hurricanes Harvey, Irma, and Maria in 2017; and Hurricane Dorian in 2019.



### CARICOM Energy Month Objectives

Highlight the opportunities that renewable energy can provide to residents and businesses

Increase understanding of energy issues in the Region and the many solutions to transform the sustainable energy sector

Educate the public and other target groups on the opportunities and risks to the energy sector as it relates to climate resilience

Improve collaboration among Regional stakeholders to strengthen efforts to address energy and climate resilience issues

## Information and Communication Technologies (ICT) for Development

**International Girls in ICT Day** was observed on 25 April. The Secretariat marked the Day with an online celebration to highlight regional women working in the ICT sector and educate and encourage girls and young women to choose careers in ICT. The theme of the observance was *ICT & Me: Girls speak*.



International Girls in ICT Day was observed at the Secretariat in April



The Secretariat also used the 2019 observance to launch the **CARICOM Girls in ICT Partnership** using primarily social media. The Partnership, endorsed by ICT Ministers, is a *network of networks*. It builds on and collaborates with networks involved in policy and other areas of work related to girls and women. The aim is to support and encourage girls and women to engage with and use ICT for empowerment and advancement.

The Partnership will make use of existing groups (including those involving senior officials of the Organs and Bodies of the Community), organisations, and institutions to ensure that activities are delivered in every CARICOM Member.



## Strengthening Collaboration with Labour and the Private Sector

In July, Heads of Government designated the Caribbean Congress of Labour (CCL) as an Associate Institution of the Community.



At their Special Meeting, held in December 2018 in Trinidad and Tobago, Heads of Government had decided to designate regional representative bodies of the private sector and labour as Associate Institutions of the Community.

As regards the private sector, work continued during the year to establish the CARICOM Private Sector Organisation (CPSO). The Lead Head of Government for the CSME, Prime Minister Mia Mottley of Barbados,

had laid the foundation for the CPSO's formation at a meeting of regional private sector officials held, in June, in Barbados.

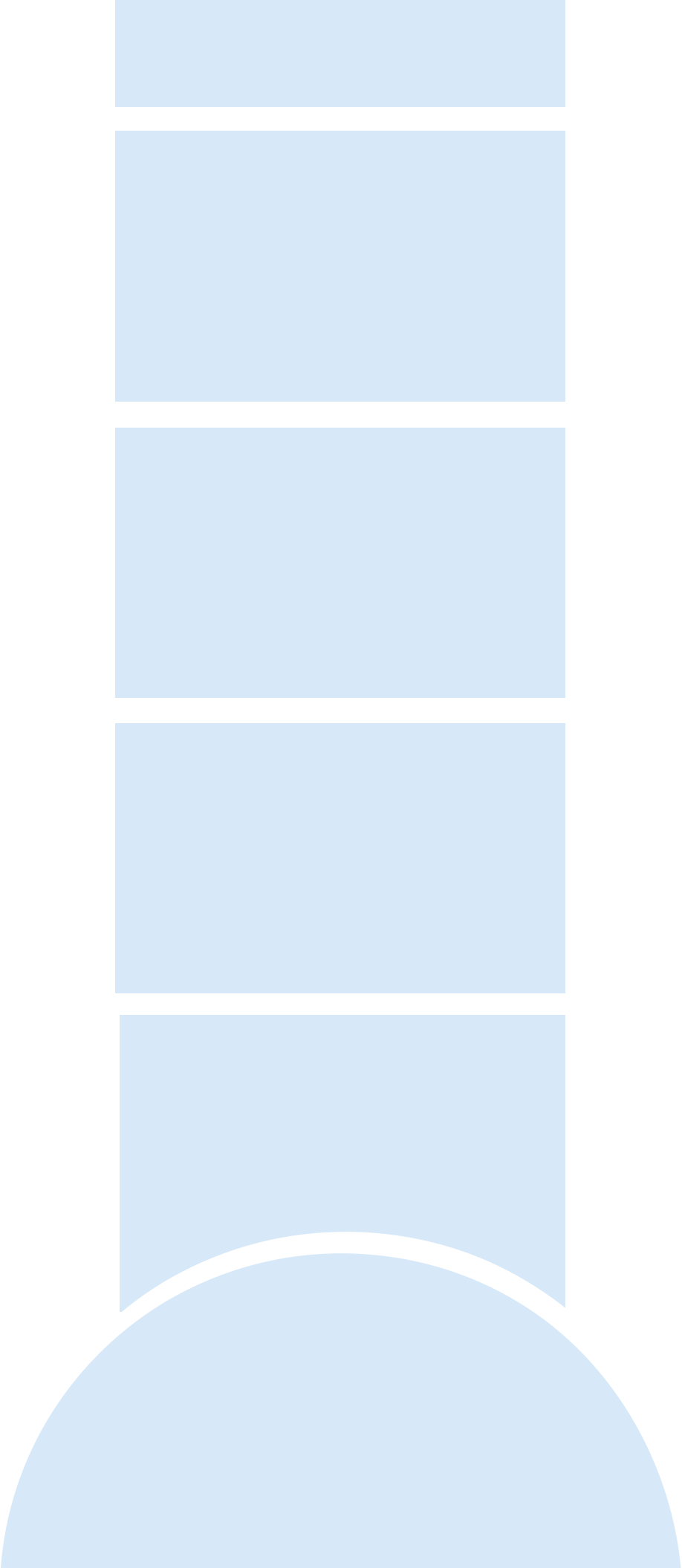
Earlier in the year, in February, Heads of Government agreed to engage representatives of national Business and Labour Advisory Committees (BLAC) twice every year. The regular engagements are essential for enhanced regional decision-making, particularly in the context of the CSME.



## **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, work focussed on **advancing implementation of the CARICOM Human Resource Development (HRD) 2030 Strategy**, approved in 2017. The Strategy serves as a roadmap to guide education development in the Region.

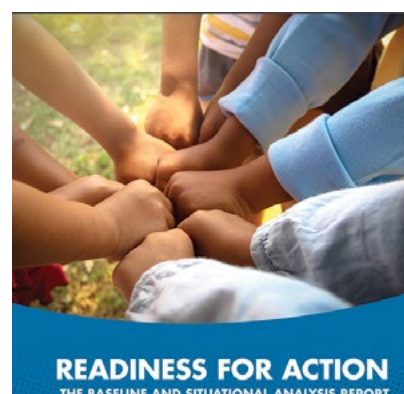


In October, Ministers of Education, meeting as the Council for Human and Social Development with a focus on Education (COHSOD-Education), approved **The Baseline and Situational Analysis Report (2019) for Phase 1 of the CARICOM-HRD 2030 Strategy**. The Report, entitled *Readiness for Action*, will be used by Member States to guide the development of regional targets for the HRD 2030 Strategy and the actions required for achieving them.



Ministers of Education at the COHSOD Meeting, in October, at the Headquarters of the Secretariat in Guyana

The Baseline Report provides a snapshot of the Region's readiness to report on key performance indicators for Phase 1 of the Strategy's Regional Action Plan for implementation (2017–2021). It presents regional baselines and recommended targets for measuring access and participation, quality, equity, and relevance in basic education, skills for life-long learning, and the tertiary education sectors.





The Report was prepared with funding from the CDB and contributions from the CARICOM Secretariat, the CDB, and the Regional Network of Planning Officers (RNPO).

The RNPO, with continuing support from the CDB, will work on defining the indicators and collecting the baseline data needed to support the Region in reaching agreement on the targets to implement Phases 2 and 3. The RNPO comprises representatives from Member States, Associate Members, the CARICOM Secretariat, and the CDB. The Members of the Network serve as the focal points for the CARICOM HRD 2030 Strategy.

The COHSOD-Education also approved a **report on the cost analysis of implementing the fourteen individual strategies and enablers of the CARICOM HRD 2030 Strategy, for which the CARICOM Secretariat has responsibility**. The report revealed that a total investment of US\$11.1 million was needed: US\$5.6 million in Phase 1 (by 2021), US\$4.3 million in Phase 2 (2022–2024), and US\$1.2 million in Phase 3 (2025–2029). The costliest aspect of implementation, US\$3.6 million or thirty-two per cent of total investments, is for the operation of a regional monitoring and evaluation (M&E) system.

Member States have been provided with the information needed to assist them in calculating costs at the national level to ensure consistency across the Region.

The CARICOM-HRD 2030 Strategy points to the design and introduction of a **Caribbean New School Model (CNSM)** as a mechanism for enhancing pedagogical and learning success across the Community. The Model seeks to ensure that all learners, irrespective of gender, socioeconomic status, geographic location, physical ability, or any other factor, are provided with the educational experiences to acquire 21<sup>st</sup> - century skills and competencies.

The COHSOD-Education endorsed the CNSM in October. Countries will be identified to pilot the Model.

In October also, Ministers established a **CARICOM Quality Assurance Register (CQAR)** and approved its implementation plan. The Register will:

- ✎ **Establish and maintain** a register of External Quality Assurance Agencies (EQAAs) that demonstrate compliance with standards and protocols for tertiary education, as agreed by Member States
- ✎ **Provide a mechanism** to recognise agencies that have been evaluated and deemed to be upholding and maintaining the agreed guiding principles and standards for the operations for EQAAs in CARICOM and the OECS
- ✎ **Provide a framework** within which EQAAs can be recognised, in accordance with regional standards which promote transparency of quality assurance processes, portability of qualifications, and mobility of skilled persons, in the context of the CSME.

Placement on the Register will serve as a mark of legitimacy, signifying that the EQAA is a competent authority for the accreditation and quality assurance of tertiary education institutions and programmes within its jurisdiction.

The establishment of the CQAR is envisaged in the Revised Treaty of Chaguaramas as per Article 35 - *Acceptance of Diplomas, Certificates, and other Evidence of Qualifications*.

In terms of **advancing regional educational standards**, the following are noteworthy:

- ✎ In October, **Ministers of Education endorsed the *CARICOM Standards for the Teaching Profession and approved its Implementation Plan***. The CARICOM Standards provide key infrastructure to support the implementation of national standards for teaching. Member States are to implement, adopt, or adapt the CARICOM Standards.

The Standards were prepared, in 2018, by a Technical Working Group (TWG) for Teaching Innovation and Education Leadership. The preparatory process included consultations with a range of stakeholders, with funding from UNESCO.

The Secretariat will use the Standards to review and revise the CARICOM Guidelines for establishing Teaching Commissions in Member States.

- ✎ A revised version of the *Standards for Early Childhood Development (ECD) Learning Outcomes* was completed during the year and will be submitted to Ministers of Education in 2020. The Standards were revised with the support and permission of the UWI's Caribbean Child Development Centre (CCDC). The Organisation of American States (OAS) and UNICEF provided funding for the revision.

Additionally at the COHSOD-Education, Ministers **approved a Revised Regional HFLE curriculum at the Primary level and a Regional HFLE curriculum at the Early Childhood Development level**.

In January, the Secretariat undertook a review of the existing CARICOM HFLE curriculum, in partnership with CDB, CXC, the Caribbean Institute for Health Research (CIHR), and UNICEF. Funding was provided by the International Development Research Centre (IDRC), through the Household Nutrition Security (FaN) project.

The review sought to determine the status and experience of HFLE curriculum implementation within the Region. It included engagements/discussions with children, parents, and members of the wider community. The data collected was used to guide the revision of the Regional HFLE curriculum at the Primary level and to develop a Regional HFLE curriculum at the Early Childhood Development level.

The Secretariat is working with the CIHR and the UWI Open Campus to develop a virtual platform for teacher training and archiving of age-appropriate resources to support the teaching and learning of HFLE competencies.

During the year, the CARICOM Secretariat was invited to serve as a member of the **UNESCO Expert Group on Developing an International Guidance Framework for Professional Teaching Standards**. This opportunity has resulted in collaboration with UNESCO and the Commonwealth Secretariat to host Regional Consultations on Developing Standards for the Teaching Profession in the Latin America and the Caribbean (LAC) region.

In addition, the Secretariat was appointed to the **UNESCO Global Educational Monitoring (GEM) Report Advisory Board** for a two-year term. The GEM Report plays a key role in advocacy and technical cooperation for promoting global education progress and evidence-based policy making. This appointment gives the Secretariat access to diverse stakeholders, promoting opportunities for technical cooperation in the advancement of the CARICOM HRD Work Programme.

## Health and Wellness

**Dr Cheryl Joy St. John**, a national of Barbados and former Chief Medical Officer in the Ministry of Health, Barbados, assumed the position of **Executive Director of the Caribbean Public Health Agency (CARPHA)** in July. Dr St. John had also served as an Assistant Director-General of the World Health Organisation (WHO). She succeeded Dr James Hospedales, a national of Trinidad and Tobago and CARPHA's first Executive Director.



In September, Ministers of Health, meeting as the COHSOD-Health, considered a report on an *evaluation of CARPHA's work and performance over its five years of existence*. They supported a proposal from the report that the Steering Committee of the Caribbean Cooperation in Health, Phase IV (CCH IV) act as the forum to promote health themes of regional importance. Also, that the Steering Committee resolve the division of labour required to implement such priorities between CARPHA and the Pan American Health Organisation (PAHO), the two principal implementing agencies at Member States level.



Ministers of Health at the COHSOD-Health Meeting in September

They also supported the development of a regional data gathering and sharing policy for epidemiology information and designated CARPHA as the primary repository of such data. CARPHA is to sign Memoranda of Understanding (MOUs) for data sharing with PAHO and the OECS.

As regards CARPHA's surveillance function, the CARICOM Secretariat, CARPHA, and PAHO are to craft a mechanism for rapidly increasing the Agency's surveillance capacity.

In September also, the COHSOD-Health discussed the **strategic alignment of the Community Strategic Plan and CCH IV**. The aim was to identify areas and actions to further enhance the alignment of CCH IV to the second Community Strategic Plan, now being developed. The discussions took place, mindful that health and wellness are major inputs into the human capital development of the Region. Also, the CCH, which provides the framework for Member States to address common health problems, plays a critical and central role in the Region's health development.

Ministers agreed that it would be critical to ensure that Member States' planning cycles were considered in the development of the new Community Strategic Plan. Annual reports on agreed targets, objectives, and regional public goods are to be presented to the COHSOD and Member States are to appoint/confirm technical focal points for CCH annual reporting.

In continuing efforts to address the intersecting health and trade issues of **non-communicable diseases (NCDs)**, Ministers of Health and of Trade met in joint session in November. Ministers established two Inter-Governmental Working Groups (IGWGs) focussing on the threats posed by *unhealthy diets and obesogenic food environments (to address excessive consumption of salts, sugars, and trans fats)* and the *harmful use of alcohol*, respectively.

The Working Group on unhealthy diets is to provide the Ministers with annual reports on risk factors and progress made in achieving its programme of work for each risk factor.

With respect to excessive consumption of alcohol, a major risk factor for cardiovascular disease, the Working Group is to develop a Regional Strategy and Action Plan on the harmful use of alcohol.

In the conduct of their work, the IGWGs are to engage the private sector and civil society organisations (CSOs). The CARICOM Secretariat and CARPHA will serve as the joint Secretariat to support and guide the work of the IGWGs, which will commence in 2020.

During the year, the **Regional Nursing Body (RNB)** finalised its **Regional Strategic Plan for Nursing and Midwifery (2020–2024)**. The Strategic Plan offers clear guidelines in addressing critical issues that impact nursing in the Region, in keeping with national, regional and global health agendas. The Strategic Plan was finalised with support and input from partners such as the Caribbean Nurses Organisation, the Caribbean Regional Midwives Association, Nursing Councils, academic institutions, and PAHO.



