



ANNUAL REPORT OF THE SECRETARY-GENERAL



2020



ANNUAL REPORT

of the Secretary-General

2020

CARIBBEAN COMMUNITY SECRETARIAT

Guyana

2021

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ON OUR COVER:

-  Top: Secretary-General Irwin LaRocque and CARICOM Chair (January–June), Prime Minister Mia Mottley of Barbados, at a press conference during her visit to the CARICOM Secretariat Headquarters in Guyana in February
-  Bottom: Secretary-General LaRocque and CARICOM Chair (July–December), Prime Minister Ralph Gonsalves of St. Vincent and the Grenadines, in consultations online

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LETTER OF TRANSMITTAL

July 2021

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 2020, in accordance with Article 23 paragraph 3 of the Revised Treaty establishing the Caribbean Community (CARICOM) including the CARICOM Single Market and Economy.



IRWIN LAROCQUE
SECRETARY-GENERAL

INTRODUCTION

Our Caribbean Community (CARICOM), like the rest of the world, was battered and bruised by the onslaught of the COVID-19 pandemic in 2020. This pandemic is the most deadly in a century.

However, once again, in the face of adversity, the strength of our unity shone forth.



We have been relatively successful in managing the health aspects of the pandemic across our Community, with comparatively low figures in the global context. Functional cooperation, one of the core tenets of our regional integration, was adopted from the very outbreak of the virus even before a pandemic was declared.

Our Community harnessed the intellectual and technical capacity available. Thanks to the hard work of the Caribbean Public Health Agency (CARPHA), our lead Institution in the sector, other Regional Institutions, the CARICOM Secretariat, and health officials across the Community, all under the guidance of the Heads of Government, we were able to avoid the worst effects.



Heads of Government/Delegation and the Secretary-General at the Thirty-First Inter-Sessional Meeting of the Conference held, in February, in Barbados

We benefitted from the assistance of a number of countries and organisations. The World Health Organisation (WHO) and the Pan American Health Organisation (PAHO) were particularly helpful.

The goal was to achieve that delicate balance of ensuring the health and safety of the citizens of the Community on the one hand, while facilitating economic activities on the other. This was not an easy balancing act. In fact, the Heads of Government met on some twelve occasions to address and decide on measures to combat the economic and social fallout from the pandemic. They were supported by Ministers of all the Organs of the Community.

The pandemic caused the Secretariat to take unprecedented measures for our staff to be as safe as possible from contracting the virus. They included a skeleton staff in office and the majority working remotely from home and interacting online — internally, regionally, and internationally. These measures, however, did not stem the flow of the work we produced. I want to thank the staff for their dedication and commitment under most challenging circumstances.

The promising light at the end of the tunnel is the COVID-19 vaccine. The vaccine provides the possibility of relief from the health and socio-economic challenges posed by the pandemic. We look forward to receiving our share through the COVAX facility, an initiative to guarantee equitable access to safe and effective COVID-19

vaccines. The quota for our Region, however, will only cover fifteen per cent of the population, making resources to obtain more vaccines a priority.

The criterion of gross domestic product (GDP) per capita was applied to the financing instrument for the COVAX facility to determine which countries get access to vaccines on a concessional basis. There is urgent need to change the criteria for access to the facility and for overall concessional financing. That is why the Community is advocating strongly for the development and use of a universal vulnerability index (UVI) as the main criterion to determine access to such funding.

The determination of our Governments and peoples not to be throttled by the pandemic was exemplified by the fact that five Member States and one Associate Member held general elections during the year.

Issues arose in the aftermath of the elections in Guyana, and the Community responded to the invitation to assist in providing a resolution. This further underlined the spirit of community that is the hallmark of our integration. The people of Guyana displayed exemplary patience and maturity during the protracted process, and their will prevailed.

Our Heads of Government, Ministerial Councils, and officials ensured that other priority issues, apart from the pandemic, engaged their attention. Virtual meetings, intra-regionally and internationally, provided the platform for advancing and protecting the Community's interests.



Some Heads of Government/Delegation and the Secretary-General at the Forty-First Regular Meeting of the Conference held virtually in October

Enhancing the involvement of the major stakeholders in the CARICOM Single Market and Economy (CSME) received a boost in December when I signed a Memorandum of Understanding (MOU) with the CARICOM Private Sector Organisation Inc. (CPSO). In 2019, Heads of Government designated the Organisation and the Caribbean Congress of Labour (CCL) as Associate Institutions of the Community.

These two organisations along with the representative body for civil society are important voices to be heard in advancing the integration movement, particularly the CSME. Already the CPSO has put forward proposals to boost food security and for economic recovery post-COVID-19.

As challenging as 2020 has been, we have not lost the vision of what the future can be. This has been demonstrated by the unity on which our Community has drawn to manage the pandemic. We have come to the end of a year that will not be forgotten. It has shown the remarkable resilience of the people of CARICOM. It is that strength that will ensure that we not only survive but thrive. This demonstrates what can be achieved when we work together as a Region.



ECONOMIC INTEGRATION

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

The CARICOM Single Market and Economy (CSME)

The CARICOM Single Market and Economy remains the main vehicle for the Community to build its economic resilience and provide a platform to integrate further into the global economy. Twelve CARICOM countries participate in the CARICOM Single Market (CSM) arrangements: Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago.



Haiti has partly implemented the trade regime, and efforts continue to fully integrate that country into the CSME arrangements.

Montserrat participates in some areas of the CSM, including the trade regime and elements of the movement of skills regime.

Following the adoption of the Protocol on Public Procurement in 2019, **capacity-building exercises in the use of the Community Public Procurement Notice Board (CPPNB)** began in March with a session, in Belize, for representatives of the public and private sector. The in-person engagements were suspended when national borders were closed by the COVID-19 pandemic. Two further capacity-building exercises were held virtually in September and December.

The Protocol on Public Procurement sets out the conditions for the successful integration of the national procurement markets across Member States. When implemented, individuals and firms will be able to bid for public sector contracts in the CSME Participating States on the Regional Procurement Notice Board.

In December, officials from Member States and private sector organisations met virtually to consider proposals for the **harmonisation and simplification of rules and procedures for business establishment in the CSME**. These relate, in particular, to the model laws for business names and trademarks and proposals on the administrative procedures to govern the Right of Establishment regime. Member States are consulting on the recommendations from these stakeholders.

Supporting Economic Recovery and Transformation Given the Impact of COVID-19

In October, Heads of Government agreed to the concept of a Caribbean Economic Recovery and Transformation (CERT) Programme, devised by a regional team of experts under the leadership of Prime Minister Mia Mottley of Barbados. They established a Regional Working Committee, chaired by the Prime Minister of Barbados and comprising representatives of Belize, Grenada, Guyana, Jamaica, and Trinidad and Tobago; and the Governor of the Eastern Caribbean Central Bank (ECCB).

The COVID-19 pandemic had exacerbated the development challenges already confronting the Community and Member States have been more deeply affected than other developing countries. Member States were facing a perfect storm of a public health crisis, an economic crisis, and a deepening debt crisis. The International Monetary Fund (IMF) had stated that the Caribbean was the most affected globally by the pandemic, as it was the most tourism and travel dependent region in the world.

It had also become necessary to prioritise protecting lives, while restoring livelihoods through policies and measures for the gradual and safe return to economic activity.

The CERT programme was conceptualised as a strategic, regionally coordinated approach to seek increased support from the international community towards Member States economic stability and recovery. In keeping with the programme, Heads of Government called for a new Special Drawing Rights (SDR) allocation by the IMF and the refinancing of COVID-related debt into long-term low-interest instruments. They also urged the early development and use of a UVI to determine countries' eligibility for development assistance rather than the current reliance solely on GDP per capita. Heads of Government acknowledged the importance of continuing to develop the macroeconomic policy framework under the CSME while working on an immediate to short-term microeconomic recovery initiative to protect the external sectors (such as tourism) and save foreign reserves, while promoting regional food security. They agreed to prioritise regional initiatives, namely boosting agri-food production, intra-regional transportation, renewable energy, and building out the ICT infrastructure.

Strengthening the Role of Private Sector in the CSME

During the year, the Community moved towards **more structured engagement with the Private Sector** in recognition of its role in the full implementation of the CSME. The *CARICOM Private Sector Organisation (CPSO)* was officially conferred the status of an Associate Institution of CARICOM at the Forty-First Regular Meeting of CARICOM Heads of Government in October.



In November, the CPSO signed a Headquarters Agreement with the Government of Barbados, and in December, the Organisation signed an MOU with the Community.

The MOU establishes the framework for cooperation and collaboration. It recognises that the private sector is well-placed to contribute positively to the CSME regimes for free movement of goods, services, labour, capital, and establishment of businesses among Member States.



Secretary-General Irwin LaRocque and CPSO Chair Gervase Warner sign the CARICOM–CPSO Memorandum of Understanding

Agriculture

A **CARICOM Action Committee on Food and Nutrition Security (CACFNS)** was established in March.

CARICOM Action Committee on Food and Nutrition Security (CACFNS)

OBJECTIVE



Help address the Region's health and nutrition challenges, from its burden of non-communicable diseases (NCDs) and the possible threat to the Region's food supply chains, from the impact of COVID-19 on trade and port facilities



FOCUS



Facilitating the exchange of experiences among Member States



Periodic monitoring of the progress of the Regional Food and Nutrition Security Policy and Action Plan



Resource mobilisation

Through a Letter of Agreement with the CARICOM Secretariat, the Food and Agriculture Organisation of the United Nations (FAO) is providing financial and technical support to the CACFNS.

Thirteen Member States and representatives of the Caribbean Development Bank (CDB), the Organisation of Eastern Caribbean States (OECS) Commission, the Caribbean Agricultural Research and Development Institute (CARDI), and the FAO joined the CARICOM Secretariat at the Action Committee's inception meeting in March.



Some participants at the CACFNS Meeting in March.
(L-R) FAO Programme Liaison, Sandiford Edwards; CARICOM Secretariat Deputy Programme Manager, Agriculture, Richard Blair; CARICOM Secretariat Programme Manager, Agriculture, Shaun Baugh; and CARICOM Secretariat Agricultural Trade Specialist, Nigel Durrant

Under the CARICOM Secretariat–FAO Letter of Agreement, resources are available to develop a monitoring and evaluation tool on the National Food and Nutrition Security Action Plan for four Member States: Antigua and Barbuda, Belize, Dominica, and St. Vincent and the Grenadines.

At a Special Emergency Meeting held, in April, to assess the COVID-19 situation and discuss the multifaceted response required to address the pandemic, Heads of Government established technical groups to focus on critical areas, including food security.

The Technical Group on Food Security comprises the CARICOM Secretariat, the CPSO, the CCL, the FAO, and CARDI.

The Group drafted the CARICOM **COVID-19 Agri-Food Security Action Plan**, which was approved by Ministers of Agriculture (COTED-Agriculture) at the end of April.

The Plan builds on a CARICOM COVID-19 Agri-Food Risk Management Framework, prepared in March, which provides recommendations and policy considerations for use by Member States in creating country-level agri-food risk management plans in response to COVID-19.

The Agri-Food Security Action Plan provides an immediate and practical response to the crisis facing the Region's agri-food system and its food security. It puts measures in place that assist in restoring and increasing access to food and markets while contributing to resilience building in the face of future market disruptions. It sets out critical areas of intervention, prioritised by stakeholders, to manage the expected food security and availability fallout caused by the pandemic. The stakeholders include Member States, the private sector, and regional and external development institutions.

In discussing food security issues at their Special Meeting in October, Heads of Government agreed on the need for urgent and targeted action to support the COVID-19 Agri-Food Security Action Plan, including:

- ✎ Discussions involving the Caribbean Agricultural Health and Food Safety Agency (CAHFSA) and national agricultural health and food safety authorities to set out a clear sanitary and phytosanitary (SPS) framework to facilitate intra-regional agri-food trade
- ✎ Detailed intelligence regarding regional agricultural products with market potential and proposed actions to facilitate and encourage production and trade in these products, including use of the Common External Tariff (CET) and non-tariff barriers (NTBs)
- ✎ Supporting and expanding agro-processing and the use of inputs from the Region
- ✎ Options to improve and expand the logistics/transportation for agri-food trade
- ✎ The extent to which regional trade policy provides support to ensure the Region does not expose investments inappropriately
- ✎ Discussions by the COTED regarding coordinated action to defend regional production, once the price is reasonable.

They requested the Chair of the COTED-Agriculture, Minister of Agriculture Forestry and Fisheries Saboto Caesar of St. Vincent and the Grenadines, to continue working with his counterparts in Member States and with Regional Institutions, to advance the required regulatory issues and develop a regional agricultural trade strategy for growth and competitiveness.

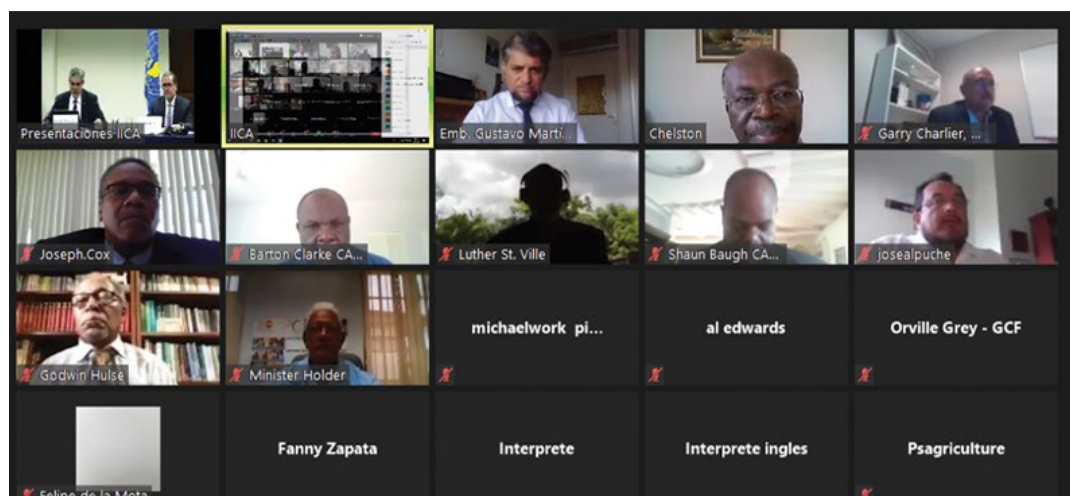
Also as part of **efforts to strengthen the agriculture sector during the pandemic**, the Secretariat joined ten other regional and international organisations which agreed, in April, to pool their efforts to help the countries of Latin American and the Caribbean (LAC) secure their food systems and maintain agriculture and food trade. Other members of the group are CAHFSA, CARDI, the Economic Commission for Latin America and the Caribbean (ECLAC), FAO, the Inter-American Development Bank (IDB), the International Fund for Agricultural

Development (IFAD), the Inter-American Institute for Cooperation on Agriculture (IICA), the International Regional Organisation for Agricultural Health (OIRSA), the World Organisation for Animal Health (OIE), and the World Food Programme (WFP).