## Regional Strategic Plan for Nursing and Midwifery (2020–2024)

### Goals

Strengthen nursing and midwifery practice to respond to the needs of the Caribbean health systems toward universal health coverage and consistent with the United Nations Sustainable Development Goals

Improve and advance excellence in nursing and midwifery education with appropriate competencies and skills to increase nursing and midwifery workforce quantity and quality in the Caribbean region

Enhance effective leadership to work collaboratively with governance frameworks on strengthening policy to support nursing and midwifery workforce development

### Expected Outcomes

Improved practice through strengthened competency, technology, culture of caring, and evidence-based methodologies

Improved education through enhanced curriculum, accreditation, and inter-professional collaboration

Improve governance and leadership by introducing mechanisms for development of nurse and midwifery leaders, creating positive practice environments, and enhancing human resources for health

**Caribbean Wellness Day** was observed on Saturday, 14 September under the theme *Love that body: Healthy ageing starts now*. This special day for health emerged from the 2007 Special Meeting of CARICOM Heads of Government on NCDs, held in Trinidad and Tobago. Since then, annual activities across the Region seek to promote an all-of-society response to NCDs, which continue to severely impact the health and well-being of the people and the development of the Region.



Activities took place across Member States and at the Secretariat, which marked the observance through a week of events. They included a medical outreach, in collaboration with the Ministry of Health of Guyana; a wellness exhibition; a week of indoor and outdoor games, culminating with a *Family Fun and Sports Day*; and a wellness walk on the Day.

In July, the fourteenth **Annual CARICOM 10K race** was held, in Saint Lucia, as part of the events preceding the Regular Meeting of CARICOM Heads of Government. Linda McDowald of St. Vincent and the Grenadines completed a hattrick of victories in the women's category, following earlier victories in Guyana and Jamaica. Kenisha Pascal of Grenada was second and Carlie Pipe of Barbados, third.



CARICOM Secretariat Staff engaged in several sporting activities to mark Health and Wellness Day in September

Junior Ashton of St. Vincent and the Grenadines won in the men's category, ahead of Kalique St. John of Antigua and Barbuda and Justin Hodge of Anguilla.

Winners of the 2019 CARICOM 10K race receive their trophies from Secretary-General LaRocque



Junior Ashton of St. Vincent and the Grenadines



Linda McDowald of St. Vincent and the Grenadines

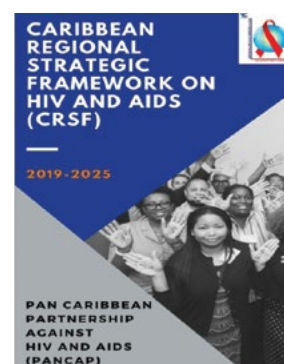
## Pan Caribbean Partnership Against HIV and AIDS (PANCAP)

**PANCAP, the Pan Caribbean Partnership Against the Human Immunodeficiency Virus (HIV) and Acquired Immunodeficiency Syndrome (AIDS)**, is a Caribbean-wide regional partnership comprising governments, CSOs, 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.

The **fourth iteration of PANCAPs Caribbean Regional Strategic Framework on HIV and AIDS (CRSF) 2019–2025** was endorsed by its Executive Board and by the COHSOD-Health in September. The Framework will guide the regional response to HIV over the next six years, and Ministers have urged countries to align their national strategic plans to it.



The CRSF is a framework for policy development and implementation and articulates the vision and collective priorities of PANCAP's members and partners. It brings together international guidance, regional technical expertise, and a sound understanding of regional epidemic dynamics for a harmonised approach by PANCAP members and partners. It represents consensus among partners to guide regional and national efforts for sustainable health and development. In addition to establishing guiding principles for the regional response, the CRSF identifies priorities and strategies for achieving better health outcomes and the end of the HIV epidemic in the Caribbean.

To support implementation of CRSF 2019–2025, the PCU has mobilised the following resources:

- ✎ US\$6.5 million from The Global Fund to Fight AIDS, Tuberculosis and Malaria. The resources are to implement a multi-country Caribbean grant from 1 October 2019 to 30 September 2022. The goal is to provide sustainable prevention, treatment, and care services for Key Populations in the Caribbean region.
- ✎ US\$500,000 from the United States President's Emergency Plan for AIDS Relief – US Agency for International Development (PEPFAR–USAID) for epidemic control of HIV/AIDS among Key Populations for the period 1 October 2019 to 30 September 2020. This funding primarily supports the coordination and knowledge management functions of the Partnership.

Efforts at resource mobilisation for CRSF 2019–2025 will continue, guided by the PANCAP Resource Mobilisation Strategy 2018–2020.

## Gender

National consultations began during the year on the draft **Regional Gender Equality Strategy** titled *Stepping it up: A Strategy to Achieve Gender Equality in the Caribbean Community*. The Consultations were undertaken in partnership with UN Women. They were held in Antigua and Barbuda (February), Belize (April), Grenada (April), Guyana (March), Jamaica (June), Saint Lucia (April), and St. Vincent and the Grenadines (March).



Participants at the first of the national consultations on the Strategy to Achieve Gender Equality in CARICOM in Antigua and Barbuda

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, in tandem with the SDGs, in particular, SDG 5 (*achieve gender equality and empower women and girls*). The Strategy covers the priority pillars of equality and social inclusion, freedom from violence, economic empowerment, good governance, access to health services, and inclusive quality education.

Workshops on **Rethinking Masculinity, Understanding Gender Equality as a Means of Ending Violence in Caribbean Schools** were held in four Member States in October, as part of the 10<sup>th</sup> EDF Crime and Security Programme.



Over 250 participants benefitted from these capacity-building workshops in Belize, Guyana, Jamaica, and Trinidad and Tobago. The workshops were held based on the findings of the 2012 *Youth Masculinities and Violence in the Caribbean* research project commissioned by the Secretariat. The project included a survey of more than 1,000 students between the ages of 15 and 21, teachers, and parents from the above-mentioned countries and Suriname. The survey identified several areas of concern, including the observation that dominant forms of masculinity appear to be operating not along with but at the expense of other forms.



The Secretariat's Deputy Programme Manager, Gender and Development, Ann-Marie Williams, addressing the workshop in Belize



Minister of Gender Olivia Grange of Jamaica (centre) shares a point with the Secretariat's Deputy Programme Manager, Gender and Development, Ann-Marie Williams (3<sup>rd</sup> left) at the opening of the workshop in Jamaica. Others participating in the discussion are (L-R) President, Men of God Against Violence and Abuse, Jayson Downer; President, Caribbean Male Action Network, Peter Weller; Head of the EU to Jamaica, Malgorzata Wasilewska; UWI Professor Emerita, Barbara Bailey; and Director, Bureau of Gender Affairs, Jamaica, Sharon Robinson



The Trinidad and Tobago workshop in session with facilitator Barbara Bailey, of the UWI, at the podium



Participants at the workshop in Guyana

The workshops sought to:

- ✎ **Build the capacity** of education officers, planners, school counsellors, and teachers to effectively integrate issues of masculinity, gender equality, and peace across the curriculum, through knowledge sharing techniques and best practices.
- ✎ Convene civil society workers and practitioners along with faith-based leaders to **examine strategic ways of engaging men, boys, and women about masculinity and gender equality to reduce gender-based violence (GBV)**. The focus was on the *Sonke One Man Can Programme*, a rights-based, gender equality, and health focussed initiative. The Programme was first implemented by Sonke Gender Justice in South Africa. It has been highlighted as a *best practice* by the World Health Organisation (WHO), the Joint United Nations Programme on HIV/AIDS (UNAIDS), and the UN Population Fund (UNFPA).

School representatives who attended the workshops are to provide the Secretariat with their school plans outlining how they intend to build a culture of peace within their schools. The Secretariat will track their activities and follow-up over two-years to assess good practices.

In February, the first High-Level Consultation on the **Regional Spotlight Initiative** took place in Jamaica. The Spotlight Initiative is a global, multi-year partnership between the EU and the UN to eliminate all forms of violence against women and girls. It focuses, in particular, on domestic and family violence, sexual and gender-based violence and harmful practices, femicide, human trafficking, and sexual and economic exploitation.



Following the Consultation, which assessed the level of the problem in the Region, six countries are in the process of receiving funding from the EU for national programmes. They are Belize, Grenada, Guyana, Haiti, Jamaica, and Trinidad and Tobago. The Secretariat was represented at the Consultation by the Deputy Secretary-General.

## Children and Youth

Ministers of Education approved the **Prevention of Violence against Children (PVAC) Strategy** in October. The Strategy, developed by the Secretariat with support from UNICEF, provides a regional approach for eliminating all forms of violence against children. It supports the resolve of Member States to prevent violence against children by building on existing systems. It is positioned to be an important guide and reliable resource for Member States, from which actions can be selected and adapted for national implementation.

Participants from Caribbean States and Territories met in Guyana, in January, to exchange ideas and good practices, create and strengthen partnerships, and engage in discussions at the **Caribbean Summit on Youth Violence Prevention**. The theme of the Summit was *Youth as Partners and Innovators*. The Summit was co-planned with and convened by youth leaders, based on the core belief in youth participation, action, and partnership for violence prevention. Young people played key roles as participants, panellists, discussion leaders, and co-creators of action and interventions.



The Summit provided a platform for robust and ground-breaking exchanges built on a positive approach to youth development. It brought together 267 persons from a diverse group of stakeholders and organisations working at the local, national, and regional levels to reduce youth violence. They included young people between the ages of 15 and 29, senior government officials and technocrats, representatives of UN agencies and other development partners, non-governmental organisations, private sector agencies, researchers, and practitioners in the field.



Secretary-General LaRocque addresses the Caribbean Summit on Youth Violence Prevention

The Summit was organised through the collaborative efforts of USAID and other development partners, the CARICOM Secretariat, and youth organisations.

Key recommendations included the need for continued/accelerated focus as follows:

- ☞ **Integrate** widespread sectoral interests in youth violence prevention
- ☞ **Innovative** methodologies and genuine youth-centered approaches that young people themselves inform
- ☞ **Build** resilience and provide positive alternatives to crime, away from formal settings and methodologies that are not attractive to targeted youth populations

- ☞ **Maintain** active and meaningful contact with adolescents and youth, supported through youth violence prevention programming, to ensure positive youth development outcomes
- ☞ **Document** and promote relevant and practical good practice for wide adaptation and replication in communities and countries
- ☞ **Document** and promote tools and approaches to ensure the requisite systems, funding, supports, and competence are available to youth communities and youth-serving agencies that wish to implement proven good practice
- ☞ **Support** the institution and financing of robust monitoring and evaluation mechanisms to enable programs to effectively measure outcomes, findings of which can support sound decision-making for future programming
- ☞ **Ensure** ongoing high-level focus, by governments and development agencies, on consolidating support, approaches, and knowledge management to enhance the regional capacity and system for youth violence prevention.

In January also, a two-day consultation on the ***Development of a Regional Consultative Youth Mechanism*** was held in Guyana. The Consultation was organised by the Secretariat with support from UNFPA.

It brought together youth leaders from the CYAs, the Caribbean Regional Youth Council (CRYC), the Commonwealth Youth Council (CYC), the UWI Students Today, Alumni Tomorrow (UWI STAT) Ambassadors, the Commonwealth Youth Peace Ambassadors Network (CYPAN), and other Caribbean and Commonwealth youth networks. Representatives of Directors of Youth Affairs, the CDB, and the Commonwealth Secretariat also participated.

Participants agreed to the following objectives for the Regional Youth Mechanism:

- ☞ Promote regional integration
- ☞ Facilitate youth engagement and involvement in decision-making and policy development, in relation to the CARICOM Youth Development Action Plan (CYDAP)
- ☞ Establish a strategic regional youth platform for collaboration and coordination
- ☞ Enhance youth governance, participation, and advocacy
- ☞ Facilitate a process by which youth may hold governments accountable for the commitments made to youth development.



Some 300 youth benefitted from workshops under the Secretariat's ***Creativity for Employment and Business Opportunity (CEBO)*** initiative in October. Thirteen workshops, aimed at building youth capacity in entrepreneurship, were held in six Member States. The workshops were supported by the EU, under the 10<sup>th</sup> EDF CARIFORUM Crime and Security Programme.

Participants at the CEBO Workshops



CEBO Barbados



CEBO Belize



CEBO Haiti



CEBO Jamaica



CEBO St. Vincent and the Grenadines



CEBO Trinidad and Tobago

Also with support from the EU, under the 10<sup>th</sup> EDF, **animation workshops for at-risk and incarcerated youth between the ages of 15 and 29** were held, in October, in Guyana, Suriname, and Trinidad and Tobago. More than sixty young persons were trained in 2D and 3D animation and more than fifteen young persons benefited from a train-the-trainers component of the workshop. The workshops were facilitated by Animae Caribe Festival, based in Trinidad and Tobago.

Ahead of the Fortieth Regular Meeting of CARICOM Heads of Government, held in Saint Lucia in July, the ***Secretary-General held discussions with Youth at #Ask-SG-Live***. Youth engaged the Secretary-General in-person, in Saint Lucia, and via social media across the rest of the Region. The topics for the engagement, selected by the CYAs, were inclusion of youth as a critical part of decision making, the importance of regional travel to regional integration, and employment/entrepreneurship for youth in the Region.

Recommendations from Ask-SG-Live 2019 included:

- ✎ **Further consultation** on the proposed Regional Youth Mechanism
- ✎ **CYA participation** at the Regional level, including in the consultations to development the Community Strategic Plan, 2020–2030
- ✎ **Coordinate** consistent advocacy work by the CYAs and other youth groups
- ✎ **More** sensitisation sessions by the CYAs on the benefits of the CSME.



Secretary-General Irwin LaRocque on the Ask-SG-Live programme hosted by CYAs Ezbai Francis and McAllister Hunt

During the year, the Secretariat developed an ***Agriculture Strategy for youth***. The Strategy addresses unemployment among rural youth and seeks to empower young people in agriculture. It also seeks to build the capacity of rural youth for innovation and technology in agriculture and establish youth representation, at the regional level, in agribusiness.

***The CARICOM Youth Ambassadors (CYAs)*** from the fourteen Member States and two Associate Members, appointed for the 2018–2019 period, continued to serve during 2019–2020. Ms Georgette Grootfaam of Suriname was appointed Dean of the CYAs in August. She replaced Mr Odayne Haughton of Jamaica.





## CARICOM Youth Ambassadors 2018–2020

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

## Persons with Disabilities

Since his appointment in 2018, **the CARICOM Special Rapporteur on Disability**, Senator Dr Floyd Morris, has been engaged in advocacy work, including visits to the Turks and Caicos Islands (at the invitation of the Ministry of Education) and Trinidad and Tobago (the Downs' Syndrome Network), to speak on issues of concern for persons/populations with disabilities.



CARICOM's Special Rapporteur on Disability, Floyd Morris

The Special Rapporteur, as a national and regional Advocate and as Director of the Centre for Disabilities Studies at the UWI (Mona), has also developed and received approval for three academic courses on disability: *Understanding Persons with Disabilities*; *Disability, Law and Society*; and *Disability and Development*. As of September, these courses are being offered as electives.

The Secretariat continues to support the work of the Special Rapporteur, including efforts to mobilise resources to implement his programme of work. While the position of CARICOM Special Rapporteur does not carry a remuneration package, financial support is required for work programme implementation and administrative support.

In November, the Secretariat arranged for discussions involving curriculum experts and other Government and civil society stakeholders across Member States, to review the progress of the **Regional Centre for the Stimulation of the Development in Children, Adolescents and Young People with Special Educational**

**Needs Associated with Disabilities.** The Centre was established in Guyana, in 2018, with support from the Governments of Cuba and Guyana.

As regards the Regional Centre's curriculum for training practitioners, following a rigorous review and examination, participants made several recommendations aimed at ensuring that the training prospectus would be in keeping with regional needs in the areas of human resource development and professional growth. The recommendations included the establishment of an Expert Working Group (EWG) to further define and prepare a revised draft curriculum. The Secretariat is to coordinate and facilitate the finalisation of the revised draft curriculum by Member States. Thereafter it will be submitted to Ministers for endorsement.

Participants also recommended the accreditation of the Centre's regional training programme.

## Culture and the Fourteenth Caribbean Festival of Arts (CARIFESTA XIV)

The **Fourteenth Caribbean Festival of Arts (CARIFESTA XIV)** was successfully staged in Trinidad and Tobago, in August, under the theme *The Tangible and Intangible – Connect. Share. Invest.*



CARIFESTA is a Community flagship event which seeks to promote the Region's rich and diverse culture to safeguard our heritage. The Festival celebrates diversity and excellence in the arts in the Caribbean to foster a vision of Caribbean unity and positively advance Caribbean culture regionally, throughout the diaspora, and the world. It is also the main vehicle to facilitate the development of cultural and creative industries in the Region. CARIFESTA is held biannually and rotates among Member States.