The group has agreed to focus on five major areas:

- ✎ **Joint Work**, including regular meetings to review progress and plan for the future
- ✎ **Advocacy**, including expansion of social protection schemes to ensure food security of the poor and vulnerable
- ✎ **Analysis and technical assistance**, including supporting the design and implementation of measures to reduce the impact of COVID-19 on food and agriculture
- ✎ **Monitoring**, including joint assessment of the COVID-19 impact on areas such as wholesale markets, distribution chains, input supply production, food safety, food stocks, prices and rural poverty
- ✎ **Dialogue**, including exchange of good practices across countries and sectors, for example, through online webinars.

In addition, in June, the Secretariat teamed up with the IICA to host a meeting of Ministers of Agriculture about accessing funding opportunities to implement recovery actions. Representatives of financial institutions and development partners informed Ministers about possible resources to support areas including food security, resilience, economic recovery, technological innovation, sustainable use of resources, and preservation of biodiversity.



Agriculture Ministers meeting online in June

A revised draft ***Regional Policy on Trade in Animals and Animal Products*** was provisionally endorsed by CARICOM Chief Veterinary Officers in January. In 2019, the COTED requested the formulation of the Policy. Its objective is to facilitate and create an effectively regulated environment for the trade in animals and animal products, guaranteeing the supply of high-quality products and enhancing food safety throughout the Region. Member States are currently reviewing the draft Policy.

Services

Work on developing the **strategic plans and implementation plans for the seven services sub-sectors prioritised by the COTED** continued during the year. The sub-sectors are professional services; health and wellness services; ICT services; recreational, cultural and sporting services; tourism services; education services; and financial services.



Head table at the COTED-Services Meeting in January. (L–R) CARICOM Secretariat Assistant Secretary-General, Trade and Economic Integration, Joseph Cox; COTED-Services Chair and Barbados Minister in the Ministry of Foreign Trade, Sandra Husbands; and CARICOM Secretariat Deputy Programme Manager, Services, Timothy Odle

In January, at the special meeting of the COTED with a focus on services (COTED-Services), Ministers considered a draft matrix setting out the strengths, weaknesses, opportunities, and threats for the seven sub-sectors; a first-year Master Implementation Plan; and a five-year Master Implementation Plan. Ministers had agreed to meet again by the end of March to give final approval to the Plans and Strategies. Due to the pandemic, however, the meeting was rescheduled to 2021.

Tourism

The impact of the COVID-19 pandemic on the tourism sector, the largest services sub-sector in the Region, has been most noticeable. Arrivals have fallen by as much as ninety per cent and employment by as much as sixty-seven per cent in some Member States. Government revenues from this sub-sector have also fallen significantly.

Several Member States were still also recovering from the devastating hurricanes of 2017 and 2019, a situation further compounded by the effects of the pandemic.

The resulting reduction in tourism-related tax revenues and the implementation of needed COVID-19 containment, economic, and social support mechanisms placed unparalleled financial demands on Governments across the Community.

Recognising the critical importance of rebuilding the tourism industry, at their meeting in October, Heads of Government accepted a proposal from the Government of Saint Lucia to develop a **Joint Tourism Policy**.

They also established a Prime Ministerial Sub-Committee (PMSC) on Tourism to provide political oversight for the preparation of the Joint Tourism Policy and other related issues. The Prime Minister of The Bahamas, Lead Head of Government for Tourism in the CARICOM Quasi Cabinet, chairs the Sub-Committee. Other Members are the Heads of Government of Antigua and Barbuda, Barbados, Jamaica, and Saint Lucia.

The CARICOM Interim Tourism Working Group (ITWG), established in 2017 to help advance the Region's tourism agenda, led the preparation of the Policy along with representatives of the Secretariat, the OECS Commission, and the Caribbean Tourism Organisation (CTO).

A draft of the Policy was prepared in December. It will be considered by the PMSC on Tourism in January 2021 before final submission to the Conference at its Inter-Sessional Meeting scheduled for February 2021.

The ITWG has also been requested to submit proposals on a COVID-19 Emergency Plan for the tourism sector. These proposals are expected during the first quarter of 2021.

Heads of Government also discussed the **range of protocols needed to re-open the tourism sector**. They agreed on the importance of having the necessary arrangements and protocols to safeguard the health of the public prior to the announcement of any date for possible re-opening. They established a sub-committee led by the Prime Minister of Saint Lucia. The Sub-Committee, which includes a group of Ministers of Tourism and representatives of CARPHA, has consulted with key stakeholder groups to discuss the protocols and get their input. The aim is to ensure that the protocols meet the needs of these stakeholders and the Region's public health requirements. The stakeholder groups include:

- ✧ The CCL, the Caribbean Employers Confederation (CEC), the Caribbean Hotel and Tourism Association (CHTA), and the CPSO
- ✧ Representatives of state-owned Airlines such as Caribbean Airlines (CAL), Leeward Islands Air Transport (LIAT), and Suriname Airways
- ✧ Representatives of the airlines from North America and from Europe



In September, Heads of Government approved recommendations to establish a **CARICOM Travel Bubble** for intra-regional travel of Community nationals, movement of essential workers, and travel of visitors to the Region. Some Member States began implementing the Bubble on 18 September.

Earlier in May, a Sub-Committee of Heads of Government held discussions with representatives of the cruise industry, regarding the repatriation of CARICOM seafarers/cruise ship workers, in the context of the pandemic. The Prime Minister of Saint Lucia chairs the Sub-Committee, which also includes the Heads of Government of Antigua and Barbuda, Barbados, Jamaica, St. Kitts and Nevis, and St. Vincent and the Grenadines; the Minister of Health of Grenada; and the Minister of CARICOM Affairs of Trinidad and Tobago.

In preparation for the discussions with the cruise lines, CARPHA drafted a common health protocol for the repatriation of these workers. The Protocol was considered by Chief Medical Officers (CMOs) in Member States and approved by Heads of Government. Member States used the Protocol to guide their arrangements for repatriating their nationals working as seafarers/on cruise ships.

Transportation

The **Multilateral Air Services Agreement (MASA)** entered into force during the year following receipt, by the Secretary-General, of the required seventh Instrument of Ratification. The Instrument was submitted by Dominica in August. That country joined six other Member States which had ratified the Agreement: Barbados, Belize, Guyana, Saint Lucia, St. Vincent and the Grenadines, and Trinidad and Tobago.

Heads of Government had approved the MASA in 2018. The Agreement focuses on the exchange of route and traffic rights for airlines owned by Community nationals. It seeks to improve connectivity and facilitate increased trade in goods and services, including tourism. As more airlines make use of the Agreement, it will allow for greater choice of movement throughout our Community and contribute, through competition, to lower airfares.

Energy

In January, a sod-turning ceremony was held for a **Project to Implement a Photovoltaic Power Generation System at the Secretariat's Headquarters building in Guyana**. Through the project, funded by the Government of Japan, the Secretariat will generate one hundred per cent of its electricity needs. It includes:

- ✧ Installation of a 400-kilowatt solar photovoltaic power generator to provide electricity to the Secretariat building
- ✧ A battery and power conditioning system for energy storage and power quality regulation
- ✧ An advanced building energy management system to, among other things, provide air conditioning controls and track energy efficiency and indoor air quality.



Secretary-General LaRocque addresses the gathering at the sod-turning ceremony in January

The COVID-19 pandemic forced the suspension of the project in April, but work is expected to resume in 2021.

A **CARICOM Energy Policy and Regulations Help Desk** was launched in July. The Help Desk provides technical support to Member States to accelerate their sustainable energy transition. The assistance focuses on:



- ✎ Modernisation of energy policies and legislation to reflect the innovations that are changing what customers want from the energy system
- ✎ Review or modernisation of regulatory frameworks, regulatory support, and electric utility services.

The Desk was established with support from the Technical Assistance Programme for Sustainable Energy in the Caribbean (TAPSEC) under the 11th European Development Fund (EDF).

The fifth annual **CARICOM Energy Month** was observed in November under the theme *A RE-silient Community: Energy at the Centre*.



A major event during the observance was the launch of a *Regional Energy Dialogue* series. The first Dialogue featured former Ministers of Energy Darcy Boyce of Barbados, Phillip Paulwell of Jamaica, and Kevin Ramnarine of Trinidad and Tobago. The solutions-oriented series provides different points of view on actions and strategies that can catalyse the Region's energy transformation.



Two regional facilities were also launched during CEM 2020 through a partnership between the Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE) and the CARICOM Development Fund (CDF). The first is a Project Preparation Facility, which will tackle barriers to the development of high-quality sustainable energy projects across CARICOM. The Facility will provide technical assistance and advisory service support to private- and public-sector qualifying renewable energy and energy efficiency projects to move them quickly to a state of bankability and investment readiness.

The second is a Credit Risk Abatement Facility, which will incentivise additional lending from local financing institutions for renewable energy and energy efficiency interventions in Member States.



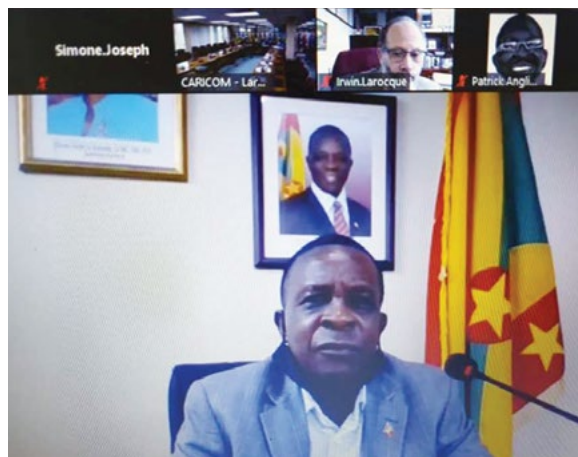
CEM activities seek to raise awareness about energy issues in the Region and increase general knowledge about the sector. They are conducted in partnership with Member States, Regional Institutions, and development partners that actively support and promote sustainable energy development within the Community.

The Community moved, during the year, to begin formulating an **Energy Security Strategy** which will focus on regional energy integration. At a Special Meeting of the COTED-Energy in September, Ministers agreed to establish a Working Group to develop the Strategy. At the meeting also, Ministers discussed integrated resource and resilience planning as an emerging way of electricity sector planning, guiding the requirements to create a more robust system against external shocks, including those that are weather/climate-based or epidemiological.

Information and Communication Technologies (ICT)

The CARICOM Single ICT Space continues to be a key input into digital transformation and building technological resilience.

At their Thirty-First Inter-Sessional Meeting, held in February in Barbados, Heads of Government identified the **removal of roaming rates within the Community** as a key component of that initiative. They appointed a Technical Committee, with oversight from the Lead Head of Government for Science and Technology (including ICT), Prime Minister Keith Mitchell of Grenada. The Committee is to hold an early meeting with the telecoms companies.



Lead Head of Government for ICT, Prime Minister Keith Mitchell of Grenada, chairs the Special Meeting of the COTED-ICT in June

Heads of Government also agreed that a Team would lead the continued negotiations with the telecoms providers. The Negotiation Team will comprise industry experts and operate under the guidance of ICT Ministers, with support from the CARICOM Secretariat.

The Caribbean Telecommunications Union (CTU) will take the lead in developing the technical papers to guide the regional negotiations and support the negotiating team.

Further, Heads of Government approved a ***Committee on Caribbean Science and Technology Integration to develop a modern Science, Technology, and Innovation Policy for CARICOM*** with associated project proposals. The Policy is intended to help Member States exploit and harness the ideas and ingenuity of the people and the Region's vast wealth in natural resources. Member States are to appoint focal points to support the work of the Committee.

As the Region sought responses to the COVID-19 pandemic, Ministers responsible for Technology approved an ***Action Plan for fast-tracking digital transformation*** at a Special Meeting of the COTED-ICT in June. The Action Plan aligns with the initiatives envisaged in the CARICOM Single ICT Space. It includes e-commerce/e-payments, developing indigenous applications, identifying jobs which could be created in the public sector, and interfacing with strategic investment partners in the Region and the diaspora to support the regional ICT programme.

A ***CARICOM Digital Skills Task Force*** was established during the year to help with the digital transformation and capacity development efforts of the Community. The Council for Human and Social Development (COHSOD) endorsed its established in November.

The aim is to ensure access to technology to develop digital citizens with relevant digital skills. This will enhance digital literacy, help realign the economies away from an over-reliance on lower-skilled employment and offer citizens the chance to develop careers and opportunities in the creative and digital economy.

The work of the Digital Skills Task Force will contribute to the continued development of the Single ICT Space and the CARICOM Human Resource Development (HRD) 2030 Strategy.

Objectives of the CARICOM Digital Skills Task Force



Promote awareness of the importance of digital skills in the Region for economic and social development.