A total of twenty-two country contingents registered for CARIFESTA XIV along with one independent group from Canada. Some 2,200 artists participated in the Festival, of which 1,589 were visiting artists and 648 were from the host country.

The Festival was supported by thirty-one sponsors and 500 volunteer workers.

### CARIFESTA XIV Some major achievements

<b>Facilitated</b> of public-private partnerships in implementing the Festival	<b>Substantial</b> public participation, as evidenced by near full-capacity attendance at all venues	<b>Generated</b> income and promoted entrepreneurship for vendors in the Grand Market	
<b>Fostered</b> cultural confidence, locally and regionally	<b>Promoted</b> all shows via social media and the internet, making the Festival a global space	<b>Developed</b> and used a CARIFESTA app to provide timely informaiton about the Festival programme	<b>Fostered</b> national and regional pride.

## Memories of CARIFESTA XIV



The *OUI PAPA YO* Fashion Show by host Trinidad and Tobago



Indigenous food ritual in the town of Arima



The CARIFESTA Grand Market in Port of Spain was the centre of activities



The Bands Sweet Micky (featuring past President of Haiti, Michel Martelly) and Boukman Eksperyans performing at the Grand Market



CARIFESTA parade of nations



CARIFESTA dancers on sister island Tobago



Traditional dance routine by performers from host country Trinidad and Tobago



Another hallmark in the history of CARIFESTA was the unveiling of the **Permanent CARIFESTA Logo**, at the CARIFESTA XIV closing ceremony. The Permanent logo was designed by Jamaican Anthony Cookes of Pan Media, the company contracted to produce the logo. Ministers of Culture approved the Logo at a meeting of the COHSOD-Culture held, in June, in Guyana.



There are **two versions of the Logo**:

- ☞ *A standard version, the main logo used to primarily represent CARIFESTA as a whole*
- ☞ *A festival version used in conjunction with the edition of the Festival and the name of the host country.*

### **Permanent CARIFESTA Logo**

*The CARIFESTA logo reflects the vibrancy, rhythm and creativity of the people of the Caribbean, represented by a reveller, a masquerader, and a performer celebrating our distinctive, magnificent Caribbean civilisation.*

*Emerging from a sea of aquamarine—signifying our gleaming Caribbean waters that unite us—the reveller, the masquerader, and the performer claim our rightful place on the world stage and inspire the global imagination as a region of iconic cultural expressions and artists.*

*The sun-head represents the brilliance of our Caribbean creatives and the energy and passion we feel about our rich and diverse cultures. This infinitely renewable creativity is the vitality that fuels CARIFESTA, a quintessentially Caribbean space where we come together to celebrate the beauty of One People and One Region.*

*The small circles echo the glistening island archipelago and the majesty of the mainland that encircle our hearts and our voices, as together we proclaim to the World: CARIFESTA—THE CARIBBEAN FESTIVAL OF ARTS!*

Also at the **COHSOD-Culture**, held in Guyana, Ministers considered a proposal to find creative and sustainable solutions to finance the cultural sector, including policy initiatives and public–private partnerships. Areas proposed included strengthening the link between culture and tourism, hosting and funding the Caribbean Creative Industries Management Unit (CCIMU) by Regional agencies or Member States, and organising a fundraiser for culture every 2–3 years, in collaboration with the Region’s top artists.

Ministers agreed to further explore the link between culture and tourism as well as the hosting and funding of the CCIMU. They also supported the organising of a fundraiser for culture and requested the CARICOM Secretariat to prepare a proposal for this initiative.

## Reparations for Native Genocide and Slavery



The CARICOM Reparations Commission (CRC) held a number of **outreach activities** during the year including:

- ✎ A symposium on *Western Banking, Colonialism and Reparations*, in October, hosted by the Antigua and Barbuda Reparations Support Committee. The feature address was delivered by Prime Minister Gaston Browne of that Member State.



Prime Minister Gaston Browne of Antigua and Barbuda (4<sup>th</sup> left) with the Chair of the CRC, Hilary Beckles (5<sup>th</sup> left), other members of the Commission and Members of the Antigua and Barbuda Reparations Support Commission during the Symposium on Western Banking, Colonialism, and Reparation

- ✎ A symposium on *Capitalism and Slavery 75 Years Later: Eric Eustace Williams* held, in November, in Trinidad and Tobago. The Symposium was organised in collaboration with the UWI (St. Augustine). It was held to commemorate seventy-five years since the publication of the seminal work, *Capitalism and Slavery*, by former Prime Minister of Trinidad and Tobago and integrationist, Eric Williams.

The feature address was delivered by the Commission's First Vice Chair and Director of the Centre for Reparation Research, UWI (Mona), Professor Verene Shepherd. Ms Erica Williams Connell, daughter of the late Eric Williams, also addressed the forum.



CRC Member Verene Shepherd delivers the keynote address at the Symposium on *Capitalism and Slavery 75 Years Later: Sir Eric Eustace Williams*

- ✎ A panel titled *CARICOM's Reparatory Justice Programme: More than Money*, as the closing event of the symposia series at CARIFESTA XIV in Trinidad and Tobago.

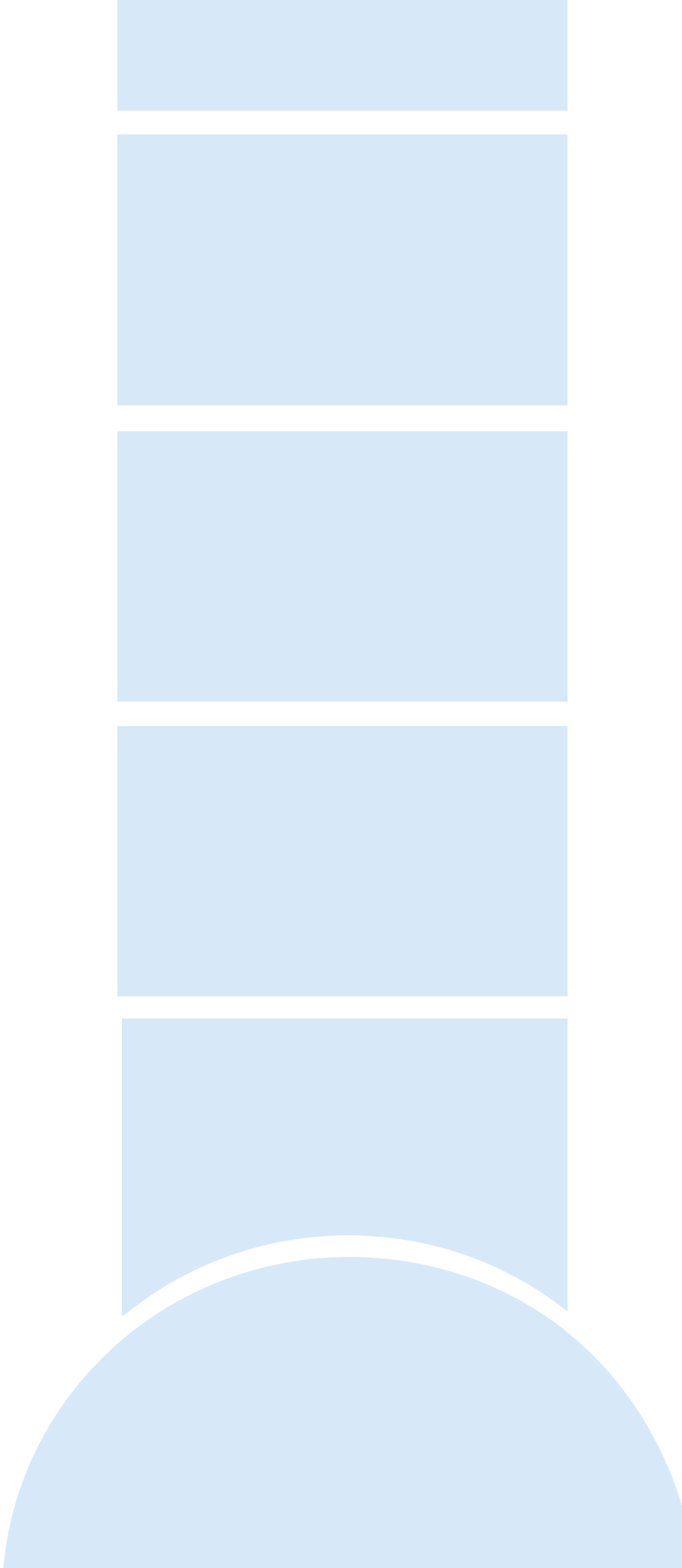




## **SECTION III**

# **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)**

### Heads of Government Special Focus on Crime and Security

The issue of crime and security was in sharp focus for Heads of Government during the year. Meeting in Special Session in Trinidad and Tobago in May, they discussed issues including:

- ☞ **Determinants of crime:** They agreed that the Region would treat violent crime as a public health issue. They also agreed on the need for fundamental reform of the education system in the Region to allow for the creation of *Centres of Excellence* in all fields, including technical and vocational skills, as enunciated in the CARICOM HRD 2030 Strategy. They requested the Secretariat to actively engage the youth in the fight against crime.

They also requested the Secretariat to develop a model bill on the decriminalisation of small amounts of marijuana for recreational use and legislation of marijuana for medicinal and religious purposes.

- ☞ **Management of the Regional Security Framework:** They reaffirmed that the Framework was the mechanism through which there should be greater collaboration among the Regional Security Forces, Regional Institutions, and other entities.
- ☞ **Caribbean priority actions on addressing illicit trafficking of firearms:** They adopted priority actions as recommended by the TWG on Combating Illicit Trafficking of Small Arms and Light Weapons in the Caribbean, established in 2015. The priority actions include institution of improved interdiction at ports of entry and border crossings, tracing all recovered firearms to identify trafficking routes and traffickers, and harmonising domestic legislation on firearms control with international Instruments.



*Host Prime Minister Keith Rowley of Trinidad and Tobago addresses the Special Meeting of the Conference on Crime and Security. Seated to his left is Minister of National Security Stuart Young of Trinidad and Tobago*

Earlier in February, at their Inter-Sessional Meeting in St. Kitts and Nevis, Heads of Government adopted the [\*Agreement on the Return or Sharing of Recovered Assets\*](#) from criminal activity. The Agreement seeks to enhance the effectiveness of regional cooperation by establishing a framework for the return or sharing of recovered assets located in Member States. It supports Strategic Goal 1 of the CARICOM Crime and Security Strategy (CCSS) which aims to take the profit out of crime, target criminal assets, and protect the financial system.

The Agreement has been signed by Antigua and Barbuda, Barbados, Grenada, Saint Lucia, and St. Vincent and the Grenadines.

## Firearms Training

Preventing and combating gun crimes in the Region was the focus of **two regional firearms training courses** in June, co-organised by the CARICOM Implementation Agency for Crime and Security (IMPACS) and the International Criminal Police Organisation (INTERPOL).

The aim of the training is to enhance the ability and competencies of security personnel in the Region to effectively address gun crimes and enhance information sharing to combat transnational firearms trafficking.

More than sixty experts benefitted from advanced training on key INTERPOL global policing capabilities, including its Illicit Arms Records and Tracing Management System (iARMS), the INTERPOL Ballistic Information Network (IBIN), and the INTERPOL Firearms Reference Table (IFRT).



CARICOM IMPACS Director Tonya Ayow addresses a Regional Firearms Training course

CARICOM Members participating in the training courses were Anguilla, Antigua and Barbuda, The Bahamas, Barbados, Belize, Bermuda, British Virgin Islands, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago. Representatives of the Regional Security System (RSS) and CARICOM IMPACS also benefitted from the capacity-building exercises.

## Countering Terrorism

CARICOM IMPACS collaborated with the Commonwealth Secretariat to train regional security personnel in preventing and countering violent extremism in the Region. The capacity-building course was held, in July, in Trinidad and Tobago. It benefitted police and prison officers; military, customs, and immigration personnel; and representatives of government agencies, tertiary-level academia, NGOs from across the Region, and several Regional Institutions and Organisations.

The course provided a detailed understanding of managing, returning, and relocating foreign terrorist fighters; counter-terrorism financing; and preventing the exploitation of social media and digital spaces.

The training is in keeping with the [CARICOM Counter-Terrorism Strategy](#), approved by Heads of government in 2018.

## Advance Cargo Information System (ACIS)

The Advance Cargo Information System (ACIS) is being piloted in five Member States, namely Antigua and Barbuda, Barbados, Dominica, Grenada, and St. Vincent and the Grenadines. The pilot was launched during the year.

The System allows Member States to receive advance cargo information, in electronic format, through a centralised portal. It facilitates the identification of high-risk shipments that could threaten the safety and security of the Region.

The ACIS was developed and implemented by the United Nations Conference on Trade and Development (UNCTAD) and CARICOM IMPACS, with funding from the EU under the 10<sup>th</sup> EDF.

The prototype of the System was engineered and built by UNCTAD to replace the original ASYCUDA World platform.



## **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)*

## Sustainable Development

In July, Heads of Government issued *The Castries Call for Collective Commitment and Action on Sustainable Development*, which reflected the concerns and challenges of the Region ahead of the High-Level Events held in the margins of the seventy-fourth session of the United Nations General Assembly (UNGA) in September. The Call urged prominence to the concerns and challenges of Small Island Developing States (SIDS) on the international sustainable development agenda. It provided a platform for the Region's participation in the High-Level Events and set out the following positions of Heads of Government:

- ☞ **Climate Action Summit:** A determination to remain the strongest advocates for urgent and enhanced climate ambition and action, consistent with 1.5°C, and for far-reaching systemic changes to make financial flows consistent with low greenhouse gas (GHG) emissions and climate resilient development pathways. Heads of Government agreed to continue to press for dedicated resources to support CARICOM countries with adaptation and in addressing permanent loss and damage.
- ☞ **High-Level Meeting on Universal Health Coverage:** Endorsement of the commitment for all people to have access to the health care they need, when and where they need it, without facing financial hardship. Heads of Government recommitted to taking actions geared towards strengthening health systems for the achievement of universal coverage of health services.
- ☞ **Sustainable Development Goals Summit:** A commitment to actively support multilateral processes and participate in actions that further the Region's development and survival. Heads of Government acknowledged the 2030 Agenda as the Plan of Action for people, planet, and prosperity; and as the most far-reaching global commitment to a world free of poverty and want. For SIDS, the 2030 Agenda represents a commitment to universal prosperity.
- ☞ **High-level Dialogue on Financing for Development:** Emphasis that international public finance plays an important role in complementing the efforts of countries to mobilise resources domestically, especially in the poorest and most vulnerable countries with limited domestic resources.

Heads of Government recalled the commitments made in the Addis Ababa Action Agenda and called for the renewed commitment of international partners to the means of implementation for vulnerable economies. They urged the development of a tailored response to address the specific challenges faced by SIDS in accessing finance and managing sustainable debt, including initiatives such as debt swaps, debt forgiveness, and debt moratoriums.

They also called for new methodologies in determining the graduation of SIDS to middle-income and high-income status, including consideration of their vulnerabilities. They urged immediate consideration of global policy to safeguard the indigenous institutions of the Region's financial sector against exclusion from participation in the global financial systems, which could threaten financial and economic viability.

- 🦋 **High-level Meeting on the Mid-term Review of the SIDS Accelerated Modalities of Action (SAMOA) Pathway:** Emphasis on the need to accelerate implementation of the sustainable development agenda for SIDS. Heads of Government recalled the commitment to their countries, communities, and people enshrined in the Pathway, the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, and the Paris Agreement.

## Climate Change

In September, Parties to the United Nations Framework Convention on Climate Change (UNFCCC) gathered in Spain for their Twenty-Fifth Session (COP 25), under the Chair of Chile.



In the Region's preparatory consultation for COP 25, held in October in St. Kitts and Nevis, CARICOM representatives identified four priority outcomes for the COP.

### CARICOM's Priority Outcomes for COP 25

<p>A strong call for new and ambitious nationally determined contributions (NDCs) and long-term low GHG emission development strategies by 2020.</p>	<p>Robust rules for markets under Article 6 of the Paris Agreement. Article 6 provides a framework for general cooperation in implementing the Agreement and the NDCs. It also establishes a mechanism to contribute to the mitigation of GHG emissions and support sustainable development.</p>
<p>A review of the <a href="#">Warsaw International Mechanism for Loss and Damage associated with Climate Change Impacts (WIM)</a>, adopted at COP 19 in Poland in 2013. The review should deliver a strong basis for action on Loss and Damage.</p>	<p>A call for the US\$100 billion per year finance goal to be honoured by the 2020 deadline.</p>

The outcomes of COP 25 were disappointing. ***The Chile Madrid Time for Action***, adopted at the Conference, merely noted with concern the state of the global climate system. It acknowledged the growing urgency of enhancing ambition and responding to the threat of climate change. It noted the need for the Parties to address the gap in their efforts to reduce their GHG emissions and re-emphasised the emission pathways required to limit global warming to well below 2°C above the pre-industrial level, and efforts to limit it to 1.5°C.

With respect to the *review of the WIM*. The Conference called on the Executive Committee of the Mechanism to launch the *Expert Groups on Slow Onset Events and Non-economic Losses*. The Conference recognised the importance of scaling up resources to support efforts to avert, minimise, and address loss and damage. The Parties were invited to use the available support, including through the financial mechanisms under the Convention and the Paris Agreement.

COP 25 adopted a decision inviting the Green Climate Fund (GCF) to continue providing financial resources for activities aimed at averting, minimising, and addressing loss and damage. The Conference requested the Fund's Executive Committee to clarify how Parties could access funding to develop project proposals.

As regards *honouring the US\$100 billion per year finance goal by the 2020 deadline*, the Conference recalled the commitment of developed countries and emphasised the challenges faced by developing countries in accessing climate finance.

COP 25 was, however, unable to conclude consideration of the issue of long-term climate finance because of the intransigent stance of developed countries.

All CARICOM Member States were represented at COP 25 and engaged very effectively. CARICOM delegates facilitated many of negotiating sessions and coordinated most of the agenda items in support of the Chair of AOSIS, Belize.



The CARICOM–AOSIS Pavilion at COP 25

## Natural Resources Management

The ***draft Caribbean Community Natural Resources Policy Framework and Action Plan*** were updated during the year. The updates incorporate comments from national, sub-regional, and regional consultations undertaken, in 2017, with support from the EU under the 10<sup>th</sup> EDF.

The Policy Framework and Action plan were drafted with support from Canada, Japan, and the EU.

A voluntary Quality Assurance and Quality Control (QAQC) group has been established to review the updated drafts, following which they will be submitted to Ministers of the Environment for approval.

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

## **Sustainable Ocean Economy**

The CARICOM Secretariat accepted an invitation to join the [Advisory Network to the High-Level Panel for a Sustainable Ocean Economy \(HLP\)](#). The Panel comprises fourteen Heads of Government. It is co-chaired by Prime Minister Erna Solberg of Norway and President Tommy Remengesau of Palau. The HLP aims to identify and scale solutions in governance, technology, and finance that would drive the transition to a new and sustainable ocean economy for a healthier and wealthier planet.

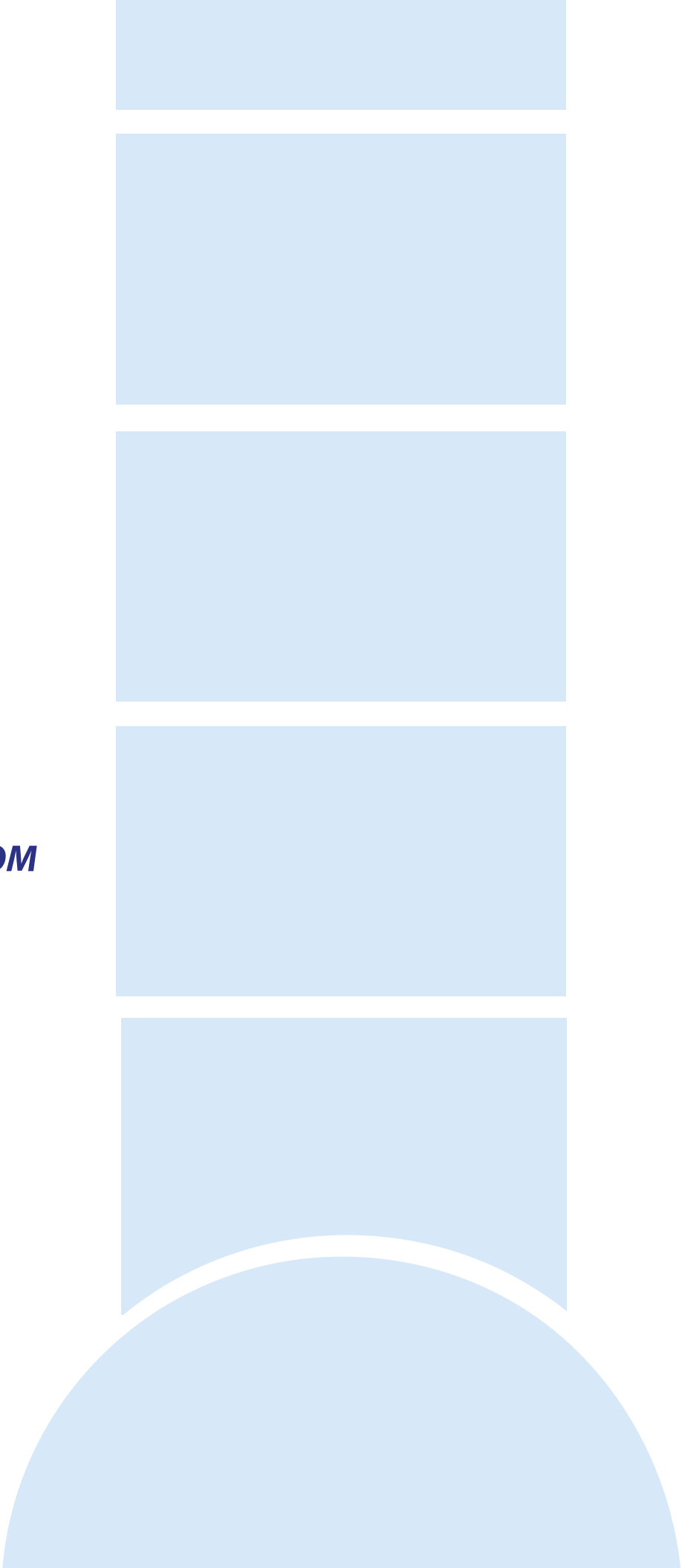
The Advisory Network comprises more than 135 private-sector, non-governmental, and inter-governmental organisations across thirty-five countries. It brings together a range of stakeholders to convert the Ocean Panel's vision of a sustainable ocean economy into action.



## **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 Belize and Dominica. The CARICOM Secretariat coordinated the Missions, providing preparatory and on-the-ground logistical and administrative support.

In May, a **five-member Mission observed Belize's Referendum on whether to take the dispute arising from Guatemala's claim to Belize's land, insular territories, and the maritime areas pertaining to them, to the International Court of Justice (ICJ) for final settlement.** Mr Ian Browne of Barbados led the Mission, which included electoral officials from Antigua and Barbuda, Grenada, Guyana, and Saint Lucia.



Head of the CEOM to the Belize Referendum, Ian Browne

The CEOM observed that the election officials had carried out their duties in an efficient and professional manner from the opening of the polls to the transmission of results. This ensured that the referendum was conducted according to the laws of Belize and that it was free and fair, and clearly represented the will of the Belizean electorate.

In December, a **nine-member Mission observed the elections in Dominica.** The Mission was led by Ms Josephine Tamai, Chief Elections Officer of Belize. The other members comprised experts in electoral management and administration from Antigua and Barbuda, The Bahamas, Barbados, Belize, Jamaica, Saint Lucia, St. Vincent and the Grenadines, and Suriname.

The CEOM assessed that the voters were able to cast their ballots without intimidation or fear, and that the results of the elections reflected the will of the people of Dominica.



Head of the CEOM to Dominica, Josephine Tamai (front row, 1<sup>st</sup> right), and other Members of the Mission

The Mission stated that pre-election day activities had caused some amount of concern to the election process. The level of disruption and violence had escalated just days prior to the general election. Roads were blocked which limited access to movement of persons. By election day, however, the blockage to areas was discontinued and persons were able to move freely to conduct business and to access the polling stations to cast their vote.

Adequate security had been put in place at all locations visited, with officials conducting their duties in a professional and efficient manner. This had contributed to the level of calm which accompanied the day's activities.



## **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. Some of the engagements in 2019 are highlighted below.



### Republic of Cuba

In June, CARICOM Foreign Ministers held discussions with Foreign Minister Bruno Rodriguez Parrilla of Cuba at the Sixth CARICOM–Cuba Ministerial Meeting in Guyana. The discussions focused on the longstanding CARICOM–Cuba relationship with special attention to trade; and technical cooperation in health, culture, education, agriculture, sports, and disaster management and recovery. The Foreign Ministers also discussed developments in the hemisphere and agreed to continue to engage in mutual solidarity, to help each other face the challenges of the changing international environment.

The Foreign Ministers adopted a [declaration](#) reaffirming their determination to continue to strengthen the CARICOM–Cuba Mechanism, based on deep historical roots and founded on solidarity, cooperation, and complementarity.



CARICOM Foreign Ministers, the Foreign Minister of Cuba, and the Secretary-General

While in Guyana, the Foreign Ministers visited the *Regional Training Centre for the Stimulation of the Development in Children, Adolescents and Young People with Special Needs Associated with Disabilities*, established in 2018 with support from Cuba and Guyana. The Regional Training Centre is one of the major technical cooperation initiatives between CARICOM and Cuba.



## Republic of Colombia

Also in June, CARICOM Foreign Ministers engaged Foreign Minister Carlos Holmes Trujillo García of Colombia at the First Meeting of Ministers of Foreign Affairs of CARICOM and Colombia. Discussions focused on trade and investment, connectivity, culture, security, and disaster risk reduction.

The Foreign Ministers highlighted their interest and willingness to revitalise the CARICOM–Colombia relationship. They recognised the Meeting as an ideal forum for dialogue and strengthening political, economic, cultural, social, and cooperation bonds.



Foreign Minister Carlos Holmes Trujillo García of Colombia (5<sup>th</sup> left) and his delegation with Secretary-General LaRocque (4<sup>th</sup> left) after the CARICOM–Colombia Foreign Ministers meeting in June



## Republic of Estonia

Heads of Government engaged President Kersti Kaljulaid of Estonia as a Special Guest at their Inter-Sessional Meeting held, in February, in St. Kitts and Nevis. This interaction symbolised the forging of new relations between CARICOM and Estonia, based on shared interests.



President Kersti Kaljulaid of Estonia in conversation with CARICOM Chair, Prime Minister Timothy Harris of St. Kitts and Nevis at the Inter Sessional Meeting as Secretary-General LaRocque looks on

The President outlined the development of her country as a digital nation, emphasising its value to economic growth and development, which could be an example for small countries.

Heads of Government agreed on the need for cooperation initiatives between CARICOM and Estonia to advance the digital development of the Community and promote the collective approach to the CARICOM Single ICT Space and the CARICOM Digital Agenda 2025 initiative.

Both sides agreed to continue to explore areas of cooperation in ICT and e-government.





## Republic of India

The first India–CARICOM Summit was held, in September in New York, in the margins of the seventy-fourth session of the UN General Assembly. Issues discussed included climate change, development cooperation, trade and investment, travel, education, and health and wellness.



The Head table at the India–CARICOM Leaders Meeting. (L–R) CARICOM Chair, Prime Minister Allen Chastanet of Saint Lucia; Prime Minister Narendra Modi of India; and Secretary-General LaRocque

At the Summit, Prime Minister Narendra Modi of India announced a US\$14 million grant for development projects in the Community and a US\$150 million line of credit for solar, renewable energy, and climate-change-related initiatives. He also announced the establishment of a Regional Centre for Excellence in Information Technology in Guyana and a Regional Vocational Training Centre in Belize. These Regional Centres would be established by upgrading the existing India-funded centres in these two countries.



## Republic of Ireland

In May, at the Twenty-Second Meeting of the Council for Foreign and Community Relations (COFCOR), Foreign Ministers engaged the Minister of State for European Affairs of the Republic of Ireland, Hon. Helen McEntee. The Ministers exchanged views on a range of issues aimed at enhancing their relationship. The Minister of State expressed her country's commitment to battling climate change and its solidarity with the Community on this issue and other areas of interest to SIDS.

The COFCOR expressed appreciation for Ireland's understanding of the economic and environmental vulnerabilities of the Community.

Ministers urged Ireland, as a member of the OECD, to advocate for a change in the international policy of graduating SIDS, which are middle-income countries, out of access to concessional development financing. The COFCOR also sought Ireland's support, in the councils of the EU, regarding the continued unfair listing of some CARICOM Members as non-cooperative tax jurisdictions. The COFCOR welcomed Ireland's interest in joining the CDB.

In September, a further engagement took place between CARICOM Foreign Ministers and Deputy Prime Minister and Minister of Foreign Affairs Simon Coveney of Ireland. The Deputy Prime Minister highlighted the challenges that BREXIT posed for both Ireland and the Community with respect to relations with the UK and the EU. He conveyed his country's readiness to assist the Community in voicing its concerns within the EU.



## Kingdom of Norway

Heads of Government held discussions with Prime Minister Erna Solberg of Norway, a special guest at their Fortieth Regular Meeting held, in July, in Saint Lucia.

They expressed their appreciation for Norway's leadership in addressing and supporting issues of concern to the Community. These included concessional financing to build resilience, climate change, the environment and the sustainable ocean economy, marine litter and pollution, and the situation in Venezuela. In this latter regard, they expressed their support for the facilitation process being carried out by Norway.



Prime Minister Erna Solberg of Norway (4<sup>th</sup> left) and Members of her delegation at the Fortieth Regular Meeting of CARICOM Heads of Government

Heads of Government applauded the Prime Minister's establishment of the High-Level Panel on Building a Sustainable Ocean Economy, which includes [Prime Minister Andrew Holness of Jamaica](#) as a member.

They also welcomed the Prime Minister's announcement that Norway would double its contribution to the GCF.



## Romania

At the invitation of the Government of Romania, CARICOM Foreign Ministers and the Secretary-General paid an Official visit to that country, in March, where they held discussions with several high-level officials.

During the visit, Secretary-General LaRocque and Foreign Minister Teodor Meleșcanu of Romania signed an MOU setting up a mechanism to advance cooperation in areas including science and technology, education, research, climate change and disaster management, and agriculture.



Signing the  
the CARICOM–  
Romania MOU

Foreign Ministers and the Secretary-General also attended a Conference on Building Resilience to Natural Disasters.



## Republic of Singapore

CARICOM–Singapore relations advanced during the year, with an engagement between CARICOM Foreign Ministers and Foreign Minister Vivian Balakrishnan of Singapore, in September in New York. The discussions, which took place during a Special Meeting of the COFCOR, focussed on the importance of climate change to CARICOM SIDS and opportunities to further strengthen the partnership. The Foreign Minister of Singapore underscored his country's understanding of the concerns of CARICOM SIDS about climate change and stressed the importance of free trade, among other areas.



## United States of America (USA)

In April, CARICOM Foreign Ministers, the Foreign Minister of the Dominican Republic, a representative of the Government of Aruba, and disaster management officials from the Caribbean met with US Deputy Secretary of State John Sullivan for the launch of the US–Caribbean Resilience Partnership. The Partnership is a collaborative effort to build regional capacity to confront disaster response and promote resilience.

A US–Caribbean Resilience Partnership Working Group was established to coordinate and implement ongoing and future efforts across all countries in the region; identify and resolve gaps, best practices, and lessons learned; and find innovative solutions by reducing risks from disasters and jointly increasing resilience.