Provide technical guidance on a coordinated approach to mitigate the digital skills challenge exacerbated by the COVID-19 pandemic. The pandemic has highlighted the need for digital skills across the workforce, from entry-level jobs to sophisticated technology roles.

The **CARICOM Girls in ICT Partnership** hosted a two-part CARICOM Digital Dialogue series in 2020. The first was held in April to mark *Girls in ICT Day*, and the second in May.



CARICOM Youth Ambassadors (CYAs) participated in the Dialogues and provided their reflections and insights, including on ways to attract more youth to ICT/STEM (science, technology, engineering, and mathematics) careers.

The CARICOM Girls in ICT Partnership was launched in 2019. It seeks to advance efforts to attract more youth, especially girls, to ICT careers to support CARICOM's resilience.

Partners include Ministries responsible for ICT, youth, education, and gender; the CARICOM Secretariat; and regional and international organisations.

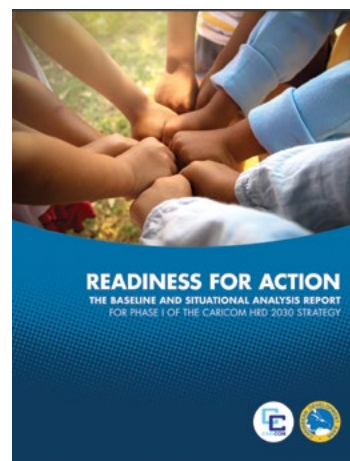


HUMAN AND SOCIAL DEVELOPMENT

***Building Social
Resilience***

Human Resource Development (HRD)

In October, *the Baseline and Situational Analysis Report for Implementation of the Human Resource Development (HRD) 2030 Strategy* was launched. The COHSOD had approved the Report, *Readiness for Action*, in 2019. Member States have since been collating and submitting data for the 2018–2019 academic year in areas such as equity, relevance, and quality in education. To date, eleven Member States/Associate Members have made submissions: Belize, the British Virgin Islands, Dominica, Grenada, Jamaica, Montserrat, Saint Lucia, Suriname, St. Vincent and the Grenadines, the Turks and Caicos, and Trinidad and Tobago.



In 2021, the Regional Network of Planning Officers (RNPO) will seek to define the indicators for the next Phases of the Regional Action Plan. The Network was established in 2018 and comprises officers within Ministries of Education.

Work began this year on a project to implement the **revised CARICOM Health and Family Life Education (HFLE) Curriculum**, approved by Ministers of Education in 2019. The CARICOM Secretariat is undertaking a project, in collaboration with the University of the West Indies (UWI), to support implementation of HFLE in Member States. The project, *Improving Household Nutrition Security and Public Health in CARICOM (FaN)*, seeks to enhance the teaching, learning, and assessment of HFLE learning outcomes. It will assist teachers, students, and the Community by providing *edu-tainment* digital content to support implementation of the revised curricula. Barbados, Jamaica, Saint Kitts and Nevis, and St. Vincent and the Grenadines are participating in a pilot of the project.

In October also, a project *Fostering Educational Quality in CARICOM—Establishing Regional Standards for Educational Practice* commenced. The project is supported by the Japan–CARICOM Friendship and Cooperation Fund. Stakeholders from all Member States participated in workshops to prepare them to lead the development and implementation of ***national standards aligned to the Regional Standards for the Teaching Profession***.

In 2019, the COHSOD had approved the CARICOM Standards for the Teaching Profession, including classroom teachers, educational leaders, and teacher educators.

During the year, the Secretariat supported Member States in **addressing their responses to the impact of the COVID-19 pandemic in two key areas, namely continuity of quality learning and a safe transition back to school**. Webinars were conducted, in collaboration with development partners, as highlighted on pages 16–17.

In collaboration with the United Nations Educational, Scientific, and Cultural Organisation (UNESCO)

- ✎ *Supporting teachers and education personnel to ensure continuity of learning in the Caribbean* (May).
- ✎ *Strategy and perspectives for the reopening of schools in the Caribbean sub-region* (May).
- ✎ *Impact of COVID-19 on gender and education* (June).
- ✎ *Inclusion of children and adolescents with disabilities in distance education* (June).
- ✎ *Social-emotional support in crisis contexts for learners, parents, and education personnel* (July).
- ✎ *Technical and vocational education and training (TVET) in times of COVID-19: Challenges and Opportunities for the Caribbean Region* (July).

In collaboration with the CDB, the Commonwealth, and Notesmaster (an online education platform)

- ✎ *Redesigning Education: Conversations around Educational Leadership* (June). The forum provided the opportunity for regional education leaders to share their experiences during the pandemic, including successes, challenges, and recommendations for moving forward. It also helped them articulate the opportunities provided by the pandemic for their growth and development.



In collaboration with the Commonwealth and the Joint Education Trust (JET) Education Services

- ✎ *COVID-19 and education: Sharing the South African experience with the Caribbean.* Under this knowledge exchange session, three research projects were shared:
 - Governance structures that have enabled efficient crisis management across three distinct settings
 - Putting the individual at the center: The role of digital identity during the time of COVID-19
 - Building Back Better, Teacher choices in action: An enriching supplementary module for *Teaching Practice* in 2020 and beyond.



In collaboration with the CDB, UNESCO, and regional education stakeholders

- ☞ Sessions to support the development of regional Guidelines for the Reopening of Schools (May and June). The *Framework for the Reopening of Schools in the Caribbean, including Schools for Learners with Special Education Needs* was developed in collaboration with educational stakeholders and development partners.



In collaboration with regional Teacher Education Institutions

- ☞ Roundtable on *Redesigning the Teacher Education Experience in a COVID-19 World and Beyond*. The Roundtable provided a platform for principals and heads of teacher training institutions in the Region to discuss and share issues affecting the delivery of their programmes in the context of the pandemic.

In addition, the Secretariat and the Caribbean Association of National Training Authorities (CANTA) are collaborating to develop guidelines for the reopening of TVET institutions. The CDB is supporting this work.

Further, the Secretariat provided support for a partnership between CANTA and the American Caribbean Maritime Foundation (ACMF), which convened a five-part webinar series under the theme **Maritime and Youth: Creating a Dynamic Future. The Maritime Linkup**. Webinars were held from August to October. They focused on connecting Caribbean youth with educational and professional opportunities in the maritime sector and blue economy.

Health and Wellness

Heads of Government held several discussions during the year to address the health and other aspects related to the COVID-19 pandemic and take stock the regional response. They underscored the need for continued vigilance and adherence to a **regional public health approach**.

In February, Ministers of Health met at the first Special Emergency Meeting of the COHSOD-Health to discuss the coronavirus outbreak. The Ministers mandated CARPHA to lead the regional public health response to the outbreak.



Some participants at the First Special Emergency Meeting of the COHSOD-Health in February

Objectives of the regional public health response

- Prevent importation of cases where person-to-person transmission had been established
- Strengthen national health systems to respond to person-to-person transmission or surge of the COVID-19 pandemic

CARPHA activated its Incident Management Team, which worked in close collaboration with the Secretariat and Institutions. They include the Caribbean Disaster Emergency Management Agency (CDEMA), the CARICOM Implementing Agency for Crime and Security (IMPACS), the Regional Security System (RSS), the UWI, and PAHO.

The Region's technical response was also supported and guided by weekly and bi-weekly meetings of the COVID-Core Coordinating Group on Health. The Group comprises CARPHA, CDEMA, UWI, and the CARICOM Secretariat. At the meetings, members reported and discussed new developments and challenges. They also submitted recommendations to the Organs of the Community to support national and regional responses. Further, they collaborated to develop protocols to guide sector-wide responses to the pandemic in keeping with the science and public health guidelines.

The regional response continued to focus on a CARICOM-wide, whole of Government approach to addressing the delicate balance between public health safety and economic and social survival. Areas of attention included access to PPEs and other medical supplies and readiness for the rollout of vaccines. Several discussions were held with key non-health sectors and institutions, including stakeholders in the cruise and travel industries, to address concerns and chart the way forward.

The COVID Core-Coordinating Group acknowledged that vaccines were the best way to restart and maintain the tourism sector and safeguard the Region's reputation as a safe destination. The Group noted, however, that Member States were likely to experience challenges securing the initial payment required to access vaccines through COVAX, given their classification as upper-middle-income economies. This even at a time when the lifeblood of the economies was under threat. COVAX is a worldwide initiative aimed at equitable access to COVID-19 vaccines.



PAHO, with support from CARPHA, assisted thirteen CARICOM Member States in registering with COVAX. Of these, nine were assisted with down payments through an EU-funded project managed by CARPHA.

Under the COVAX facility, Member States can access up to twenty per cent of the vaccines they require for their population, through the self-financing option or under the Advance Market Commitment (AMC) arrangement. Self-financing countries are required to make an initial down payment on the vaccines allocated by the facility to cover ten to twenty per cent of their population. Six Member States were identified as eligible for the AMC: Dominica, Haiti, Grenada, Guyana, Saint Lucia, and St. Vincent and the Grenadines. These countries were eligible to receive sixteen of the twenty per cent of the vaccines allocated for free and four per cent of the vaccines at full production cost.

At the Tenth Special Emergency Meeting of Heads of Government in May, then CARICOM Chair, Prime Minister Mia Mottley of Barbados, drew attention to the opportunity to access much needed medical devices and supplies, in sufficient quantities and at affordable prices, through the Africa Medical Supplies Platform (AMSP). Heads of Government requested the Secretariat to coordinate regional arrangements and requested CDEMA to serve as the supplies management hub for the Region. Member States are to initiate the process through the Africa Export-Import Bank.

In August, the WHO and the Jack Ma Foundation donated COVID-19 essential medical supplies to the Region, including PPE. The supplies were delivered to Barbados and distributed to Member States and Associate Members through a new integrated Regional Logistics Hub for the COVID-19 response managed by CDEMA. The Hub was established with support from the Government of Canada.

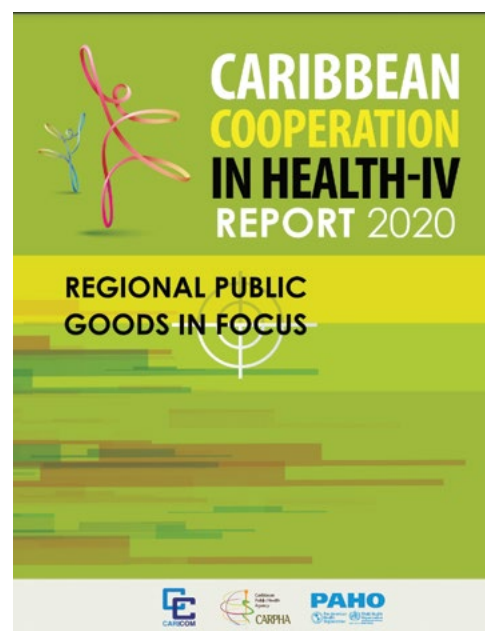
Other achievements and regional public goods for addressing the COVID-19 pandemic during the year were:

- ✎ **A draft Common Public Health and Border Protocol** to direct interventions to safeguard the health and well-being of the Community. The draft was prepared by CARPHA and CARICOM IMPACS.
- ✎ **A Procurement and Logistics Protocol** for the consolidated purchase of prioritised medical devices and supplies and their distribution to Member States. The Protocol was prepared by CARPHA and CDEMA.

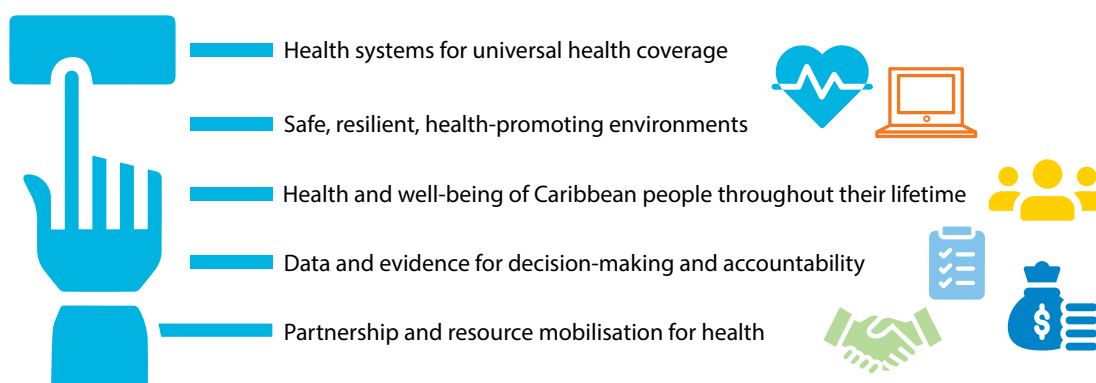
- ✎ **A Regional Public Health Protocol** to guide the repatriation of Caribbean nationals working as seafarers/on cruise liners. The Protocol was prepared by CARPHA.
- ✎ **A Zero Draft Standard Regional COVID-19 Needs List** for pooled procurement of equipment and to guide development partners desirous of helping the Region. The List was prepared by CARPHA, based on information from Member States. It was disseminated to Chief Medical Officers and Procurement Officers in Member States for review.
- ✎ Recommendations regarding the establishment of **A CARICOM Travel Bubble** for intra-regional travel of Community nationals, movement of essential workers, and travel of visitors to the Region.

The Secretariat continued to work closely with CARPHA to advance the implementation of the **Caribbean Cooperation in Health Phase IV (CCH IV)**. An Action Plan was developed to strengthen Member States' capacity to collect and report on the indicators. This is expected to advance and institutionalise annual reports on agreed targets, objectives, and Regional Public Goods for consideration of Ministers of Health.

Work also continued to strengthen the CCH Secretariat and Member States' capacity to implement, monitor, and report on Regional Public Goods. In November, the COHSOD-Health endorsed strategies and actions to address these areas. They included the development of a three-year action plan with costings and a financing/resource mobilisation strategy and mechanisms. The strategies and actions were prepared by Chief Medical Officers and other technical officers.



CCH IV, which is being implemented over the period 2016–2025, targets:



Non-Communicable Diseases (NCDs) also continued to be a focus of attention. During the year, the Secretariat developed terms of reference (TORs) and rules of procedure to support the two Inter-Governmental Working Groups (IGWGs) established, in 2019, at a joint session of Ministers of Trade and of Health.

The IGWGs focus on *Unhealthy Foods and Obesogenic Food Environment* and *Unhealthy Consumption of Alcohol*. Their TORs and rules of procedure have been circulated to Member States for review and input. Member States have been requested to nominate two representatives—one each from the health and trade sectors—to sit on the Working Groups.

The link of NCDs to unhealthy diets and widespread availability of processed and ultra-processed products prompted the COHSOD, in September, to stress the need for accelerated adoption of a regional front-of-package warning label standard. Ministers agreed that this was particularly important and urgent, considering the amplification of the NCD burden in the Region caused by the COVID-19 pandemic.

In May, Ministers of Health adopted the innovative *Jamaica Moves* initiative as a best practice for the Region. The initiative engages all sectors of society, at the individual, organisational, community, and national levels, to encourage three critical behaviours to prevent and control NCDs. They are physical activity, healthy eating, and routine and age-appropriate health checks.

Caribbean Wellness Day (CWD) 2020 was observed, for the twelfth year, in September. The theme of the 2020 observance was *Power Through Collective Action*.



Following consultations with partners, it has been agreed that this will be the overall CWD theme for the five years 2020–2024. The sub-theme for this year's observance was *Stronger Together 2020*.

The objectives of the CWD 2020 celebration were:

- ✎ Raise awareness about mental illness and mental health
- ✎ Address stigma and discrimination (especially towards frontline essential and/or health care workers)
- ✎ Promote coping strategies aimed at reducing stress, especially during the COVID-19 pandemic.

During the year, a project for ***Strengthening National and Regional Antimicrobial Resistance (AMR) Detection and Surveillance in CARICOM Member States*** continued. The project commenced in 2019 and is funded by PAHO, with support from the Government of Argentina.

Member States have reported that the project has been helpful in building laboratory capacity and strengthening their systems to test, diagnose, and prescribe practices and treatment protocols for treating with antimicrobial resistance.

Pan Caribbean Partnership Against HIV and AIDS (PANCAP)

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



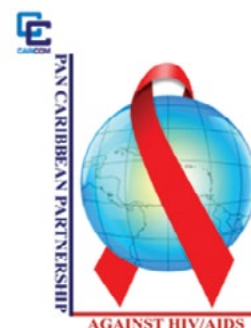
The PANCAP Coordinating Unit (PCU) services the Partnership. It is located within the CARICOM Secretariat, which provides services including human resource management, administrative, legal, and procurement.

During the year, PANCAP worked with its partners to develop strategic approaches to ensure the continuity of care for people living with HIV during the COVID-19 pandemic and reduce the threat to recent public health gains.

PANCAP developed and implemented a regional virtual knowledge-sharing platform for capacity building for COVID-19 and HIV. The Partnership also collaborated with regional stakeholders on HIV self-testing and developed and implemented a marketing and advocacy strategy for policymakers to advocate for HIV self-testing to fill testing gaps due to disruptions from the pandemic.

Further, PANCAP mobilised additional resources, under the Global Fund COVID-19 Response Mechanism (C19RM), for COVID-19 and HIV support to countries and CSOs to strengthen their response and mitigate the impact of COVID-19 on HIV service delivery.

The Partnership recruited a new Director in 2020: Dr Rosmond Adams of St. Vincent and the Grenadines. Dr Adams replaced Mr Dereck Springer in March.



Persons with Disabilities

During the year, CARICOM's *Special Rapporteur on Disabilities*, Senator Dr Floyd Morris, conducted an **assessment of the status of people with disabilities in the Community**. The COHSOD will consider his findings and recommendations in 2021.

The Special Rapporteur was appointed, in 2018, to advance implementation of the *Declaration of Pétion Ville* on the rights of persons with disabilities.



In April, the *Advisory Committee for Implementation of the Declaration of Pétion-Ville* met to assess its state of implementation. The Committee observed that the COVID-19 pandemic had worsened the situation of persons with disabilities in the Community. Challenges included inability to access social and financial support, occasioned by adherence to physical distancing as per COVID-19 guidelines.

Gender

The **Caribbean Regional Programme for the Spotlight Initiative** was launched in September under the theme *Strengthening Regional Cooperation to Prevent and Respond to Family Violence in the Caribbean*.



Launch of the Caribbean Regional Programme for the Spotlight Initiative in September. (L-R) Head of Development Cooperation, EU Delegation to Barbados, the Eastern Caribbean States, the OECS and CARICOM/CARIFORUM, Luis Maia; UN Resident Coordinator for Barbados and the Eastern Caribbean, Didier Trebucq; and UN Women Multi Country Office Representative, Tonni-Ann Brodber

The Secretariat co-chaired the Steering Committee to design the Caribbean Regional Programme, a joint United Nations (UN) and EU global multi-year partnership to address gender-based and family violence. The Regional Initiative complements the six Spotlight country programmes underway in Belize, Grenada, Guyana, Haiti, Jamaica, and Trinidad and Tobago. Four consultations were held, between January and March, to help develop the Regional Initiative.

The Office of the UN Resident Coordinator for Barbados and the OECS leads the implementation of the Regional Programme in collaboration with UN Women, the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), and the United Nations Children's Fund (UNICEF).

The Programme seeks to bring transformative change by addressing legislative and policy gaps, strengthening institutions, preventing violence, providing quality services for survivors and support for victims of violence and their families, producing disaggregated data, and empowering women's movements.

Youth

In keeping with a mandate from the COHSOD, during the year, a Technical Working Group (TWG) was established to **review and strengthen the CARICOM Youth Development Action Plan (CYDAP)**. Following a review of national youth policies and consultations with youth directors on the status of the CYDAP implementation, the TWG made recommendations to improve programme implementation at the national level. The Group also reviewed and revised the indicators and outcomes of the CYDAP goals.



The review and consultations revealed the need to augment the goals of the CYDAP to incorporate climate change, environmental protection and preservation, and ICT.

The CYDAP was developed as a holistic and multi-sectoral institutional framework for national policy and integrated planning and action. It operationalises the [Declaration of Paramaribo on the Future of Youth in the Caribbean Community](#), issued by the CARICOM Heads of Government in 2010.

Also in keeping with a mandate from the COHSOD, a TWG was established during the year to **review the CARICOM Youth Ambassador Programme (CYAP)**. The TWG will make recommendations to improve its administration, secure sustainable funding, and standardise the selection process across Member States. In 2020, the TWG focussed on the selection process. A selection methodology was created and used to assess the selection process and criteria in Member States. The results of the assessment were used to improve the selection criteria and process.

More than 100 youths from across the Community participated in a **Regional Youth Forum, organised by the Secretariat, in Recognition of World Youth Skills Day** in July. The objective of the Forum, held under the theme *Forging the Way Forward to Fill the Skills Gap in the Caribbean Community*, was to enlighten the youth about their responsibility to develop and hone their skills for competitive advantage, to gain better access to decent jobs. World Youth Skills Day is used to recognise the strategic importance of equipping young people with skills for employment, decent work, and entrepreneurship; and highlight the crucial role of skilled youth in addressing current and future global challenges.



The **Aspiring Youth Empowerment Programme** started in September. The aim is to empower youth through a process of reshaping their minds and attitudes, developing soft skills, improving their financial literacy, and expanding their options for entrepreneurship. The Programme is in response to the daunting reality of the youth unemployment rate coupled with the unprecedented social, economic, and mental health impact of COVID-19 on youth.

The Programme was delivered through a six-week webinar series with the support of the Commonwealth Secretariat. A total of 200 participants shared experiences and ideas with their peers. They were supported by eighteen volunteer facilitators. The Programme placed particular focus on agribusiness as a viable option for entrepreneurship. It also included a mentorship component, which paired participants with a mentor to further strengthen their skills and broaden their technical capacity. An initial evaluation of the Programme, including testimonials, revealed that participants were generally satisfied with its structure, delivery, and outcome.



The Secretariat also collaborated with the Commonwealth Secretariat to host an **online Dialogue with Youth Directors in the Region** in June. The discussions focussed on initiatives undertaken in response to the COVID-19 social distancing protocols and issues experienced by youth in their countries. These included the need to support mental health and well-being, maintain a focus on education, and provide support to vulnerable groups.

Two **webinars** were held in June and July, in collaboration with the Inter-American Children Institute, **to assist youth ministries, departments, and youth organisations**. The webinars were:

- ☞ *Preventing Violence against Children and Youth: Providing Information and Tools to work with the Challenge for Keeping Children and Adolescents Safe from Violence during COVID-19*
- ☞ *Strategies and Mechanisms on the Strengthening of Mental Health of Caribbean Children and Youth*



CARICOM Youth Ambassadors (CYAs) from ten Member States and three Associate Members were appointed for the 2020–2021 period. *Ms Georgette Grootffaam of Suriname, who was appointed Dean of the CYAs in 2019, continued to serve in this position.*



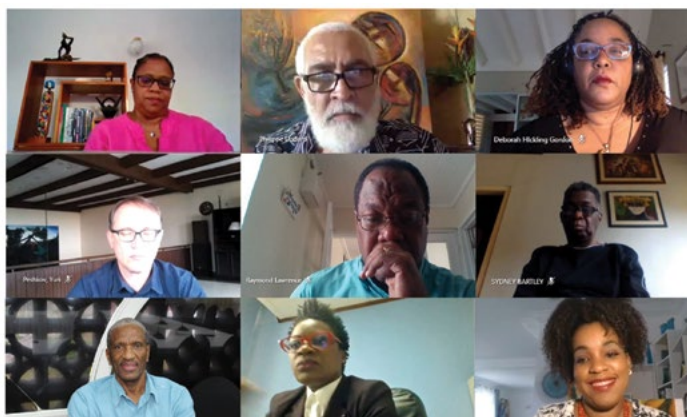
CARICOM Youth Ambassadors 2020-2021

Antigua and Barbuda	Lyle Jackson	St. Kitts and Nevis	Dwayne Hendrickson Denaula LapLage
Barbados	Java Sealy Meghan Theobalds	St. Vincent and the Grenadines	Rose-Ann Richardson Shafique Sam
Belize	Kris Miller Jenelli Fraser	Suriname	Georgette Grootffaam Dwight Prade
Grenada	Ja'shon Clarke Nazinga Smith	Trinidad and Tobago	Rene Atwell Keigon Denoon
Haiti	Abischamma Grand Jean Adma Admeson	Anguilla	Mikeela Skellekie Khari Goddard
Saint Lucia	Yakub Nestor Raejean Montoute	Cayman Islands	Jorel Bellafonte Zoe Conolly Basdeo
	Turks and Caicos Islands		Wellington Williams Zaria Ingham

Culture and the Caribbean Festival of Arts (CARIFESTA XIV)

Responding to the mandate of the COHSOD-Culture, in 2019, to seek **funding for culture and the creative sector**, the Secretariat partnered with the UWI and UNESCO to secure funding from the EU for a project entitled *Creative Caribbean: An Ecosystem of Play for Growth and Development*. The project received a maximum grant of €3 million. The aim is to further develop a regional ecosystem of *play* which sustains Caribbean economies through events, festivals and their marketplace where cultural and creative content is produced and traded.

In May, the Secretariat convened the **First Regional Dialogue on Culture in a COVID-19 Environment**. The Dialogue was a coming-together of stakeholders and partners to assess the impact of the COVID-19 pandemic on the cultural sector in the Region and propose ways to mitigate its adverse impact.



Representatives of the CARICOM Secretariat and the Creative Sector at the First Regional Dialogue on Culture in a COVID-19 Environment in May

Stakeholders included Directors of Culture and other cultural officials, artists, cultural entrepreneurs, educators, and members of the Interim Festival Directorate for CARIFESTA. The Dialogue included presentations by representatives of the Caribbean Export Development Agency (Caribbean Export), the Cultural and Creative Industries Innovative Fund (CIIF), and UNESCO.

Participants discussed ways and means of providing relief and support for artists and made recommendations on how best to manage festivals, concerts, and venues under the unprecedented circumstances. The main recommendations were:

- ☞ Governments should assist in removing the barriers to artists monetising online content, in terms of e-commerce legislation and practices.
- ☞ Provide support to strengthen industry associations in all sectors across the Region.
- ☞ Establish content quotas to mandate the use of local music and film on national media platforms.
- ☞ Collect data on the impact of the pandemic on the sector, analytics of online consumption, and increase the registration of artists on national registers to facilitate support.
- ☞ Increase the use of online platforms for performances, festivals, and other events.
- ☞ Use CARIFESTA XV, scheduled for 2021 in Antigua and Barbuda, as a catalyst and signal of a new approach to presenting festivals in a blended on- and off-line format and to stimulate the regional festival economy.
- ☞ Widely circulate information on relief and stimulus packages from regional institutions to artists and entrepreneurs.
- ☞ Revisit and urgently implement a harmonised regional incentives regime.
- ☞ Governments should introduce a moratorium on duties and charges on inputs to the sector for a specified period.

Early in the year, preparations commenced for the staging of the **Fifteenth Caribbean Festival of Arts (CARIFESTA XV)** in Antigua and Barbuda in 2021. The theme of CARIFESTA XV is *One Caribbean. One Environment. Diverse Cultures*. In February, a CARIFESTA XV Advisory Board was established chaired by Minister of Sports, Culture, National Festivals and the Arts Daryll Matthew of Antigua and Barbuda.

In early October, however, the Government of Antigua and Barbuda announced a postponement of CARIFESTA XV to 2022. While the country remained committed to hosting the Festival, it was forced to take the decision to postpone the event for one year. The decision followed consultations with national stakeholders and international partners on the potential challenges to hosting the event, due to the COVID-19 pandemic.