Launch of the US–Caribbean Resilience Partnership. (L–R) Foreign Minister Darren Henfield of The Bahamas; Foreign Minister Dennis Moses of Trinidad and Tobago; Deputy Prime Minister Shawn Richards of St. Kitts and Nevis; Commander Craig Faller of US Southern Command; US Deputy Secretary of State John Sullivan; Bureau of Western Hemisphere Affairs, Principal Deputy Assistant Secretary Julie Chung; Foreign Minister Francine Baron of Dominica; Foreign Minister Miguel Vargas of the Dominican Republic; and Foreign Minister Chet Greene of Antigua and Barbuda

The Working Group comprises representatives of the Caribbean countries as well as of CDEMA, the RSS, universities, the private sector, and development partners.

The establishment of the Partnership follows discussions, held in September 2018, involving CARICOM Foreign Ministers, the Secretary-General, and the US Deputy Secretary of State in the margins of the seventy-third session of the UNGA. Those discussions focussed on enhancing CARICOM–US cooperation, including in the area of disaster assistance.



## Bolivarian Republic of Venezuela

The Community was preoccupied with the protracted and multifaceted crisis in Venezuela throughout the year.

CARICOM Heads of Government and Foreign Ministers discussed the further escalation of tensions and the ensuing increase in hardship and suffering of the people of Venezuela, exacerbated by the imposition of sanctions.

They emphasised that the people of Venezuela must be allowed to decide their own future in accordance with the principles of the United Nations Charter, namely non-intervention, non-interference, prohibition of the threat or use of force, respect for the rule of law, human rights, and democracy. CARICOM has ceaselessly advocated that to attain this objective, there would have to be meaningful internal dialogue between the contending parties.

They called for a commitment to the delivery of humanitarian aid in a non-politicised manner which uses UN mechanisms, employed over the years, to deliver impartial and effective humanitarian relief.

In February, Heads of Government designated High-Level Representatives, in the persons of the Prime Ministers of Barbados, St. Kitts and Nevis, and Trinidad and Tobago, to undertake mediation-related activities as part of efforts to find a durable resolution to the situation in that country.



CARICOM High-Level Team on Venezuela at UN Headquarters. (L-R) Foreign Minister Dennis Moses of Trinidad and Tobago, Prime Minister Mia Mottley of Barbados, Prime Minister Keith Rowley of Trinidad and Tobago, UN Secretary-General Antonio Guterres, Prime Minister Timothy Harris of St. Kitts and Nevis, Foreign Minister Peter David of Grenada, CARICOM Secretary-General Irwin LaRocque, and Barbados Foreign Minister Jerome Walcott

The High-Level representatives held discussions with the UN Secretary-General and engaged with the contending parties in Venezuela. Prime Minister Timothy Harris of St. Kitts and Nevis and Secretary-General LaRocque also participated in the discussions of the International Contact Group (ICG) and the Montevideo Mechanism, comprising Mexico, Uruguay, CARICOM, and Bolivia to foster dialogue among Venezuelan political sectors and to assist in finding a resolution.

In July, Heads of Government expressed support for the facilitation process being carried out by Norway with both sides of the dispute.





## Association of Caribbean States (ACS)

The year 2019 marked the twenty-fifth anniversary of the Association of Caribbean States, established through a CARICOM initiative. Member States participated in the Eighth Summit of the ACS Heads of State and Government held in Nicaragua, in March, under the theme *Uniting efforts in the Caribbean to face Climate Change*. Issues discussed included proposals for the revitalisation of the Association, the sustainable development of the Caribbean region, the vulnerability of the countries of the Caribbean and the need to preserve the Caribbean Sea, the challenges of global warming and the need for concerted efforts to confront climate change.



Heads of State/Government/Delegation and the ACS Secretary-General at the Eighth Summit

At the Summit, a number of CARICOM Member States assumed positions at the ACS for the period 2019–2020, with Barbados chairing the Ministerial Council for that period.



## The Commonwealth

In the margins of COP 25, CARICOM delegations held discussions with Commonwealth Secretary-General Patricia Scotland. Issues discussed included:

- ☞ Climate financing, including the Commonwealth's interest in facilitating applications for climate finance for its membership
- ☞ Ocean economies, including the hosting of a blue economy conference by Antigua and Barbuda
- ☞ The upcoming Commonwealth Heads of Government Meeting (CHOGM) and the possibility of a Commonwealth statement on climate change at the Meeting, as many SIDS are members of the Commonwealth



- ☞ CARICOM and the Commonwealth working closely to broker agreement, within its membership, on sticking points within the COP 25 negotiations.



## European Union (EU)

In February, Prime Minister Allan Chastanet of Saint Lucia led a mission to Romania and Brussels. The Prime Minister was acting on an agreement by Heads of Government, at their Thirty-Ninth Meeting held in July 2018, that a political intervention with the EU was required to advocate for the removal of Member States from the EU blacklist of non-cooperative tax jurisdictions.

The mission also included Minister of Foreign Affairs Chet Green of Antigua and Barbuda, Minister of International Business Ronald Toppin of Barbados, and Secretary-General LaRocque.

The mission conveyed CARICOM's concerns to Minister of Public Finance Eugen Orlando Teodorovici of Romania, in his capacity as then Chair of the EU's Economic and Financial Affairs Council (ECOFIN). That Council is responsible for EU policy in the areas of economic policy, taxation issues, and the regulation of financial services. Minister Teodorovici undertook to bring CARICOM's concerns to his EU colleagues at their next session.

The mission then proceeded to Brussels to meet with EU Commissioner Muscovici, who has responsibility for Economic and Financial Affairs, Taxation and Customs. At that meeting also, the CARICOM delegation expressed concern about the unilateral manner of applying the EU blacklist. The delegation urged strongly for a more consultative process. Commissioner Muscovici indicated that a review of the process would be undertaken.



## United Nations (UN)

In June, St. Vincent and the Grenadines, a CARICOM candidate, was successful in its bid to serve on the United Nation's Security Council (UNSC) for the two-year period beginning January 2020. Its candidacy had been endorsed by the wider Group of Latin America and the Caribbean at the UN (GRULAC).



Prime Minister Ralph Gonsalves of St. Vincent and the Grenadines casts his country's vote to the UN Security Council

The membership of St. Vincent and the Grenadines on the Security Council provides an important opportunity to bring the unique perspective of a small state to the issue of threats to international peace and security, a major focus of that UN body. St. Vincent and the Grenadines will also be a strong advocate for issues of critical importance to the Region and the wider SIDS community.

St. Vincent and the Grenadines is the fourth CARICOM Member State, and the smallest state ever, to be elected to the Security Council.

In September, CARICOM Heads of Government and Ministers participated in the UN High-Level Week of activities held during the seventy-fourth session of the General Assembly. CARICOM delegations used the opportunity to highlight the key issues and opportunities for SIDS, such as those in the Community, guided by *The Castries Call for Collective Commitment and Action on Sustainable Development*, adopted by Heads of Government in July.



## World Trade Organisation (WTO)

The **CARICOM Strategy for accessing benefits under the World Trade Organisation's Trade Facilitation Agreement (TFA)** was **launched** in January. Ministers of Trade approved the Strategy in 2017.

The Strategy sets out a coordinated regional approach to implementing the TFA. Such an approach is important for minimising costs that the Member States will likely incur in meeting their obligations under the Agreement.

A Regional Committee on Trade Facilitation will oversee, coordinate, and monitor the implementation of the TFA. The Regional Committee comprises the Chairpersons of the National Committees on Trade Facilitation; an Official with lead responsibility for WTO Trade Facilitation issues in each Member State; the Chair of the CARICOM Customs Committee; and representatives of the CARICOM Secretariat, the OECS Commission, CARPHA, CROSOQ, and two regional private sector organisations, namely the Caribbean Association of Customs Brokers (CACUB) and the Caribbean Chambers of Commerce (CARICHAM).

A donor conference to support the Strategy's implementation was also held in January, resulting from which the Region received a grant from the WTO.

Also in January, the Secretariat held a training session on the TFA with a focus on border agency cooperation and coordination. The training benefitted the private sector and border agencies from CARICOM WTO Members and Observers.

## Plenipotentiary Representatives of Third States Accredited to CARICOM

During the year, Romania established diplomatic relations with the Community, accrediting its first Plenipotentiary Representative. This brings the number of Third Countries and Organisations accredited to CARICOM, to forty-five.

The Community also strengthened existing ties with some other Third States, as Secretary-General LaRocque accredited new Plenipotentiary Representatives from Chile, Colombia, Finland, India, Indonesia, Japan, Kazakhstan, Mexico, New Zealand, and the United States. The Deputy Secretary-General accredited the new Plenipotentiary Representative from Botswana, on behalf of the Secretary-General.



Deputy Secretary-General and  
Ambassador Tebogo Teko Lily Motshome of **Botswana**



Secretary-General and  
Ambassador Patricio Becker of **Chile**



Secretary-General and  
Ambassador Martha Cecilia Pinilla Perdomo of **Colombia**



Secretary-General and  
Ambassador Pertti Ikonen of **Finland**



Secretary-General and  
Ambassador K.J. Srinivasa of **India**



Secretary-General and  
Ambassador Julang Pujianto of **Indonesia**





Secretary-General and  
Ambassador Tatsuo Hirayama of **Japan**



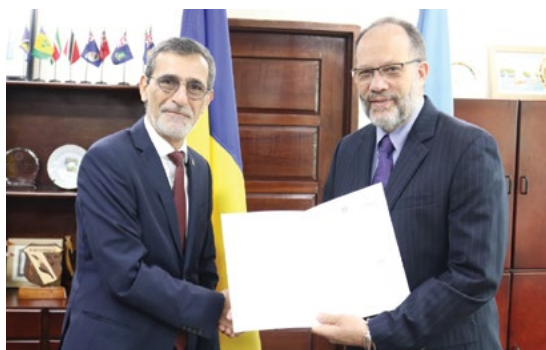
Secretary-General and  
Ambassador Andrian Yelemessov of **Kazakhstan**



Secretary-General and  
Ambassador José Omar Hurtado of **Mexico**



Secretary-General and  
Ambassador Anton Ojala of **New Zealand**



Secretary-General and  
Ambassador Ștefan Mera of **Romania**



Secretary-General and  
Ambassador Sarah-Ann Lynch of the **United States**



## **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*. It 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 and Community Strategic Plan

Efforts intensified to advance implementation of the Community Strategic Plan, as 2019 marked the final plan year.

The 2019 results-focused report revealed that the Community recorded significant progress under each priority area, notwithstanding financial and human resource challenges. The report is the first to be developed under the CARICOM results-based management (RBM) System. It provides a snapshot of progress at both output and outcome levels. As the CARICOM RBM System matures and data become more readily available, subsequent Reports will be more outcomes-focused.

To support the continued implementation of the Community Strategic Plan (2015–2019) and inform the development of a successor results-focused Community Strategic Plan (2020–2030), the Community Council has requested Member States to adopt the RBM approach through the development and implementation of national RBM policies.

This decision of the Community Council complements that of the Heads of Government, taken at their Special Meeting in December 2018, for all CARICOM Organs, Bodies, and Institutions to adopt RBM.

With support from the EU under the 11<sup>th</sup> EDF, the Secretariat developed a CARICOM Model National RBM Policy to inform the development of the national policies. In December, the **Community Council approved the** draft CARICOM Model National RBM Policy and Adaptation Guide for adoption by Member States.

Community Council Ministers have agreed to play a lead role in advancing the development and implementation of the RBM Policy in their respective Member States, and to support the tabling of the RBM Policy in their cabinets for approval/adoption.

To support the CARICOM RBM System, including in implementing the Community Strategic Plan, the Secretariat developed the **CARICOM Monitoring, Evaluation, and Reporting Web Portal (CARMES)** during the year. The Portal reflects the Community's performance measurement framework (PMF), which contains Community indicators to facilitate reporting on progress by the Implementing Partners. CARMES was developed with support from the EU under the 11<sup>th</sup> EDF.

Also during the year, the process for developing a **results-focused Community Strategic Plan 2020–2030** by all the Implementing Partners, commenced. That process, approved by the Community Council in 2018, comprises the following elements:

- 🌀 A public relations campaign
- 🌀 An assessment/evaluation of the Community Strategic Plan 2015–2019
- 🌀 Environmental and horizon scans
- 🌀 National and Regional consultations
- 🌀 Strategy formulation and development
- 🌀 Advocacy and resource mobilisation
- 🌀 Implementation, including monitoring and evaluation

In November, the Secretariat launched the **I AM CARICOM** campaign to engage and assist citizens in the Community and beyond in understanding CARICOM and in locating themselves within the CARICOM construct. The multi-media campaign will facilitate improved dialogue between the Implementing Partners and the people of the Community by sharing perspectives and information on the scope, issues, process, expected deliverables, benefits, and implications of CARICOM initiatives. This will include informing citizens about the work of the Secretariat and Community Institutions and how this work supports the priorities and efforts of their countries.



The Campaign is also seeking to create increased understanding of CARICOM and the Regional Integration Agenda, greater awareness and ownership of the Community Strategic Plan 2020–2030 by all citizens of the Community, and improved implementation and impact of the Community Strategic Plan across the Community. The Campaign will use print, television and radio; social media; and popular entertainment artistes, sports personalities, and social media influencers to reach citizens across the Community.

## Advancing the Reform Process in the Secretariat and among Community Institutions

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, attention focussed on Phases I and 3.

As regards **Phase 1, Review and Restructuring of the CARICOM Secretariat, capability models** were designed for the administrative, technical, management, and executive levels of staff and new templates were developed for job descriptions.

Also, an exercise commenced during the year to review and revise the compensation and benefits structure for the Secretariat. The aim is to develop an appropriate compensation philosophy and revised grades and salary structures for five categories of employees: executive, management, technical professional, administrative, and general/ancillary. The revised compensation scales will allow new/revised roles to be graded and existing roles which are later regraded, to be aligned. The structure will take into consideration the economic environment in which the Secretariat currently operates.

The exercise is managed by an in-house project steering committee (PSC), led by the Head of the Change Management Office. It will be completed in 2020 and its findings and recommendations will be considered by the Secretariat's Executive Management, which will make final recommendations to the Community Council.

As regards **Phase 3, Review of Community Institutions**, a Contribution Agreement was signed with Canada during the year, in the sum of CAD\$1.75 million, to conduct the exercise.

The Review is intended to rationalise the functions, funding, and structures of the Community Institutions, so they can better provide common services and coordination of policies and programmes within the Community. It is expected to begin in 2020.

A PSC, comprising members of the CARICOM Committee of Ambassadors (CCA), is being established to guide the process and provide oversight. A project management team is also being established to provide the day-to-day management.

### CARICOM Committee of Ambassadors (CCA)

The CARICOM Committee of Ambassadors, comprising the Ambassadors of Member States accredited to the Community, continued to support the work of the Community Council during the year. Issues considered by the CCA in 2019 include:

- ☞ *An enhanced role to assist the Community Council in its oversight of all Community Institutions and support for the review of the Community Institutions:* This will include developing open lines of communication between the Regional Institutions and the Committee. To assist, the Secretariat will seek to ensure that the Institutions and the Ambassadors meet at least once a year.

As regards the review of the Institutions, members of the CCA will serve on the PSC for the exercise and each Ambassador will assist the PSC in holding national consultations, including assisting with logistical arrangements and facilitating access to stakeholders.

- ☞ *An enhanced role in taking the regional integration project forward in Member States, to achieve better implementation of decisions taken by Community Organs:* This will require follow-up to decisions, including facilitating consultations at the national level to inform action to be taken.
- ☞ *Supporting the development of the results-focussed Community Strategic Plan 2020–2030:* The CARCIOM Ambassador in each Member State will lead a national consultative mechanism to provide input into the development of the 2020–2030 Community Strategic Plan. The Ambassador will also serve as the national point of contact to coordinate inputs into all stages of the new Plan's development.
- ☞ *Support for reinvigorating/establishing the national and regional structures, to enhance the role of the private sector and labour in the Governance Arrangements:* These structures include the Inter-Ministerial Consultative Committee, the Business Labour Advisory Committee (BLAC) (or equivalent), national tripartite mechanisms, and the Regional Social Dialogue Mechanism.
- ☞ *Review of the Draft Audit Committee Charter:* In keeping with the mandate of the Audit Committee Charter, approved by the Community Council in 2011, the Audit Committee is required to periodically review and re-assess the adequacy of the Charter and recommend any proposed changes to the Community Council for approval. The CCA is assisting in getting Member States' comments on the proposed revisions for submission to the Community Council.