During the year, an **evaluation of CARIFESTA XIV** was conducted. The Festival was held in Trinidad and Tobago in August 2019. The evaluation was presented to the Interim Festival Directorate (IFD) and the Regional Cultural Committee (RCC) in July and October, respectively.



Some Findings of the CARIFESTA XIV Evaluation



CARIFESTA XIV catered to over **1,600 participants** from within the Region, including twenty-two country delegations and some independent participants



Over **130,000 patrons**, including artists, attended the ten-day Festival



The CARIFESTA XIV Grand Market attracted more than **112,593 visitors**



The CARIFESTA XIV budget amounted to **TT \$49 million (US\$7 million)**



The Super Concert attracted over **6,000 visitors**



A total of **215 events** took place during the period

CARIFESTA XIV also recorded the highest number of Ministers of Culture ever present at a Festival, namely thirteen.

Reparations for Native Genocide and Slavery

The CARICOM Reparations Commission (CRC) continued its **outreach activities** during the year including:

- ✎ A panel discussion and exhibition, in February, to mark Black History month.
- ✎ A virtual symposium, *Sir Arthur Lewis: Founder of Reparations for Caribbean Economic Development*, in June.
- ✎ A media engagement, *From Apology to Action*, which featured CARICOM Chair, Prime Minister Mia Mottley of Barbados.
- ✎ A series of television programmes, *The Road Ahead*, aired in July and November. These attracted wide regional and global audiences.

In December, the CRC held a virtual **launch of the UWI–Glasgow Centre for Development Research at the UWI (Cave Hill Campus)**. The launch was held during the inaugural meeting of the Centre’s Board of Directors. At the launch, the Centre unveiled its research and project development agenda, aimed at confronting and eradicating the debilitating legacies of slavery and colonisation in the Region.



The Centre’s first 10-year phase will focus on three areas:

- ✎ The public health crisis in the Caribbean, particularly the chronic disease pandemic with special focus on identifying research-based solutions to reduce the burden of type 2 diabetes and its complications, such as diabetic foot amputation
- ✎ The search for post-plantation economic development policies that are innovative and progressive in the struggle for economic growth in the global economy
- ✎ Projects to tackle the day-to-day cultural divide between Africa and the Caribbean, recognising that slavery and colonialism drove deep wedges between the two areas.



SECURITY COOPERATION

*Building Social
Resilience*

Supporting the Community's Response to the COVID-19 Pandemic

During the early response stage of the pandemic, several of the Standing Committees met to draft recommendations for a comprehensive security sector input into the development of the Region's COVID-19 protocols. These recommendations were presented to Ministers of National Security and Law Enforcement at the First Special Emergency Meeting of the Council for National Security and Law Enforcement (CONSLE) in April. Issues addressed included the cybersecurity challenges of working from home, the lack of personal protective equipment (PPE) for frontline security workers, and ways of expediting the movement of materials for use in the COVID-19 response.

Prisons were identified as potential amplifiers in the spread of the virus and provision was made for CARICOM IMPACS and the RSS to supply basic sanitation and other pandemic related materials to the prison services in twelve Member States. They are Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago. This initiative, undertaken from May to September, was supported by the United Kingdom (UK Aid) and the French Forces in the Caribbean.

Also, in May, IMPACS and CARPHA collaborated to deliver two virtual training sessions to more than 500 frontline officers in the prison services. The focus was on the effective use of PPE and other measures for protection in the line of duty. This effort strengthened the capacity of prison staff to manage their operations in the context of the pandemic.

In acknowledging the serious threat which the pandemic posed to the Region and the need for an effective, collaborative response, CONSLE agreed to have response mechanisms coordinated by the Security Cluster. The Cluster comprises the Caribbean Aviation Safety and Security Oversight System (CASSOS), CDEMA, CARPHA, CARICOM IMPACS, and the RSS.

In July, CARICOM IMPACS hosted the first-ever CARICOM **Virtual Security Conference** under the theme *Securing Our Community within the Era of COVID-19 and Beyond*. The Conference focused on the challenges, impact, and implications of the pandemic on the security of the Region.



The Conference comprised interactive webinars on the following key thematic areas:

- ☞ *Peace, security and development: A roadmap for the future in the context of COVID-19*
- ☞ *Criminality and organised crime during COVID-19: Present and future trends*
- ☞ *Policing in the time of a pandemic: Lessons learnt*
- ☞ *Enhancing cyber security in the age of COVID-19*
- ☞ *COVID-19 and the future of borders*
- ☞ *Crisis and gender-based violence*
- ☞ *Climate change and security: Building resilience in small island developing states (SIDS)*
- ☞ *Impact and implications of COVID-19 on prisons and correctional Services*
- ☞ *Maritime security and the blue economy*

**SECURING OUR COMMUNITY
WITHIN THE ERA OF COVID-19 AND BEYOND**
VIRTUAL SECURITY CONFERENCE 2020
Monday 27th July – Friday 31st July

CARICOM IMPACS website: caricomimpacs.org/

Speakers:

- Dr. The Honourable Ralph Gonsalves**
Prime Minister, Saint Vincent and the Grenadines
A conversation with CARICOM Leaders on COVID-19 Response and the way forward
- The Honourable Mia Amor Mottley**
Prime Minister, Barbados
and Chair, Regional Security System (RSS)
A conversation with CARICOM Leaders on COVID-19 Response and the way forward
- Dr. The Rt. Honourable Keith Mitchell**
Prime Minister, Grenada
and Chair of The Council for National Security and Law Enforcement (CONSLSE)
A conversation with CARICOM Leaders on COVID-19 Response and the way forward
- The Rt. Honourable Allen Chastanet**
Prime Minister, Saint Lucia
Climate Change and Security Building Resilience in Small Island Developing States
- Ambassador Irwin LaRocque**
Secretary General, The Caribbean Community (CARICOM)
A conversation with CARICOM Leaders on COVID-19 Response and the way forward
- Hosted online:**
caricomimpacs.org/conf2020
- Mr. Jürgen Stock**
Secretary General
International Criminal Police Organization (INTERPOL)
Policing in the Time of a Pandemic: Lessons Learnt
- Dr. Gale Rigbert**
Minister of Education
Saint Lucia
Crisis and Gender Based Violence
- Mr. Timothy N. J. Antoine**
Governor
Eastern Caribbean Central Bank (ECCB)
Enhancing Cyber Resilience in the Age of COVID-19

Streaming Live On:
Facebook LIVE YouTube

Call at (868)-235-5511 ext. 4026, 4029
or email: virtualsecurityconference@carimpacs.org

The issues and recommendations from the Conference will be used to identify security priorities post-COVID-19.



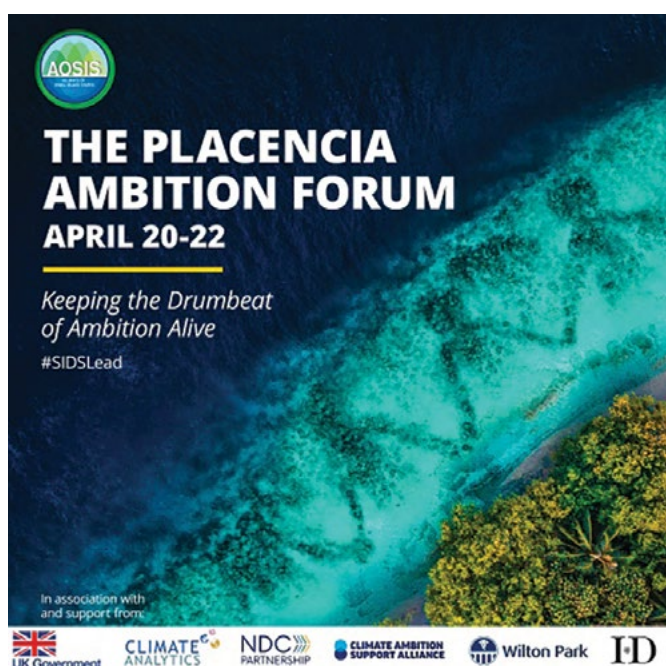
DISASTER MITIGATION AND MANAGEMENT, CLIMATE CHANGE AND THE ENVIRONMENT

***Building
Environmental
Resilience***

Climate Change

In April, major actors in climate change negotiations met virtually at the **Placencia Ambition Forum**. The Forum was held under the leadership of the Government of Belize, Chair of the Alliance of Small Island States (AOSIS). Its goal was for the AOSIS members to encourage and drive climate action and ambition in nationally determined contributions (NDCs) in the lead up to COP 26 and beyond, in the context of the current COVID-19 pandemic. COP 26 will be held, in Scotland, in November 2021.

The Forum drew on the unprecedented scale of the global response to COVID 19 to demonstrate the transformative potential of ambitious action. Participants called for the same sense of urgency to be applied to the climate crisis. They urged that climate-smart transitions be at the heart of the recovery from the current crisis.



The Forum also reinforced calls for:

- ☞ Ambitious, detailed, new or updated NDCs that will close the gap between where the world is now and where it needs to be for 1.5°C
- ☞ New finance commitments that will deliver support and that reflect the ambition for 1.5°C
- ☞ Enhanced action in the near-term to protect the vulnerable.

Later in August, a **CARICOM–UK High-Level Roundtable** was held to highlight issues of importance to CARICOM, as SIDS, in the build-up to COP 26. The online discussions involved CARICOM Ministers responsible for the Environment, the Secretary-General, and the UK Presidency for COP 26, led by incoming COP President Alok Sharma.



Some participants at the CARICOM-UK High-Level Roundtable.

(Top L-R) Minister of Foreign Affairs Wilfred Elrington of Belize; CARICOM Secretariat Assistant Secretary-General for Foreign and Community Relations, Colin Granderson; Minister of the Environment Romauld Ferreira of The Bahamas.

(Bottom L-R) incoming COP President Alok Sharma of the UK; Minister of the Environment Abner Septembre of Haiti; UK Regional Ambassador for Latin America and the Caribbean for COP 26, Fiona Clouder

Ministers stressed the importance of maintaining the momentum on climate ambition across all pillars of the Paris Agreement, including greater ambition on greenhouse gas (GHG) reduction to bring emissions in line with the 1.5°C pathways, and getting major emitters onboard with updating more ambitious NDCs. The two sides agreed that strong regional and global collaboration was key for a successful COP 26.

Further, in December, on the eve of the fifth anniversary of the adoption of the Paris Agreement, Member States gathered online for the **CARICOM Moment of Ambition**. Several Member States showcased their ambitions to further address climate change at this high-level event, organised by the Caribbean Community Climate Change Centre (CCCCC) and the UK Ministry for the Commonwealth. Participants included CARICOM Ministers, the Secretary-General, the Executive Director of the CCCCC, and UK Minister of the Commonwealth, Lord Tariq Ahmad.



The event was held to demonstrate SIDS' continued leadership and ambition and underscored the need for immediate climate action internationally. It was held to amplify the voice of CARICOM SIDS and took place prior to the 12 December 2020 Climate Ambition Summit convened by the UN, the UK, and France to celebrate the anniversary of the Paris Agreement.

Natural Resources Management

The voluntary Quality Assessment and Quality Control (QAQC) group met during year to review amendments and revisions to the draft **Caribbean Community Natural Resources Policy Framework and Action Plan**. The group sought to ensure that the comments from national, sub-regional, and regional consultations on the draft Policy Framework and Action Plan were incorporated in a revised draft for submission to the Secretariat and, thereafter, to Ministers of the Environment.

The Policy Framework sets out a regional approach to the sustainable management of the environmental and natural resources of the Community and its Member States. The Action Plan is the first step in making the Policy actionable. It provides the basis for a collective regional response to the environmental and sustainable development revolution.

In May–June, the Secretariat held a **webinar series under theme *Our Solutions are in Nature***. The webinars were held **to mark International Day for Biological Diversity (22 May), World Environment Day (5 June), and World Oceans Day (8 June)**. The series examined at how biodiversity should be mainstreamed into national economic growth, resilience, and sustainable livelihoods. The topics were:

- 🌀 *Framing the Post 2020 Global Biodiversity Zero Draft and Targets*
- 🌀 *Innovation for a Sustainable Ocean*
- 🌀 *Safeguarding our Environmental Integrity and Economic Prosperity*



Participants included regional biodiversity focal points, technical experts, and negotiators and policy advisers on the environment.

Sustainable Ocean-Based Economies

During the year, the Region participated in the discussions of the Preparatory Committee, established by the UN, to make recommendations to the General Assembly on elements of a draft text of an international legally binding instrument under the UN Convention on the Law of the Sea (UNCLOS). The focus is on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction.



The Region's participation is led by an advisory group of experts drawn from the Caribbean Regional Fisheries Mechanism (CRFM) and the UWI, with support from the CARICOM Secretariat.

The Region's coordinated approach has reaped benefit. CARICOM has been able to influence several areas of the text, including the guiding principles and support for SIDS.



COMMUNITY RELATIONS

*Strengthening the
CARICOM Identity and
Spirit of Community*

Elections Observation

Election observation continues to be an essential element of CARICOM's efforts to promote and maintain its democratic values. It builds the public's confidence in the electoral process and assures them that the process is transparent and that the rights of the participants are protected. The recommendations of the CARICOM Elections Observation Missions (CEOMS), when implemented, are also useful to national electoral offices in reviewing and updating systems and in building capacity.

During the year, the Community mounted **five CEOMS** at the requests of Belize, Guyana, St. Kitts and Nevis, St. Vincent and the Grenadines, and Suriname. The CARICOM Secretariat coordinated the Missions, providing preparatory and on-the-ground logistical and administrative support. The COVID-19 pandemic posed significant logistical and other challenges to fielding these missions, due to the health protocols in the requesting Member States and given numerous airport closings. The number of observers who were able to serve on missions was severely curtailed.