In 2019, the CCA welcomed a new member, in the person of Ambassador Arley Salimbi Gill of Grenada.



## Caribbean Community Administrative Tribunal (CCAT)

**Heads of Government adopted the Statute of the Caribbean Community Administrative Tribunal (CCAT)** at their Inter-Sessional Meeting in February, paving the way for its establishment.



The Tribunal will serve as an impartial and independent judicial body to provide staff members of the CARICOM Secretariat and Regional Institutions with a forum to adjudicate employment disputes. After exhausting the internal dispute resolution mechanisms of their organisations, staff members still aggrieved by the outcome will be able to appeal to the CCAT to settle their disputes.

The establishment of the CCAT is important because the CARICOM Secretariat and Regional Institutions, as international organisations, are eligible for diplomatic immunity in respect of lawsuits brought in national courts. This left staff members/workers without access to an appropriate and effective judicial mechanism to pronounce on the legality of regional organisations' decisions, which impact their staff/workers.

The CCAT is bound by international principles of due process of law. Its decisions are required to be consistent with the principles of fundamental human rights and in accordance with international administrative law.

## Legal Support to the Community

The Office of the General Counsel of the CARICOM Secretariat plays the lead role and is instrumental in providing legal support to the Community. This includes preparing and finalising new Community Agreements/Instruments and MOUs for signature/ratification, advancing the signature/ratification of Agreements/Instruments opened for signature in prior years, providing legal Opinions, preparing and vetting contracts, and representing the Community before the Caribbean Court of Justice (CCJ).

Information regarding the Agreements/Instruments signed/ratified in 2019 is provided on pages 64 to 66. In addition, the Office played a vital role in the process leading to the finalisation and adoption, by Heads of Government in February, of the CCAT Statute.

During the year, the Office, principally through the General Counsel, represented the Community at the CCJ in respect of the following cases:

- ☞ **Trinidad Cement Limited & Arawak Cement Limited And The State of Barbados and Rock Hard Cement Limited, Rock Hard Cement Limited And The State of Barbados And the Caribbean Community** [2019] CCJ 01, OJ.
- ☞ **David Bain And The State of Trinidad and Tobago** [2019] CCJ 03, OJ.



- ☞ Consolidated Cases of **Trinidad Cement Limited And the State of Trinidad and Tobago And Rock Hard Distribution Limited And Mootilal Ramhit and Sons Contracting Limited, Trinidad Cement Limited and Arawak Cement Company Limited And The State of Barbados And Rock Hard Cement Limited, Rock Hard Distribution Limited And the State of Trinidad and Tobago And the Caribbean Community, Rock Hard Cement Limited And The State of Barbados And the Caribbean Community** [2019] CCJ 04 (OJ).
- ☞ Consolidated Cases of **Trinidad Cement Limited And the State of Trinidad and Tobago And Rock Hard Distribution Limited And Mootilal Ramhit and Sons Contracting Limited, Trinidad Cement Limited and Arawak Cement Company Limited And The State of Barbados And Rock Hard Cement Limited, Rock Hard Distribution Limited And the State of Trinidad and Tobago And the Caribbean Community, Rock Hard Cement Limited And The State of Barbados And the Caribbean Community** [2019] CCJ 05 (OJ).

The following MOUs were finalised and signed during the year:

- ☞ **Memorandum of Understanding between the Caribbean Community and the Government of Jamaica** (5 July 2019). The MOU establishes a Consultative and Cooperative Mechanism for sharing Jamaica's RBM experiences and lesson learnt with Member States for the further implementation of the CARICOM RBM System, and the development and adoption of national RBM Policies.
- ☞ **Memorandum of Understanding between the Government of Romania and the Caribbean Community for the Establishment of a Consultation and Cooperation Mechanism** (*Bucharest, Romania, 11 March 2019*).

## Agreements Signed/Ratified

The following ***Instruments were opened for signature in 2019*** and were signed/ratified by Member States as follows:

- 🌀 **Protocol on Public Procurement for the Caribbean Community**, (*Basseterre, St. Kitts and Nevis, 27 February 2019*)

Signed by: Barbados (27 February 2019)  
St. Kitts and Nevis (27 February 2019)  
Antigua and Barbuda, Belize (5 July 2019)

Ratified by: Barbados (15 August 2019)  
Belize (8 November 2019)

- 🌀 **Declaration of Intent to Provisionally apply the Protocol on Public Procurement for the Caribbean Community**, (*Basseterre, St. Kitts and Nevis, 27 February 2019*)

Signed by: Barbados (27 February 2019)  
St. Kitts and Nevis (27 February 2019)  
Antigua and Barbuda, Belize (5 July 2019)

- 🌀 **Agreement on the Return or Sharing of Recovered Assets**, (*Basseterre, St. Kitts and Nevis, 27 February 2019*)

Signed by: Barbados (27 February 2019)  
Antigua and Barbuda, St. Vincent and the Grenadines (5 July 2019)  
Grenada, Saint Lucia (3 May 2019)

- 🌀 **Declaration of Intent to Provisionally apply the Agreement on the Return or Sharing of Recovered Assets**, (*Basseterre, St. Kitts and Nevis, 27 February 2019*)

Signed by: Barbados (27 February 2019)  
Antigua and Barbuda, St. Vincent and the Grenadines (5 July 2019)  
Grenada, Saint Lucia (3 May 2019)

- 🌀 **Declaration of Intent to Provisionally apply the Multilateral Air Services Agreement**, (*Basseterre, St. Kitts and Nevis, 26 February 2019*)

Signed by: Grenada (26 February 2019)  
Barbados, Dominica, St. Vincent and the Grenadines, Trinidad and Tobago (27 February 2019)  
Antigua and Barbuda, Belize, Saint Lucia (5 July 2019)

The following **Instruments, which were opened for signature prior to 2019**, were signed/ratified by Member States as follows:

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

Signed by: Antigua and Barbuda (5 July 2019)  
Dominica (27 February 2019)

Ratified by: Belize (8 November 2019)

Nine Member States have now signed this Agreement and three have ratified it.

🌀 **Multilateral Air Services Agreement**, *(Port-Au-Prince, Haiti, 27 February 2018)*

Signed by: Grenada (26 February 2019)  
Dominica, Jamaica, Trinidad and Tobago (27 February 2019)

Ratified by: Trinidad and Tobago (3 July 2019)  
Guyana (24 July 2019)  
Belize (29 July 2019)

Twelve Member States have now signed this Agreement and four have ratified it. In keeping with its provisions, following its signature by twelve Member States, the Agreement is being provisionally applied.

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

Signed by: Belize, Dominica, St. Kitts and Nevis (27 February 2019)

Ratified by: Barbados (15 August 2019)

Thirteen Member States have now signed this Agreement and one has ratified it.

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

Signed by: Grenada (26 February 2019)  
Dominica, St. Kitts and Nevis, St. Vincent and the Grenadines (27 February 2019)  
Belize, Haiti (5 July 2019)

Eleven Member States have now signed the Declaration.



- ☞ **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: Antigua and Barbuda, Belize (5 July 2019)

Ratified by: Belize (8 November 2019)  
Grenada (7 June 2019)

Six Member States have now signed this Agreement and three have ratified it.

- ☞ **Amendment to The Agreement Establishing the Caribbean Aviation Safety and Security Oversight System (CASSOS),** (*Bridgetown, Barbados, 24 March 2010*)

Signed by: Antigua and Barbuda (5 July 2019)

Ten Member States have now signed this Agreement.

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

Ratified by: Grenada (7 June 2019)

Nine Member States have signed this Agreement and three have ratified it.

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

Ratified by: St. Kitts and Nevis (15 July 2019)  
Suriname (30 December 2019)

Thirteen Member States have signed this Agreement and eight have ratified it.

- ☞ **Caribbean Treaty on Mutual Legal Assistance in Serious Criminal Matters,** (*Saint Lucia, 6 July 2005*)

Ratified by: Grenada (7 June 2019)

Thirteen Member States have signed this Agreement and eight have ratified it.



## **SECTION VIII**

## **STATISTICS**



## Regional Strategy for the Development of Statistics (RSDS)

In endorsing the *Regional Strategy for the Development of Statistics (RSDS)* in 2018, Heads of Government had 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.



The *Implementation Plan* for the RSDS was completed in February. The Plan, which covers the period 2019–2030, centres around the five strategic priorities of the Regional Strategy, namely *standards and harmonisation, governance, integrated statistical system, innovation, and advocacy and communication*.

The Plan focuses on the ultimate outcome of the RSDS: *A CARICOM Statistical System that is recognised for professional excellence and is the premier source of high-quality, harmonised statistics on the Community*. It comprises major activities and outputs as well as immediate and intermediate outcomes that can lead to the achievement of the ultimate outcome. It also includes information on responsibilities and timelines for the delivery of results.

Work commenced during the year on the Resource Mobilisation Strategy to fund the RSDS.

## Regional Strategy for the 2020 Round of Population and Housing Census

In October, the COHSOD-Education discussed the 2020 Population and Housing Census, expected to commence in mid-2020. The Ministers recognised the central role of the Regional 2020 Census Strategy as a fundamental initiative under the RSDS.

The Common Census Questionnaire was revised during the year to incorporate questions on time use of individuals in households and provide greater clarity for some other questions. The Questionnaire was developed by Member States and the Secretariat in 2017. In addition, the Secretariat produced methodological guidelines for the Common Census Questionnaire for use by Member States in preparing their census questionnaires and manuals.

Also during the year, work progressed under the Inter-American Development Bank (IDB)-funded project *Support to the Regionally-Coordinated Census Strategy-Common Census Framework 2.0*. Consultants were recruited to implement the three components of the project and work plans were prepared. As part of component I, an assessment of the Mapping/Geographic Information Systems (GIS) in Member States was completed.

### ***Support to the Regionally-Coordinated Census Strategy-Common Census Framework 2.0***

<i>Component I</i>	<i>Development of a common framework for the conduct of computer assisted personal interviewing (CAPI)</i>
<i>Component II</i>	<i>Development of a common approach to census mapping</i>
<i>Component III</i>	<i>Development of a project management framework for census planning and execution</i>

Under the project, and in collaboration with Grenada, work was put in place to develop the Common Census Questionnaire in the Survey Solutions software application. This programme can be adapted by other Member States for census data collection, using a CAPI system.

During the year, the Secretariat created an *online Census Knowledge Base System*, which includes a blog and a document centre for information exchange and networking to address challenges and share best practices.

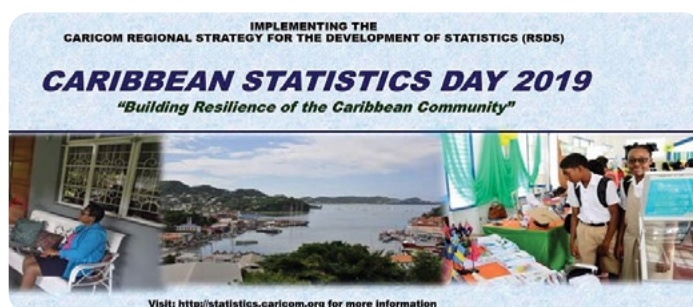
## **2030 Sustainable Development Goals (SDGs): CARICOM Core SDG Indicators**

Following the endorsement of the 125 core SDG Indicators by the COHSOD in 2018, four countries submitted information on the Indicators. Publications from the voluntary national reviews of countries that contained some SDG Indicators were downloaded from Member States' websites.

Efforts were also made to integrate the collection of the SDG Core indicators within the existing data collection systems in the areas of economic, social, environmental, and ICT statistics.

## **Statistical Advocacy**

The Community observed the eleventh commemoration of **Caribbean Statistics Day (CSD) on 15 October** under the theme, *Building Resilience of the Caribbean Community*, the overarching theme of the RSDS



In his commemorative message, the Secretary-General applauded CARICOM Statisticians for pursuing their dream and vision of having a viable and effective CARICOM statistical system. He underlined his support

for the strides undertaken in this regard, led by the Standing Committee of Caribbean Statisticians (SCCS), indicating it was all being pursued to improve the lives of the people of our Community.

As part of CSD 2019, activities were held in Member States and at the Secretariat to promote the use and benefit of statistics. These included seminars, panel discussions, displays, and exhibitions.

A seminar was held at the Secretariat featuring a presentation on the RSDS and presentations highlighting the importance of statistics to programmes in the areas of agriculture and rural development and ICT for development.

The Eleventh Annual Inter-School Quiz Competition for Primary and Secondary Schools in Guyana was also held as part of the observance. The Quiz was hosted by the CARICOM Secretariat and involved six primary and six secondary schools. Leonora Primary School in West Coast Demerara and Annandale Secondary School in Annandale, were the winners. Shiv Piterahdane of Leonora Primary School and Ghansham Allijohn of St. Stanislaus College, Georgetown, were the outstanding students.



Competitors in the Primary School category

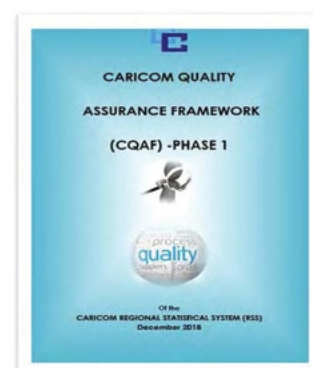


Competitors in the Secondary School category

## Building Systems of Statistics

Phase I of the **CARICOM Quality Assurance Framework (CQAF)** commenced during the year. The Framework seeks to improve the quality of statistics produced at the regional and national levels. The SCCS had agreed to the development of CQAF in 2017.

As part of Phase I, the Framework is being piloted in four countries, namely The Bahamas, Grenada, St. Kitts and Nevis, and Suriname. Training materials were developed and in June, a sensitisation session was held for the pilot countries.



The CQAF is guided by the fifteen principles of the CARICOM Code of Good Statistical Practice (CGSP) developed under a 9<sup>th</sup> EDF project. During the year, the fourth CGSP self-assessment (2019–2020) commenced with questionnaires submitted to Member States.

The following **databases were updated during** the year:

- 🌀 Demography and Social/Gender Statistics
- 🌀 Health (information for twelve countries)
- 🌀 Labour/Employment (information for ten countries)
- 🌀 National Accounts (information for twelve countries)
- 🌀 Merchandise trade (information for fifteen countries)

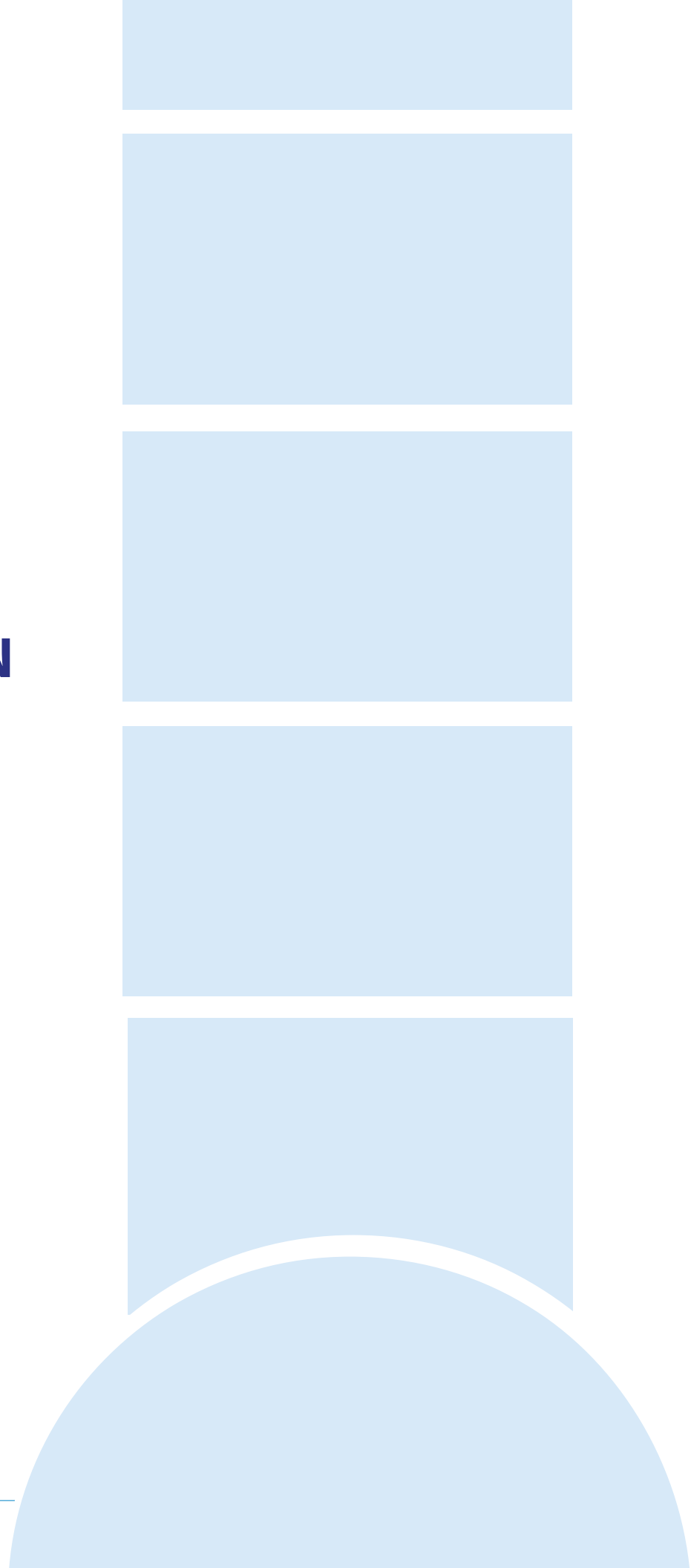
In addition, indicators for the CARICOM Human Resource Development 2030 Strategy were reviewed and recommendations provided.