A seventeen-member Mission observed Guyana's Regional and General Elections on 2 March.

Ms Cynthia Martyr, Chair of Saint Lucia's Electoral Commission, led the Mission, which included observers from Antigua and Barbuda, The Bahamas, Barbados, Dominica, Haiti, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago.



The CEOM to Guyana's March Elections including Head of Mission Cynthia Martyr (front row 2nd left)

The protracted period from the holding of elections to the declaration of the final results brought to the fore the *good offices* role of the Secretary-General and the important role of CARICOM in fostering good governance, peace, and stability in Member States.

As part of efforts to resolve the impasse surrounding the vote count, a CARICOM Prime Ministerial delegation visited Guyana just over a week after the elections for talks with key stakeholders. They included the Leaders of the Parties that had contested the poll. CARICOM Chair, Prime Minister Mia Mottley of Barbados, led the delegation. It also comprised Prime Minister Roosevelt Skerit of Dominica, Prime Minister Keith Mitchell of Grenada, Prime Minister Ralph Gonsalves of St Vincent and the Grenadines, Prime Minister Keith Rowley of Trinidad and Tobago, and Secretary-General LaRocque.



CARICOM Chair Prime Minister Mia Mottley of Barbados addresses the media with other Members of the CARICOM Prime Ministerial Delegation

The Secretariat also supported two High-Level Teams to observe the recounting of ballots, which led to the declaration of the Election results. Ms Francine Baron, former Attorney-General and Minister of Foreign Affairs of Dominica, led the first five-member Team. It also comprised representatives from Barbados, Grenada, and Trinidad and Tobago. The Team left Guyana after the Court granted an injunction restraining the Elections Commission from recounting the ballots.



Members of the first CARICOM High-Level Team to observe the recount. (L-R) Chief Electoral Officer of Barbados, Angela Taylor; Former Finance Minister of Grenada, Anthony Boatwright; Team Leader and former Attorney-General and Foreign Minister of Dominica, Francine Baron; Chief Elections Officer of Trinidad and Tobago, Fern Nacis-Scope; and Senior Lecturer in the Department of Government, UWI, Cynthia Barrow-Giles

Another High-Level Team arrived in May, led by Ms Cynthia Barrow-Giles, Senior Lecturer in the Department of Government at the UWI (Cave Hill). The three-member team also comprised representatives from Antigua and Barbuda and St. Vincent and the Grenadines.



Members of the second CARICOM High-Level Team. (L-R) Deputy Supervisor of Elections of St. Vincent and the Grenadines, Sylvester King; Team Leader and Senior Lecturer in the Department of Government, UWI, Cynthia Barrow-Giles; and Commissioner in the Antigua and Barbuda Electoral Commission, John Jarvis

The Team observed the recount process to its completion. It reported that, while there were some defects in the recount of the votes, it did not witness anything which would render the recount, and by extension, the casting of the ballot on 2 March, so grievously deficient, procedurally or technically (despite some irregularities), to have thwarted the will of the people. Consequently, nothing prevented the election results and its declaration by the Guyana Elections Commission (GECOM) from reflecting the will of the voters. The actual count of the vote was indeed transparent.

A four-member Mission observed the 25 May elections in Suriname. Ms Dora James, Supervisor of Elections of St. Vincent and the Grenadines, led the Mission. Other members comprised observers from Antigua and Barbuda, Barbados, and Grenada.



Leader of the CEOM to Suriname, Dora James

The Mission observed that despite some administrative and logistical glitches as well as some COVID-19 related delays, the results reflected the will of the people. The CEOM congratulated the people of Suriname for the manner in which they conducted themselves in expressing their democratic rights, especially in a very challenging COVID-19 environment.

A three-member Mission observed the 5 June General Elections in St. Kitts and Nevis. Mr Gasper Jn. Baptiste, Chief Elections Officer of Saint Lucia, led the Mission, also comprising observers from Grenada.



Leader of the CEOM to St. Kitts and Nevis, Gasper Jn. Baptiste

The Mission observed that voters were able to cast their ballots without intimidation or fear and that the results reflected the will of the people. The CEOM stated that adequate health measures to protect voters against the COVID-19 pandemic were enforced at all the stations visited. The Mission congratulated the people of St. Kitts and Nevis for the mature way in which the election was conducted and the high level of discipline displayed throughout the process.

A six-member Mission observed the 5 November General Elections in St. Vincent and the Grenadines. Mr Anthonyson King of the Antigua and Barbuda Electoral Commission headed the Mission. Other members comprised observers from Antigua and Barbuda, Barbados, Dominica, and Grenada.



Leader of the CEOM to St. Vincent and the Grenadines, Anthonyson King

The Mission observed that the election was conducted according to law and without any intimidation or fear. It declared that the election was free and fair and free from fear and that the outcome presented the will of the people of St. Vincent and the Grenadines.

The Mission also observed that adequate health measures were in place to protect voters against the COVID-19 pandemic at the polling stations visited. Measures were also put in place for more than 200 voters in quarantine to exercise their franchise.

A six-member Mission observed the 11 November General Elections in Belize. Ms Jeannette Charles of the Antigua and Barbuda Electoral Commission led the Mission. Other members comprised observers from Antigua and Barbuda, Barbados, Grenada, and Suriname.



Leader of
the CEOM
to Belize,
Jeannette
Charles

The CEOM commended the Belize Electoral and Boundaries Commission and Department on implementing the COVID-19 safe voting protocols. The Mission also reported that, as evidenced by the over eighty per cent voter turnout, the determination of Belize's electorate had also not been tempered by the devastation caused by the passage of Hurricane Eta earlier in November.



FOREIGN POLICY COORDINATION AND FOREIGN ECONOMIC RELATIONS

*Relations with Third States,
Groups of States and
Organisations*

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 2020 are highlighted below.



Canada

There were a number of engagements between CARICOM and Canada during the year.

CARICOM Heads of Government were due to meet with their Canadian counterpart at the Thirty-First Inter-Sessional Meeting held, in February, in Barbados. Due to exigent circumstances at home, however, Prime Minister Trudeau was unable to attend the meeting and requested that Heads of Government grant an audience to his Minister of Foreign Affairs, François-Philippe Champagne, instead.



The Secretary-General and the Foreign Minister of Canada in discussion on the sidelines of the Thirty-First Inter-Sessional Meeting

During the discussions with the Foreign Minister, Heads of Government acknowledged Canada's interest in resuscitating its relationship and agreed with Canada's proposal to establish a CARICOM–Canada Dialogue.

The First Meeting of Senior Officials of the Dialogue was held in June. Discussions focussed on the impact of the COVID-19 pandemic on the Region's health care systems, economies, finance, and education, and the collaborative response; preparedness for the 2020 hurricane season and the need for adaptation of management systems; air travel; visas; and technical cooperation.



Republic of Costa Rica

At the request of President Carlos Alvarado Quesada of Costa Rica, a virtual meeting was held with the Secretary-General in April. Discussions focussed on issues including tourism; the fight against the COVID-19 pandemic, including the need for a repository of technical knowledge; and access to concessional financing to bolster stability, given the social and political implications of the pandemic.



Republic of Cuba

The Community reinforced its partnership with Cuba in the context of the CARICOM–Cuba Summit process. Against the background of an international environment dominated by the COVID-19 pandemic and its multifaceted repercussions, CARICOM Heads of State and Government engaged with their Cuban counterpart, President Miguel Díaz-Canel Bermúdez, at the Seventh CARICOM–Cuba Summit. Discussions were held virtually in December and included bilateral cooperation, in particular the coronavirus, natural disaster risk reduction, climate change, and economic and trade relations.

Heads of Government expressed the Community's appreciation to Cuba for the exemplary assistance provided to the Region and beyond through its medical brigades. This assistance had shaped the response to and assisted in the fight against key health issues, including the COVID-19 pandemic.

They also reiterated the call for an immediate and unconditional end of the economic, commercial, and financial embargo imposed by the Government of the United States of America against Cuba.



Republic of Ireland

In September, CARICOM Ministers of Foreign Affairs, meeting as the Council for Foreign and Community Relations (COFCOR), exchanged views with Deputy Prime Minister and Minister for Foreign Affairs Simon Coveney of Ireland. During the exchange held virtually, the Deputy Prime Minister advised that Ireland would continue to support the Community in discussions with the EU, particularly regarding its stance on the blacklisting of CARICOM Member States.



Kingdom of Norway

CARICOM Foreign Ministers held a virtual exchange with Foreign Minister Ine Eriksen Søreide of Norway at the Twenty-Third Meeting of the COFCOR in May. The Foreign Minister of Norway reaffirmed her country's commitment to solving common problems through cooperation. This approach, she advised, was at the heart of Norway's candidature for a seat on the UN Security Council for the period 2021–2022.

The COFCOR welcomed Norway's recognition of the need for greater flexibility regarding the eligibility criteria for small and highly indebted middle-income Countries (HIMICs), such as those within the Region, to access official development assistance (ODA). The Ministers also called on Norway to utilise its relations with members of the EU to convey the Community's concerns regarding the EU's approach to the blacklisting of Member States.



United Arab Emirates (UAE)

CARICOM and the United Arab Emirates (UAE) took steps to strengthen cooperation during the year through a *Memorandum of Understanding for the Establishment of a Consultation and Cooperation Mechanism*. Secretary-General Ambassador Irwin LaRocque and Assistant Minister in the Government of the UAE, Mr Omar Saif Ghobash, signed the MOU in the margins of the Thirty-First Inter-Sessional Meeting of Heads of Government held, in February, in Barbados.



Strengthening CARICOM–UAE Cooperation

Through the MOU, CARICOM and the UAE will undertake a range of activities including expanding trade and investment flows; promoting investment and tourism; fostering entrepreneurial, scientific, technological, and personnel exchanges; collaborating in the development of cooperation programmes and projects; and fostering cooperation in the field of natural disasters.



United States of America (USA)

In September, the Secretary-General met with US Secretary of State Michael Pompeo during his visit to Guyana and Suriname. The visit sought to solidify the US partnership with CARICOM.

The discussions included exchanges on the COVID-19 pandemic and the severe economic fall-out experienced by CARICOM Member States, renewal of the Caribbean Basin Trade Partnership Act (CBPTA), de-risking of regional banks by US financial institutions, and cooperation under the Caribbean Basin Security Initiative (CBSI).



US Secretary of State and the Secretary-General following discussions at the Headquarters of the CARICOM Secretariat in Guyana



African Union (AU)

Steps were taken to strengthen relations between CARICOM and the African Union (AU) during the year. In 2019, of the Presidents of Ghana and Kenya had visited the Region, and the Prime Ministers of Barbados and Jamaica had visited Africa. These visits had rekindled interest on both sides to forge deeper ties. A CARICOM Office was opened in Kenya, in December 2019, during the visit of the Prime Minister of Barbados.

Recognising the increasing contact between Member States and African countries, Heads of Government accepted the offer of Kenya to host the first CARICOM–AU Summit in June 2020. The meeting was postponed to 2021, however, given the COVID-19 pandemic.

The AU is assisting the Region in procuring COVID-19 vaccines, medical devices, and supplies through the AMSP. This was initiated through discussions involving then CARICOM Chair, Prime Minister Mottley of Barbados; then AU Chair, President Uhuru Kenyatta of Kenya; and WHO Director-General Tedros Ghebreyesus, during the first half of the year.



Association of Caribbean States (ACS)

During the year, steps were also taken to strengthen inter-institutional coordination involving the CARICOM Secretariat and the Secretariats of the Association of Caribbean States (ACS) and the Central American Integration System (SICA). In January, the Secretaries-General of the three organisations met, in Trinidad and Tobago, for the Seventh Inter-Secretariat Meeting of the Founding Observer Organisations of the ACS. Discussions focused on the possibilities for collaborating on a Joint Work Programme in the areas of trade, tourism, transport/logistics, climate change, and disaster reduction. The Secretaries-General also agreed to develop a strategy to promote inter-secretariat collaboration to ensure that regional institutions are at the table, within the international arena, to collectively advocate on behalf of the Caribbean region.



Participants at the Seventh Inter-Secretariat Meeting of the ACS Founding Observer Organisations

In December, Secretary-General LaRocque met virtually with his newly appointed ACS counterpart, His Excellency Rodolfo Sabonge. Discussions focused on issues including coordination in the fight against the COVID-19 pandemic; connectivity, including maritime and air transportation; trade; digital transformation; climate change, including coastal zone management; the effect and possible uses of sargassum seaweed; access to concessional financing; and the protection and preservation of the Caribbean Sea, including the blue economy.

Both Secretaries-General agreed to continue with the inter-institutional coordination mechanism involving the CARICOM, ACS, and SICA Secretariats.

Plenipotentiary Representatives of Third States Accredited to CARICOM

In January, Australia accredited a new Plenipotentiary Representative to the Community.

With the onset of the COVID-19 pandemic, accreditations were put on hold for the rest of the year. There are forty-five Third States and organisations which have formal relations with the Community.



Secretary-General and
Ambassador Bruce Lendon of **Australia**



GOVERNANCE

*Strengthening
Community
Resilience*

Development of the Community Strategic Plan 2020–2030

Despite the challenges of the year, work continued to develop the Strategic Plan 2020–2030, the successor to the Community's first Strategic Plan 2015–2019. The process involves an evaluation of the 2015–2019 Plan, the conduct of environmental and horizon scans to research and analyse current and projected developments and trends, and national and regional consultations with the Implementing Partners: Member States, Regional Institutions, and the Secretariat.

On the basis of the evaluation and the environmental and horizon scans, an Issues Paper was prepared for use in the consultations. The Issues Paper will be revised/amended, guided by the issues and recommendations from the consultations, and used to prepare the Strategic Plan 2020–2030. The Commonwealth Secretariat is supporting the process.