## **SECTION IX**

# **THE CARIBBEAN FORUM OF AFRICAN, CARIBBEAN AND PACIFIC STATES**

***(CARIFORUM)***





## The Caribbean Forum of African, Caribbean and Pacific States (CARIFORUM)

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

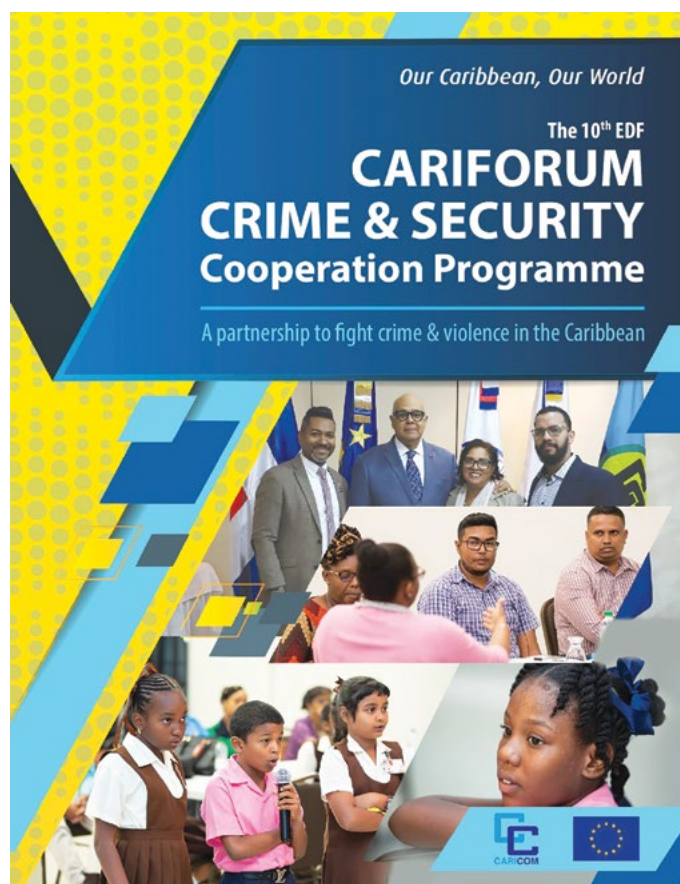
Relations between CARICOM and CARIFORUM and the EU are conducted mainly within the framework of the Cotonou Agreement. Cuba is not a party to the Cotonou Agreement and is not a beneficiary of Caribbean Regional Indicative Programmes (CRIPs) financed by the European Development Fund (EDF).

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. There is close collaboration between the CARIFORUM Directorate and other technical directorates in the Secretariat.

## 10<sup>th</sup> European Development Fund (EDF) Crime and Security Cooperation Programme

In October, the 10<sup>th</sup> EDF Crime and Security Cooperation Programme came to an end. The Programme sought to *contribute to the overall safety of citizens and improvement of the security environment in the CARIFORUM region through support for crime prevention, risk reduction, and the promotion of restorative justice in CARIFORUM.*

Its purpose was to strengthen the region's institutional capacity to prevent crime and violence by promoting the development of protective factors that mitigate violence and strengthening the capacity of law enforcement and justice officials to treat with the victims of crime.



The Programme was implemented by the CARICOM Secretariat, CARICOM IMPACS, and the Dominican Republic.

Under its three key results areas achievements included:

**Area 1: Crime and Violence in CARIFORUM States reduced (by addressing risk behaviours, opportunities, and institutional responses)**

- 🌀 School administrators, teachers, counsellors, and community leaders in selected countries received training to address crime and violence through data collection and analysis. The training also focussed on designing and implementing crime and violence prevention and mitigation strategies.

Further, persons were trained in establishing structured/coordinated After School Activity Clubs and in capacity building for youth already in conflict with the law.

**Area 2: Incidences of intra-family and domestic violence reduced**

- 🌀 Several males graduated from programmes as advocates for gender equity and the prevention of gender based violence.
- 🌀 A model training programme and a train-the-trainers manual were developed on interviewing, counselling, and establishing cross-cutting support groups/networks for victims and perpetrators of domestic violence.

**Area 3: Recidivism reduced and social inclusion and reintegration of offenders in CARIFORUM States promoted**

- 🌀 Several justice-sector and law enforcement officials received training in alternatives to incarceration.
- 🌀 An MOU on deportees was updated to guide countries in negotiations with sending states.
- 🌀 Standardised data collection protocols were developed to map deportees and inform interventions for social and economic re-integration.
- 🌀 Deportees/ex-offenders graduated with financeable business plans through the CARICOM Secretariat's CEBO training programme.
- 🌀 Several incarcerated and at-risk youth received training in animation and digital media skills.

## Implementing the 11<sup>th</sup> European Development Fund (EDF) Caribbean Regional Indicative Programme (CRIP)

During the year, several 11<sup>th</sup> EDF Regional Projects/Programmes were advanced as indicated below:

- ✧ Training of 289 persons/firms on how to access Caribbean Export's Direct Grant scheme.
- ✧ Participation of more than twenty-three Caribbean Association of Investment Promotion Agencies and potential clients in the *Outsource to the Caribbean Conference*, which seeks to promote the outsourcing sector in the region as a means of short and medium term job creation. During the Conference several participants were trained to promote the sector.
- ✧ Exposure for several fashion designers, in February and March, at the Liberty Fair Men's Las Vegas, Liberty Fair Women's New York, and the LA Mart/California Market Centre. At these expositions, their designs were showcased to an audience of agents, stylists, investors, and fashion influencers resulting in business contacts, queries, and new business.
- ✧ Launch of a Coconut Industry Support project to increase output and create more value added for the industry.



Also, work advanced on drafting a **Platform for Dialogue** involving CARIFORUM countries, the French Outermost Regions as well as the British and Dutch Overseas Countries and Territories (OCTs). The Dialogue seeks to increase the level of cooperation and joint actions among the Parties.

In April, Secretary-General LaRocque and European Commissioner for International Cooperation and Development, Neven Mimica, signed six Financing Agreements. The Agreements, valued at €114.8 million, cover the following areas:

- ✧ Strengthening the framework for CARICOM integration (€13.5 million)
- ✧ Support for CARIFORUM States in furthering implementation of their Economic Partnership Agreement (EPA) commitments (€21 million)
- ✧ Caribbean Investment Facility (€50 million)
- ✧ Coconut industry development expansion and enhanced support for the Caribbean (€6 million)
- ✧ Support for the effectiveness of criminal justice systems in the Caribbean (€14 million)
- ✧ Promoting regional integration in the OECS (€10.3 million)

## Human Trafficking

To determine the levels, forms, and incidence of human trafficking in the CARIFORUM region, a study was undertaken during the year, funded under the 10<sup>th</sup> EDF.

A consultation was held, in Barbados in September, to examine the outcomes of the study. The consultation involved representatives of CARIFORUM Governments, members of the public, and representatives of civil society. The recommendations of the consultation were circulated to CARIFORUM countries as inputs into national policy formulation and development of national strategies for dealing with the problem.

## Post-Cotonou Negotiations

In April, during discussions with the European Commissioner for Development, the CARIFORUM Council of Ministers laid out CARIFORUM's priorities for a post-Cotonou agreement. These include regional integration and cooperation, sustainable development, climate change, natural disasters and resilience, peace and security, and assistance to Haiti.

A CARIFORUM Technical Advisory Group on post-Cotonou negotiations met during the year to review and advise on text for an agreement. The Group also reviewed text for a Caribbean–EU Regional Protocol, which would form part of the Agreement. By end of the year, draft texts had already been agreed in a wide range of areas.

## CARIFORUM–European Union (EU) Economic Partnership Agreement (EPA)

CARIFORUM continued to cooperate with the EU on and to implement the Economic Partnership Agreement to take advantage of and reap its benefits.

One of the issues identified as hampering the optimal use of the Agreement is lack of awareness. To address this constraint, sensitisation sessions were held during the year on the potential benefits of the services provisions of the Agreement. The sessions were conducted in a number of CARIFORUM States for members of the public and private sector.

Two key areas of progress in implementing the EPA in 2019 were:

- ✎ **Protection of Geographical Indications (GIs):** An Intra-CARIFORUM Agreement for Protection of GIs was drafted. The Dominican Republic has granted GI protection for eleven products, Jamaica for three products, and Trinidad and Tobago for one product.

CARIFORUM States are to receive technical assistance in specifying products for which they require GI Protection in the EU market.

- ☞ **Mutual Recognition:** *The Intra-CARIFORUM Mutual Recognition Agreement for the Architectural Services Sector* in CARIFORUM was completed. An intra-CARIFORUM agreement is required before a CARIFORUM–EU agreement can be negotiated.

Also during the year, a study commenced on the revenue implications of the Agreement. The findings will determine CARIFORUM's position on the cost of EPA implementation to CARIFORUM States, in the conduct of the second 5-year review of the Agreement. It will also influence CARIFORUM's approaches to the CARIFORUM–EU post-Cotonou development cooperation relationship.

## **CARIFORUM–United Kingdom (UK) Economic Partnership Agreement (EPA)**

The CARIFORUM–UK EPA was signed in March, in Saint Lucia, in preparation for the withdrawal of the UK from the EU. The Agreement provides for the management of the trade and investment relationship between CARIFORUM and the UK. It ensures that there is no gap in the relationship, following the UK's exit from the EU. The UK has been one of the more significant EU Member States in terms of EU Trade with CARIFORUM, and in respect of EU foreign direct investment in CARIFORUM.





## **SECTION X**

# **OPERATIONS OF THE CARICOM SECRETARIAT**

*Principal administrative  
organ  
of the Community*



## Our Mission

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

## Our Purpose

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

## Our Core Values

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

As the principal administrative organ of the Community, the CARICOM Secretariat plays a key role in regional policy, programme and project formulation; supporting Member States in the delivery and implementation of Community Programmes; provision of legal services including Opinions, draft legislation, and representation before the 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 2019 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 are set out below.



## Human Resource Management (HRM)

During the year, a Training Needs Assessment was undertaken to compare employees current levels of competency, skills, and knowledge with that required for their particular position in the Organisation. The Assessment will inform the priorities for a training and development plan in relation to the strategic priorities of the Secretariat.

The operations of the Secretariat's human resource information system (HRIS) were strengthened with the addition of recruitment and training modules. Some vacancies were advertised using *iRecruitment* software and applicants were able to use it to create profiles and apply for the advertised jobs. Staff also began using the training module to request training programmes.



## Capacity Building in Member States

The Secretariat's internship programme was revised during the year, to support its strategic vision and for enhanced benefit of the students. Nine interns from five Member States participated in the 2019 programme. These nationals of Barbados (1), Belize (1), Guyana (5), and Jamaica (2) were from graduate, undergraduate, and vocational levels of study. They were hosted at the Secretariat's Offices in Guyana, Barbados, and Jamaica. Areas of internship included Administrative Services, IT, Library and Records Management, Office of the General-Counsel, Trade Policy, and Trade Negotiations.

The Secretariat's internship program is held annually, as part of its corporate responsibilities to the Region.



## Conference Services

Approximately 142 meetings were serviced in 2019. The use of information technology continues to enhance the speed and efficiency of the dissemination of documentation and has significantly reduced the need for

printed documents. IT applications were also used to provide Member States with a secure platform to access meeting documentation and other information.



## Information Technology (IT)

The Secretariat rolled out Microsoft Office 365 Enterprise to staff to help improve productivity. Staff benefitted from training in the use of Office 365, particularly the communication and collaboration features offered by Microsoft Teams and One Drive for business.

IT support was also provided to Member States for several online applications which promote regional trade and business through the CSME. This included the Online Companies Registry System, the Labour Market Information System (LMIS), the CARICOM Application Processing System (CAPS), the Community Public Procurement Notice Board (CPPNB), and the CARICOM Rapid Alert System for the Exchange of Information on Dangerous (non-food) Consumer Goods (CARREX).



## Exhibitions and Tours

The Secretariat mounted exhibitions highlighting particular issues and/or milestones in 2019. These include information about health and wellness, CARICOM Day, Girls in ICT, and International Women's Day.

Twenty-three tours were conducted for local schools and visiting delegations. As part of the tours, students are sensitised about issues, such as the CSME, ICT, the environment, and climate change.



CARICOM Secretariat Assistant Secretary General for Human and Social Development Douglas Slater addresses staff on World Aids Day



Members of the *Caribbean Right How Right Now Platform* meet the Secretary-General during a tour



CARICOM Secretariat Documentation Officer Evelyn DeFreitas makes a point during discussions with students of Wismar Hill Primary school, Linden, who toured the Secretariat in March





The Staff Talent Fashion Show was a parade of male and female fashions



The Staff Talent Fashion Show was a parade of male and female fashions



Foods from across the Community were featured during the Culinary Exhibition

The Secretariat's 2019 Staff Talent week was celebrated, in November, under the theme *Culture and the Arts: Family and Children First*. The week featured a display of art, craft, horticulture, fashion, and collectibles. In addition, there were culinary and entertainment/music segments.



New skills were taught during the *How-To* session



The Secretary-General checks out the Staff's creative products promoting integration to children

A highlight of the 2019 celebration was an animation workshop for students aged 10–14 from the Sophia Care Centre in Georgetown.



The Secretary-General tours the Staff Talent Exhibition



Students from the Sophia Care Centre at the animation workshop





## Internal Audit

During the year, audit services were provided across the programmes of the Secretariat. The range of audits were also expanded to add value and improve the operations of the Organisation. New areas included safety, IT, performance, and compliance.

Further, audit services were provided to two Community Institutions: CARICOM IMPACS and CARPHA.

The first Internal Quality Assessment was successfully completed during the year. The Assessment measures the department's compliance with the standards, practices, and code of ethics of the Institute of Internal Auditors (IIA).

At the end of December, three members of the Audit Committee were replaced, in accordance with the rotation schedule of the Audit Committee Charter. Representatives of Jamaica, Trinidad and Tobago, and Suriname were replaced by representatives of Guyana, Barbados, and The Bahamas. Also, as per the Audit Committee Charter, the new members will serve a four-year term to end December 2023.