Given the pandemic, it was only possible to hold four in-person national broad-based consultations during the year. They were held in Antigua and Barbuda, Barbados, Saint Lucia, and St. Kitts and Nevis in February and March. Virtual consultations were held from March to December with the remaining Implementing Partners.



Consultations on the Community Strategic Plan 2020–2030 in Saint Lucia, the first of four in-person national consultations

The consultations with Member States brought together stakeholders from the public, private, and not-for-profit sectors, including the youth, media, labour organisations, non-governmental and faith-based organisations. Consultations were also held with stakeholders in several sectors, including agriculture, education, health, ICT, services, and tourism.

The consultations sought to ensure inclusivity and stakeholder engagement to ensure that the major priorities of all the Implementing Partners form part of the revised/amended Issues Paper.

The consultations were also used to build awareness and sensitise Community stakeholders about the *I AM CARICOM* campaign. The campaign seeks to expand understanding of CARICOM and its impact on the lives of its people.

It highlights CARICOM's people, geography, institutions, governance structure, policies, and plans. Strategic initiatives have been developed which Member States and Associate Members will incorporate in their national *I AM CARICOM* sensitisation, education, and promotional activities.



Advancing the CARICOM Results-Based Management (RBM) System

Phase II of the CARICOM RBM System advanced significantly during the year with assistance from the World Bank. The Secretariat, in collaboration with the World Bank's Independent Evaluation Group (IEG), began work to support Member States and Regional Institutions in adopting RBM.

A pilot is underway in three Member States and three Regional Institutions to support their implementation of RBM. The Member States are Dominica, Jamaica, and Saint Lucia; the Regional Institutions are the Caribbean Examination Council (CXC), the CDF, and CARICOM IMPACS. The pilot will end in 2022, after which it will be rolled out in all the remaining Strategic Plan Implementing Partners.

The **CARICOM Monitoring, Evaluation, and Reporting (CARMES) Web Portal** was launched during the year. The Portal was developed, in 2019, with support from the EU under the 11th EDF. All the Implementing Partners have received training to use the Portal. Information from the Portal will be used to monitor progress and inform the development of results-focused annual reports.

Advancing Community Reform

During the year, the Reform Process focussed on the Review and Restructuring of the CARICOM Secretariat and the Review of the Community Institutions.

As regards **the Secretariat**, a review of the current state of the organisation's technical directorates was completed. Approximately thirty current state processes were documented and analysed to identify opportunities for improvement. These current state processes will be used to guide current and new employees to ensure there is a standardisation of approach within each department, thereby reducing errors and duplication. The information is also being used to develop data trackers, which can be incorporated in the RBM, and individual accountability measures.

With respect to the **Community Institutions**, a project implementation plan was completed and approved by Canada, which is providing support for the exercise. The process to engage a consultant to conduct the review will be undertaken in 2021.

CARICOM Committee of Ambassadors (CCA)

The CARICOM Committee of Ambassadors continued its important role in the governance of the Community. During the year, the Committee examined the matter of non-compliance by a Member State with respect to obligations arising from the Revised Treaty, from a decision of an Organ of the Community, or of Community Law as set down by the Caribbean Court of Justice (CCJ). To support the CCA's discussions, the Secretariat

prepared proposals to address the issue. The Committee agreed that Members would consult on the proposals and provide the Secretariat with written responses.

Also, the CCA considered amendments to the Secretariat's Staff Regulations to facilitate access to the new Caribbean Community Administrative Tribunal (CCAT). The Committee has recommended that the amended Regulations be forwarded to the Community Council for the approval.

Further, the CCA continued its review of the Audit Committee Charter to ensure compliance with the standards and guidelines of the Institute of Internal Auditors. Member States' submissions have been included in a revised draft of the Charter for consideration by the Audit Committee and thereafter, the Community Council.

In 2020, the CCA welcomed the two new Members from Haiti and Suriname.



Secretary-General and Ambassador Chairmé
Haakmat-Konigferander of **Suriname**



Secretary-General and
Ambassador Beausoleil Sam of **Haiti**

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 CCJ.

Information regarding the Agreements/Instruments signed/ratified in 2020 is provided on pages 54 to 56.

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

- ☞ The Matter of a Request for an Advisory Opinion by the Caribbean Community pursuant to Article 212 of the Revised Treaty of Chaguaramas and Rule 11.3(1) of the Caribbean Court of Justice (Original Jurisdiction) Rules 2019 [2020] CCJ 1, OJ

- ☞ Rock Hard Cement Limited And The State of Barbados And the Caribbean Community And Arawak Cement Company Limited [2020] CCJ 2 OJ
- ☞ The State of Belize And The State of Trinidad and Tobago And The Caribbean Community (matter ongoing)

In addition, the following MOUs were finalised and signed:

- ☞ Memorandum of Understanding between the Caribbean Community and the Government of the United Arab Emirates for the Establishment of a Consultation and Cooperation Mechanism (*Barbados, 19 February 2020*)
- ☞ Memorandum of Understanding between the Caribbean Community and the CARICOM Private Sector Organization Inc. (CPSO) concerning Cooperation towards the Full Implementation of the CARICOM Single Market and Economy (*3 December 2020*)

Agreements Signed/Ratified

The following Instruments were opened for signature prior to 2020 and were signed/ratified by Member States as indicated below.

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

Signed by: British Virgin Islands (18 February 2020)
Ratified by: St. Vincent and the Grenadines (4 August 2020)

Eleven Members have now signed the Agreement and **four** have now ratified it.

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

Ratified by: Saint Lucia (27 March 2020)
St. Vincent and the Grenadines (17 July 2020)
Dominica (17 August 2020)

Twelve Member States have signed the Agreement and **nine** have now ratified it.

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

Ratified by: St. Vincent and the Grenadines (4 September 2020)

Thirteen Member States have signed the Agreement and **three** have now ratified it.

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

Signed by: St. Vincent and the Grenadines (18 February 2020)
Dominica (19 February 2020)

Five Member States have now signed the Agreement and **two** have ratified it.

- ✍ **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: St. Vincent and the Grenadines (18 February 2020)
Dominica (19 February 2020)

Five Member States have now signed the Agreement.

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

Signed by: Dominica (*19 February 2020*)
Ratified by: Barbados (*19 February 2020*)
 St. Vincent and the Grenadines (*4 August 2020*)

Six Member States have now signed the Agreement and **two** have now ratified it.

- ☞ **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: Dominica (*19 February 2020*)

Six Member States have now signed the Agreement.

- ☞ **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*)

Ratified by: St. Vincent and the Grenadines (*4 August 2020*)

Twelve Member States have signed the Agreement and **five** have now ratified it.

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

Ratified by: Belize (*18 February 2020*)

Eleven Member States have signed the Agreement and **five** have now ratified it.

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

Signed by: British Virgin Islands (*18 February 2020*)
Ratified by: St. Vincent and the Grenadines (*4 August 2020*)

Fourteen Members have now signed the Agreement, **one** has now ratified it, and **one** has acceded to it.

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

Ratified by: Saint Lucia *(17 March 2020)*

Fourteen Member States have signed the Agreement and **eleven** have now ratified it.

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

Acceded to by: Belize *(18 February 2020)*

Seven Member States have signed the Agreement, **three** ratified it, and **three** have now acceded to it.

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

Acceded to by: St. Vincent and the Grenadines *(4 September 2020)*

Thirteen Member States have signed the Agreement, **eight** have ratified it, and **one** has now acceded to it.

- ☞ **Agreement Establishing the CARICOM Implementation Agency for Crime and Security (IMPACS)**, *(St. Kitts and Nevis, 6 July 2006)*

Acceded to by: Belize *(11 September 2020)*

Twelve Member States have signed the Agreement, **two** have ratified it, and **two** have now acceded to it.

- ☞ **Agreement Establishing the Regional Justice Protection Programme**, *(Port-of-Spain, Trinidad and Tobago, 6 July 1999)*

Acceded to by: St. Vincent and the Grenadines *(4 August 2020)*

Eight Member States have signed the Agreement, **four** have ratified it, and **one** has now acceded to it.

- ☞ **Second Protocol to the Trade and Economic Agreement between The Caribbean Community (CARICOM) and The Government of the Republic of Cuba**, *(Georgetown, Guyana, 9 November 2017)*

Ratified by: St. Vincent and the Grenadines *(4 August 2020)*

One Member State has now ratified it.

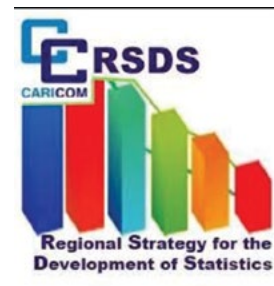


STATISTICS

*Supporting Data-Driven
and Evidence-Based
Decision-Making*

Regional Strategy for the Development of Statistics (RSDS)

A *Resource Mobilisation Strategy to support the implementation of the Regional Strategy for the Development of Statistics (RSDS)* was approved in November by the Standing Committee of Caribbean Statisticians (SCCS). The Resource Mobilisation Strategy was developed by the CARICOM Advisory Group on Statistics (AGS). In endorsing the RSDS, in 2018, Heads of Government had also approved the preparation of accompanying frameworks to support the Strategy: an implementation plan, a communication and advocacy strategy, a resource mobilisation strategy, and a monitoring and evaluation framework.



The Resource Mobilisation Strategy provides a regional mechanism to sustainably support the development of statistics from national, regional, and international sources, including in-kind resources.

The AGS commenced work on the Monitoring and Evaluation Framework during the year.

Work continued to implement the **RSDS** in 2020. This included:

- ✎ Developing new survey methods and data sources, including work on the Census as an integrated statistical system.
- ✎ Integrating Geographic Information Systems (GIS) in data dissemination, including on the COVID-19 pandemic and areas related to the economy.
- ✎ Developing an Integrated Statistical System for Administrative Registers (ISSAR) under the IDB-funded project *Support to Capacity-building in CARICOM*. The purpose of the ISSAR is to facilitate the exchange of data within the national statistical systems of countries from administrative sources to the National Statistical Offices to the regional/international level.
- ✎ Disseminating user-friendly publications, such as the *Special Topical bulletins on COVID-19*, through the use of the ArcGIS software application. The software was provided by the Environmental Systems Research Institute (ESRI).

Regional Strategy for the 2020 Round of Population and Housing Census

Work also continued to implement the Regional Census Strategy to support the conduct of the Census in Member States. The Regional Census Coordinating Committee (RCCC) met virtually during the year to monitor countries' preparedness, share best practices, and identify solutions to challenges.

The Census is the largest statistical exercise undertaken by a country and is normally held through face-to-face enumeration. The potential impact of COVID-19 on the face-to-face enumeration exercise led countries to postpone their Census, some to 2022.

Member States were provided with recommendations for the conduct of the Census in the era of COVID-19. They included the need to factor into the Census budget, use of computer-assisted telephone interviews, computer-assisted web interviews, and the use of PPE by interviewers.

In addition, work continued under the three components of the **IDB-funded project, Support to the Regionally Coordinated Census Strategy–Common Census Framework 2.0**. This project is being executed by the Secretariat. Achievements in 2020 under the project's three components are set out below.

Component I Development of a common framework for the conduct of computer-assisted personal interviewing (CAPI)

- ✎ Finalisation of an assessment report on countries' experiences in using CAPI for data collection activities.
- ✎ Submission of a first draft of the Project Management Framework for countries to use CAPI for data capture.
- ✎ Review of the first draft of the Project Management Framework and submission to countries for feedback and finalisation.

Component II Development of a Common Approach to census mapping

- ✎ Finalisation of the assessment report on the status of census mapping and GIS' in countries relative to their preparedness for the Census.
- ✎ Finalisation of the Census Mapping Manual and the conduct of a webinar to train countries to use the Manual.

Component III Development of a project management framework for census planning and execution

- ✎ Conduct of an assessment on the use of project management principles and models for the Generic Statistical Business Process Model (GSBPM) in Population and Housing Census. The GSBPM was developed by the UN Economic Commission for Europe (UNECE) and other international organisations.
- ✎ Submission of a first draft of the GSBPM-based project management framework for the Population and Housing Census in countries.

The **CDB-funded project on upgrading the Census e-Portal** commenced during the year. The Portal is a software application to disseminate census data. A consultant was engaged and, following discussions with staff of the Secretariat, the software application to upgrade the e-Portal was identified.

Statistical Advocacy

The Community observed the **twelfth annual Caribbean Statistics Day on 15 October**. This year's observance coincided with the third observance of the United Nations World Statistics Day on 20 October.



The theme for the 2020 Regional observance, *Connecting the World with Data We Can Trust*, borrowed from that of World Statistics Day.

In his message to mark the observance, the Secretary-General noted that, in the context of the COVID-19 pandemic, the year's theme was most relevant. He commended the statisticians in CARICOM, including those at the Secretariat, for their tremendous efforts in producing and disseminating high quality statistics. To maintain that trust, he stated, required the necessary investment in statistics to guide evidence-based decisions geared towards an improved quality of life of the peoples of the Region and the world.

Databases and Publications

Statistical publications in 2020 included National Accounts Digest, Vol I (2012–2018), Selected Economic Indicators (2010, 2014–2018), CARICOM Climate Change Statistics (2020), and Special Topic COVID-19 Bulletins.





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.

Supporting the Response to COVID-19

At the intra-CARIFORUM level, resources were shifted to support the region's COVID-19 response. The sum of €1.5 million was reallocated from one programme to provide Haiti with support, through PAHO. The sum of €3.5 million was reallocated from existing projects to the Private Sector Support Programme, implemented by Caribbean Export, to provide additional resources through the Agency's Direct Grant Scheme for small and medium enterprises (SMEs) in CARIFORUM. CARPHA and PAHO also were provided with resources to support their work in assisting CARIFORUM States with their COVID-19 response.