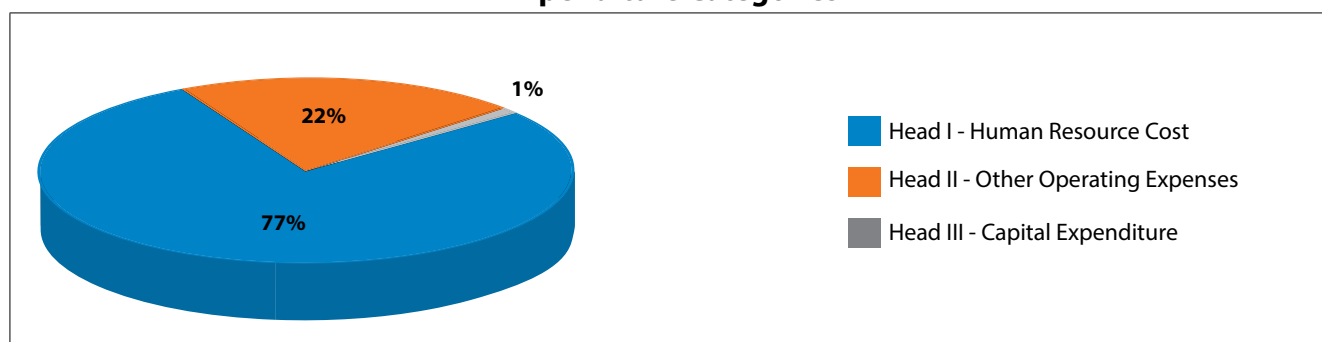


## Finance and Budget

In 2019, the Community Council approved a Budget of **EC\$56,080,948** for the Secretariat funded by Member States contributions as set out below.

Member State	HQ 2019 Amount EC\$	HQ %	OTN 2019 Amount EC\$	OTN %	Total 2019 Amount EC\$
Anguilla	54,509	0.11	-	-	56,540
Antigua & Barbuda	740,165	1.44	69,741	1.49	809,906
Barbados	4,040,066	7.86	380,066	8.12	4,420,132
Belize	1,156,507	2.25	108,590	2.32	1,265,098
Bermuda	514,003	1.00	-	-	514,003
British Virgin Islands	395,783	0.77	-	-	395,783
Cayman Islands	514,003	1.00	-	-	514,003
Dominica	406,063	0.79	38,381	0.82	444,444
Grenada	740,165	1.44	69,741	1.49	809,906
Guyana	3,598,023	7.00	338,409	7.23	3,936,432
Haiti	3,084,020	6.00	290,198	6.20	3,374,218
Jamaica	11,899,176	23.15	1,119,604	23.92	13,018,780
Montserrat	56,540	0.11	-	-	56,540
Saint Kitts & Nevis	740,165	1.44	69,741	1.49	809,906
Saint Lucia	740,165	1.44	69,741	1.49	809,906
St. Vincent & The Grenadines	740,165	1.44	69,741	1.49	809,906
Suriname	3,598,023	7.00	338,409	7.23	3,936,432
The Bahamas	5,875,057	11.43	552,781	11.81	6,427,839
Trinidad & Tobago	12,397,759	24.12	1,165,474	24.90	13,563,233
Turks & Caicos Islands	107,941	0.21	-	-	107,941
<b>Total</b>	<b>51,400,328</b>	<b>100.00</b>	<b>4,680,620</b>	<b>100.00</b>	<b>56,080,948</b>

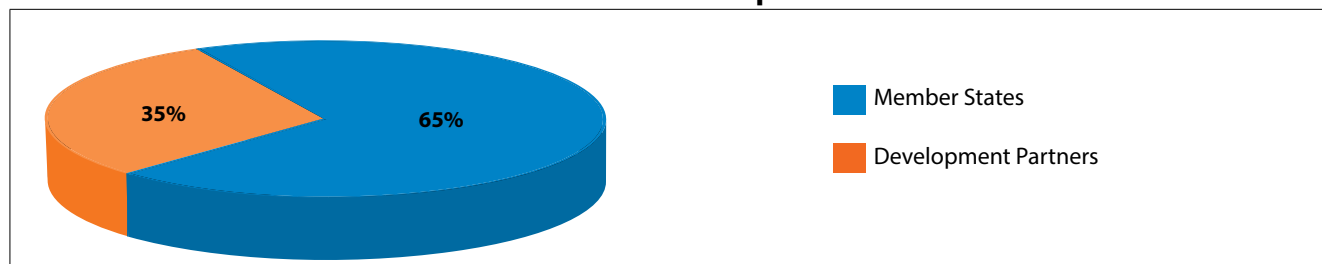
### 2019 Approved Budget Expenditure Categories



The Secretariat also received other income of **EC\$1,334,023** during the year (such as from management fees on projects funded by development partners, interest, and gains on the disposal of assets).

Additionally the Secretariat received **EC\$21,696,592 (US\$7,985,790)** from development partners.

### 2019 Approved Budget Member States and Development Partners



Actual expenditure of Member States' resources in 2019 was **EC\$54,798,357**.

### Approved and Actual Expenditure of Member States' Resources

Expenditure Categories	2019	
	Approved Budget EC\$	Actual Expenditure EC\$
Head I - Human Resource Costs	43,292,205	42,825,793
Head II - Other Operating Expenses	12,666,158	11,878,042
Head III - Capital Expenditure	122,585	94,522
<b>Total</b>	<b>56,080,948</b>	<b>54,798,357</b>

With respect to funding from development partners, the sum of **EC\$21,876,351 (US\$8,051,953)** was expended. This included expenditure from projects begun in previous years.

The following development partners contributed to the work of the Secretariat in 2019:

- ☞ American Health Foundation
- ☞ Caribbean Development Bank
- ☞ Commonwealth Secretariat
- ☞ European Union
- ☞ Food and Agriculture Organisation of the United Nations
- ☞ Foundation for Open Society
- ☞ Global Fund
- ☞ German Agency for International Cooperation
- ☞ Government of Canada
- ☞ Government of India
- ☞ Government of Japan
- ☞ Government of Spain
- ☞ Inter-American Institute for Cooperation on Agriculture
- ☞ United Nations Environment Programme
- ☞ United States Agency for International Development
- ☞ US President's Emergency Fund for AIDS Relief
- ☞ The Pan American Health Organisation
- ☞ The World Bank

The Secretariat received an unqualified opinion on its Financial Statements for 2019 from the External Auditors.



## **SECTION XI**

## **APPENDICES**



## Appendix I The Caribbean Community (CARICOM)

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

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

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

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

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

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



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

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

### **The Principal Organs of the Community are:**

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

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

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

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

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

**The Bureau of the Conference** consists of the Incumbent Chairperson of the Conference, as Chair, as well as the Incoming and Outgoing Chairpersons of the Conference. The Secretary-General serves on the Bureau as an ex officio member.

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

The responsibilities of the Bureau are to:

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

**The Community Council of Ministers** is the second highest Organ of the Community. It consists of Ministers responsible for Community Affairs and any other Minister designated by Member States. It is responsible for:

- ⌘ The development of Community strategic planning and coordination in the areas of economic integration, human and social development, security, and external relations.
- ⌘ Reviewing and approving the work programme and budget of the CARICOM Secretariat.

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

## Organs and Bodies

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

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

The Bodies are:

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

## The Secretary-General of the Caribbean Community

The Secretary-General is the Chief Executive Officer (CEO) of the Community. He/She is appointed by the Conference of Heads of Government. The Secretary-General serves a five-year term of office which may be renewed, at the discretion of the Conference. In 2016, in the context of the Reform Process, the Conference agreed that there would be a limit of two terms for the Secretaries-General.

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

The Secretary-General provides political, technical and administrative leadership as well as advice and support for the work of the Principal Organs, Organs and Bodies of the Community and to Member States. He/she leads the Executive Management Committee of the CARICOM Secretariat, which includes the Deputy Secretary-General; the General-Counsel; the Assistant Secretaries-General responsible for Trade and Economic Integration, Human and Social Development, and Foreign and Community Relations; and the Director-General responsible for Trade Negotiations.

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

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

### Past Secretaries-General of CARICOM<sup>1</sup>

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;

<sup>1</sup> 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

<a href="#">CAHFSA</a>	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>
<a href="#">CARDI</a>	Caribbean Agricultural Research and Development Institute	<i>As per Article 21 of the Revised Treaty</i>
<a href="#">CARICAD</a>	Caribbean Centre for Development Administration	<i>As per Article 21 of the Revised Treaty</i>
<a href="#">CARPHA</a>	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>
<a href="#">CASSOS</a>	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>



<a href="#">CCC</a>	CARICOM Competition Commission	<i>As per Articles 171-174 of the Revised Treaty</i>
<a href="#">CCCCC</a>	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>
<a href="#">CCREEE</a>	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>
<a href="#">CDEMA</a>	Caribbean Disaster Emergency Management Agency	<i>As per Article 21 of the Revised Treaty (Formerly CDERA)</i>
<a href="#">CARICOM IMPACS</a>	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>
<a href="#">CDF</a>	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>
<a href="#">CIMH</a>	Caribbean Institute for Meteorology and Hydrology	<i>As per Article 21 of the Revised Treaty (Formerly CMI)</i>
<a href="#">CMO</a>	Caribbean Meteorological Organisation	<i>As per Article 21 of the Revised Treaty</i>
<a href="#">CRFM</a>	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>
<a href="#">CROSQ</a>	CARICOM Regional Organisation for Standards and Quality	<i>As per Article 67 of the Revised Treaty and the Agreement Establishing CROSQ</i>
<a href="#">CTU</a>	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>
<a href="#">CXC</a>	Caribbean Examinations Council	<i>Formalised by Decision of the Twentieth Inter-Sessional Meeting of the Conference of Heads of Government (March 2009, Belize)</i>
<a href="#">CCJ</a>	Caribbean Court of Justice	<i>Pursuant to Article 211 of the Revised Treaty and the Agreement establishing the CCJ.</i>

## ASSOCIATE INSTITUTIONS

<a href="#"><u>CDB</u></a>	Caribbean Development Bank	<i>As per Article 22 of the Revised Treaty.</i>
<a href="#"><u>CLI/CLIC</u></a>	Caribbean Law Institute/Caribbean Law Institute Centre	<i>As per Article 22 of the Revised Treaty.</i>
<a href="#"><u>OECS Commission</u></a>	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 51<sup>st</sup> 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>
<a href="#"><u>UWI</u></a>	University of the West Indies	<i>As per Article 22 of the Revised Treaty.</i>
<a href="#"><u>UG</u></a>	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:

<a href="#"><u>Caribbean Export</u></a>	Caribbean Export Development Agency
<a href="#"><u>CLE</u></a>	Council of Legal Education
<a href="#"><u>CTO</u></a>	Caribbean Tourism Organisation



## Appendix II The Ideal Caribbean Person<sup>2</sup>

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.



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



## Appendix III Acronyms

<b>ACP</b>	African, Caribbean and Pacific States
<b>BREXIT</b>	Withdrawal of the United Kingdom from the European Union
<b>BVI</b>	British Virgin Islands
<b>CACUB</b>	Caribbean Association of Customs Brokers
<b>CAHFSA</b>	Caribbean Agricultural Health and Food Safety Agency
<b>CAPI</b>	Computer Assisted Personal Interviewing
<b>CARDI</b>	Caribbean Agriculture Research and Development Institute
<b>CARIBBEAN EXPORT</b>	Caribbean Export Development Agency
<b>CARICAD</b>	Caribbean Centre for Development Administration
<b>CARICHAM</b>	Caribbean Chambers of Commerce
<b>CARICOM</b>	Caribbean Community
<b>CARICOM IMPACS</b>	CARICOM Implementation Agency for Crime and Security
<b>CARIFORUM</b>	Caribbean Forum of ACP States
<b>CAPS</b>	CARICOM Application Processing System
<b>CARIFESTA</b>	Caribbean Festival of Arts
<b>CARPHA</b>	Caribbean Public Health Agency
<b>CARREX</b>	CARICOM Rapid Alert System for the Exchange of Information on Dangerous (non-food) Consumer Goods
<b>CASSOS</b>	Caribbean Aviation Safety and Security Oversight System
<b>CCA</b>	CARICOM Committee of Ambassadors
<b>CCCCC</b>	Caribbean Community Climate Change Centre
<b>CCC</b>	CARICOM Competition Commission
<b>CCH</b>	Caribbean Cooperation in Health
<b>CCJ</b>	Caribbean Court of Justice
<b>CCSS</b>	CARICOM Crime and Security Strategy
<b>CDB</b>	Caribbean Development Bank
<b>CDEMA</b>	Caribbean Disaster Emergency Management Agency
<b>CDF</b>	CARICOM Development Fund
<b>CEBO</b>	Creativity for Employment and Business Opportunity
<b>CEM</b>	CARICOM Energy Month
<b>CIMH</b>	<u>Caribbean Institute for Meteorology and Hydrology</u>
<b>CLE</b>	Council of Legal Education
<b>CLI/CLIC</b>	Caribbean Law Institute/Caribbean Law Institute Centre
<b>CMO</b>	Caribbean Meteorological Organisation

<b>COFCOR</b>	Council for Foreign and Community Relations
<b>COFAP</b>	Council for Finance and Planning
<b>COHSOD</b>	Council for Human and Social Development
<b>CONSLE</b>	Council for National Security and Law Enforcement
<b>COP</b>	(United Nations) Conference of the Parties
<b>COTED</b>	Council for Trade and Economic Development
<b>CPPNB</b>	Community Public Procurement Notice Board
<b>CRC</b>	CARICOM Reparations Commission
<b>CRFM</b>	Caribbean Regional Fisheries Mechanism
<b>CRIP</b>	Caribbean Regional Indicative Programme
<b>CROSQ</b>	CARICOM Regional Organisation for Standards and Quality
<b>CSME</b>	CARICOM Single Market and Economy
<b>CSO</b>	Civil Society Organisation
<b>CTO</b>	Caribbean Tourism Organisation
<b>CTU</b>	Caribbean Telecommunications Union
<b>CXC</b>	Caribbean Examinations Council
<b>CYA</b>	CARICOM Youth Ambassador
<b>CYAP</b>	CARICOM Youth Ambassador Programme
<b>CYDAP</b>	CARICOM Youth Development Action Plan
<b>EDF</b>	European Development Fund
<b>EPA</b>	Economic Partnership Agreement
<b>EU</b>	European Union
<b>FAO</b>	Food and Agriculture Organisation of the United Nations
<b>GIZ</b>	German Agency for International Cooperation
<b>HIV/AIDS</b>	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
<b>HRD</b>	Human Resource Development
<b>ICT</b>	Information and Communication Technologies
<b>IDRC</b>	International Development Research Centre
<b>ITC</b>	International Trade Centre
<b>LAC</b>	Latin America and the Caribbean
<b>LAC</b>	Legal Affairs Committee
<b>LMIS</b>	Labour Market Information System
<b>MASA</b>	Multilateral Air Services Agreement
<b>MOU</b>	Memorandum of Understanding



<b>NCD</b>	Non-Communicable Disease
<b>OAS</b>	Organisation of American States
<b>OECD</b>	Organisation of Economic Cooperation and Development
<b>OECS</b>	Organisation of Eastern Caribbean States
<b>PAHO</b>	Pan American Health Organisation
<b>PANCAP</b>	Pan Caribbean Partnership Against HIV/AIDS
<b>PCU</b>	PANCAP Coordinating Unit
<b>PEPFAR</b>	President's Emergency Fund for AIDS Relief
<b>PSC</b>	Project Steering Committee
<b>RBM</b>	Results-based Management
<b>RSS</b>	Regional Security System
<b>SDG</b>	Sustainable Development Goal
<b>SIDS</b>	Small Island Developing States
<b>TAPSEC</b>	Technical Assistance Programme for Sustainable Energy in the Caribbean
<b>TCI</b>	Turks and Caicos Islands
<b>TFA</b>	Trade Facilitation Agreement
<b>TOR</b>	Terms of Reference
<b>TWG</b>	Technical Working Group
<b>UG</b>	University of Guyana
<b>UK</b>	United Kingdom
<b>UN</b>	United Nations
<b>UNAIDS</b>	Joint United Nations Programme on HIV/AIDS
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>UNSC</b>	United Nations Security Council
<b>USA</b>	United States of America
<b>USAID</b>	United States Agency for International Development
<b>UWI</b>	University of the West Indies
<b>WTO</b>	World Trade Organisation





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