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

Given the COVID-19 pandemic, CARIFORUM's programmes, plans, and activities were refocused in some instances, and some activities rescheduled. Nevertheless, CARIFORUM–EU development cooperation continued to advance during 2020. Financing Agreements were finalised and signed for projects/programmes including:

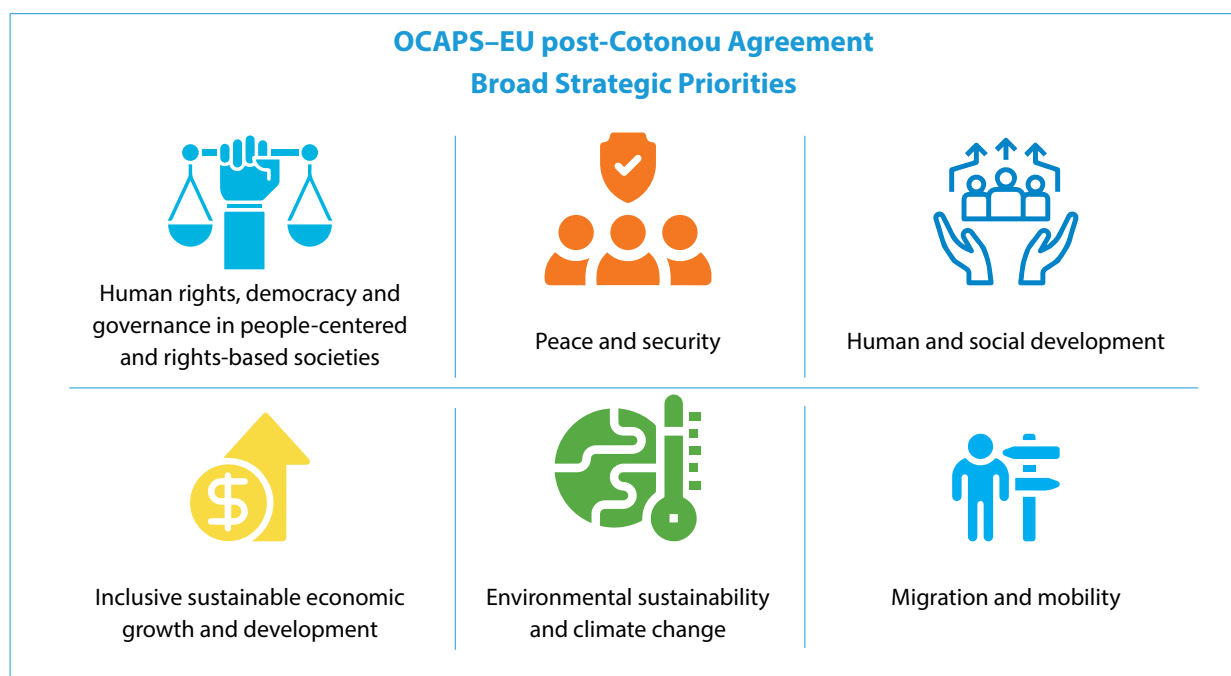
- ☞ *Strengthening climate-resilient health systems in the Caribbean (One Health Approach)*
- ☞ *Support to advance wider Caribbean cooperation*



Also, the implementation periods for some projects were extended to compensate for slowdowns, lockdowns, and other consequences of the pandemic. COVID-19 notwithstanding by the end of the year, all 11th EDF Caribbean Projects/Programmes, totaling €326 million, had been approved for financing.


Post-Cotonou Negotiations

CARIFORUM continued to actively participate in the Organisation of African, Caribbean and Pacific States (OACPS)–EU post-Cotonou negotiations during the year. There was particular emphasis on the Caribbean–EU Regional Protocol, which forms part of the Agreement. CARIFORUM played a leadership political role and provided the Deputy OACPS Chief Negotiator at the technical level. A final draft of the post-Cotonou Agreement was agreed to by the end of 2020. The Caribbean–EU Regional Protocol was also completed by the end of the year.



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

Significant efforts continued during the year to implement and reap the benefits of the CARIFORUM–EU EPA. These included training sessions in the following areas:

-  *The EU General Data Protection:* More than eighty CARIFORUM public and private sector representatives benefited from this training, including business support organisations, regional organisations, social partners, trade unions, and employers. Participants were better able to understand the impact of the EU's regulations on Caribbean companies and the public sector and the adjustments required to continue doing business with the EU.

- 🌀 *Best practices on intellectual property rights (IPRs), trademark classification and the Hague System.*
- 🌀 *Trade intelligence tools for SMEs export success.*

The CARIFORUM–EU EPA must be reviewed every five years, as per the terms of the Agreement. A review was due in 2020 but was postponed due to the pandemic. The review, which will address the implementation costs and benefits of the EPA, is scheduled to be completed in 2021. During the year, CARIFORUM and the EU identified their respective priorities for the review to determine its scope. Both Parties continued to undertake internal technical work and consultations to inform their inputs into the joint review.

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

Although a CARIFORUM–UK EPA was finalised and signed in 2019, it did not become operational in 2020 as the EU–UK negotiations on BREXIT had not been completed.

Notwithstanding, during the year work continued on arrangements to implement the Agreement. A Northern Ireland Protocol, which makes provisions for Northern Ireland's positions as part of the UK but sharing a border with Ireland, was completed between CARIFORUM States and the UK. In addition, the UK agreed to provide CARIFORUM with €5 million to support the implementation of the CARIFORUM–UK EPA. The EPA was formally notified to the WTO during the year, in keeping with global trading rules.



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; and supporting the work of the Organs and Bodies of the Community. In the process, the Secretariat works collaboratively with Member States (at the governmental and sectoral levels), Community Institutions, and development partners.

The Secretariat's Work Programme for 2020 was approved by the Community Council of Ministers in January and spanned all the areas highlighted in this Report. Highlights of some areas of the Secretariat's administrative operations for the year are set out below.

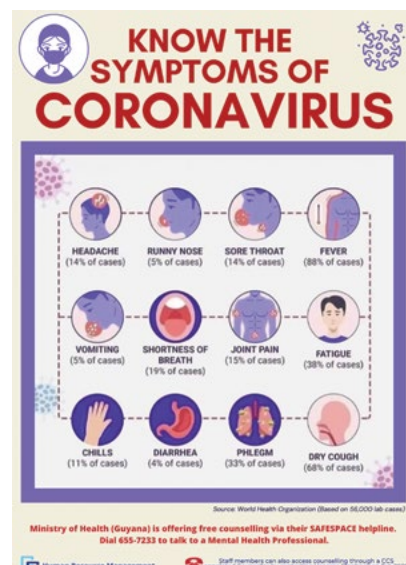
Human Resource Management (HRM)

With the onset of the pandemic, the Secretary-General established an **internal Secretariat COVID-19 Task Force** in March, under his chairmanship. The Task Force sought to ensure that the workplace operated in a manner that kept staff safe by minimising the risk of contracting or spreading the virus. The Task Force met regularly throughout the year to assess developments and make recommendations.

Measures were put in place taking into account human resource and health guidance as well as measures introduced in host countries Guyana, Barbados, and Jamaica.

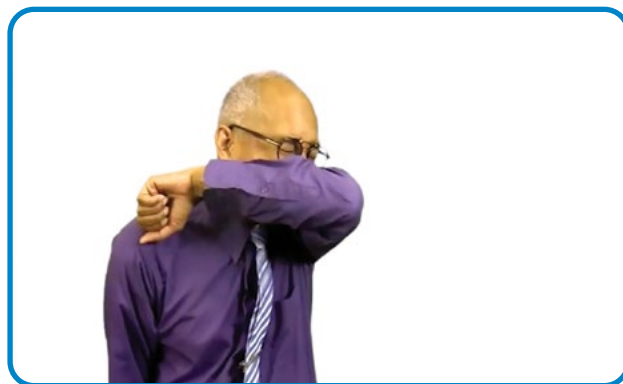
There was a skeleton staff at Headquarters, principally in the Office of the Secretary-General, the Corporate Service areas (including Administrative Services, Finance, Human Resource Management (HRM), Information Technology (IT) and Procurement), and the Customs and Trade Policy department. All other staff worked remotely from home, where feasible. The Secretariat instituted sanitisation, mask-wearing, and social distancing policies. Meetings were also conducted virtually from the end of March.

In addition, the Secretariat made arrangements with psychologists in Guyana, Barbados, and Jamaica to provide counselling support to staff if and when required, especially for those who may need to be in quarantine or isolation.





▶ CCS COVID-19 Personal Hygiene Measures (Video)



▶ Protect Protect Yourself and Others from COVID-19 (Video)

The HRM department deepened communication with staff who were kept informed and abreast of information and developments. Emergency contact information for HRM staff was circulated. The Communications Unit produced public education products for staff, promoting social distancing, hand-washing, and mask-wearing protocols.

A **new HRM Strategy** was implemented during the year. The Strategy was adopted by the Secretariat's Executive Management in November 2019. The new HRM Strategy, *Beyond HRM*, seeks to partner with employees at all levels to create a nurturing, empowering, and productive work environment that redefines employment at the Secretariat as a *Call to Serve*. *Beyond HRM* comprehensively addresses employee issues, employing the three theoretical models of leadership, talent management, and employee engagement.

Also during the year, some 200 staff benefitted from training in areas including the conduct of effective online meetings. In addition, thirteen persons participated in the Spanish-language training programme facilitated by the Government of Chile.



Conference Services

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

With the onset of the pandemic, no in-person meetings were held from the end of March. Also, while meetings involving Heads of Government and Ministers increased using online platforms, those at the technical level reduced. Approximately 128 meetings were serviced in 2020, predominantly using online platforms.



Information Technology (IT)

Given COVID-19 restrictions, the Secretariat expanded its focus on online conferencing services to support increased virtual meetings and events.

In addition, the Secretariat upgraded its website, including implementation of enhanced site security and search capabilities. Sub-sites were also developed for the CSME and the CCAT on the caricom.org website.



Exhibitions and Tours

During the first quarter of the year, before the onset of the pandemic, the Secretariat mounted several exhibitions highlighting issues and/or milestones. These included information about reparations, Girls In ICT, and International Women's Day.

School tours were suspended during the year due to the pandemic.



Deputy Secretary-General Manorma Soeknandan addresses the International Women's Day event at the Secretariat



Assistant Secretary-General for Human and Social Development, Douglas Slater, addresses a reparations panel discussion at the Secretariat in February



Internal Audit

The pandemic affected the delivery of audit services during the year as only sixty-two per cent of planned activities were completed. Within the Secretariat, audits were undertaken in the areas of HRM, finance, information and records management, and project management.

In-person audits of four Regional Institutions had been planned but were postponed due to COVID-19 restrictions.

The five-year term for the Secretariat's current external auditors expired in December and TORs were prepared to commence the tender process for new auditors. The process is expected to be completed in 2021.

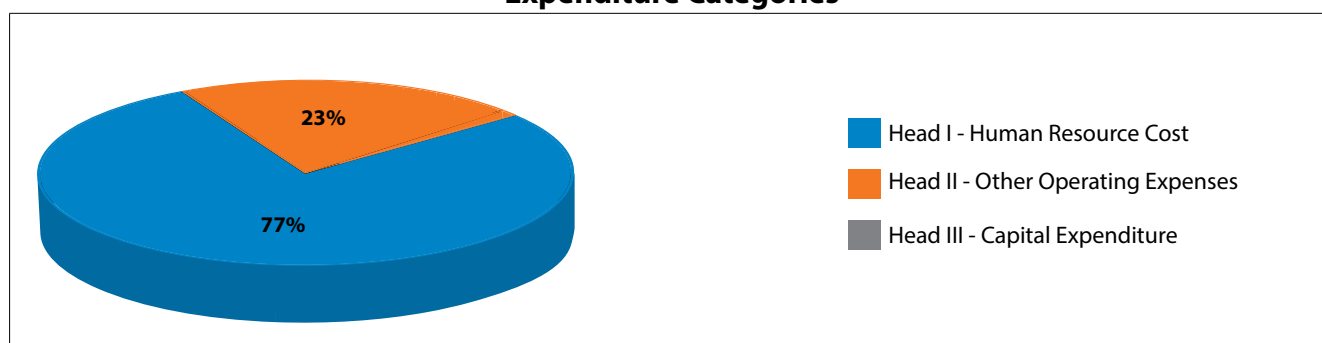


Finance and Budget

In 2020, the Community Council approved a Budget of **EC\$58,511,539** for the CARICOM Secretariat funded by Member States contributions as set out below.

Member State	HQ 2020 Amount EC\$	HQ %	OTN 2020 Amount EC\$	OTN %	Total 2020 Amount EC\$
Anguilla	59,244	0.11	-	-	59,244
Antigua & Barbuda	775,544	1.44	69,339	1.49	844,893
Barbados	4,223,231	7.86	377,875	8.12	4,611,106
Belize	1,211,803	2.25	107,964	2.32	1,319,767
Bermuda	538,579	1.00	-	-	538,579
British Virgin Islands	414,706	0.77	-	-	414,706
Cayman Islands	538,579	1.00	-	-	538,579
Dominica	425,477	0.79	38,160	0.82	463,637
Grenada	775,554	1.44	69,339	1.49	844,893
Guyana	3,770,053	7.00	336,458	7.23	4,106,511
Haiti	3,231,474	6.00	288,525	6.20	3,520,000
Jamaica	12,468,104	23.15	1,113,150	23.92	13,581,254
Montserrat	59,244	0.11	-	-	59,244
Saint Kitts & Nevis	775,554	1.44	69,339	1.49	844,893
Saint Lucia	775,554	1.44	69,339	1.49	844,893
St. Vincent & The Grenadines	775,554	1.44	69,339	1.49	844,893
Suriname	3,770,053	7.00	336,458	7.23	4,106,511
The Bahamas	6,155,958	11.43	549,595	11.81	6,705,553
Trinidad & Tobago	12,990,526	24.12	1,158,756	24.90	14,149,282
Turks & Caicos Islands	113,102	0.21	-	-	113,102
Total	53,857,902	100.00	4,653,637	100.00	58,511,539

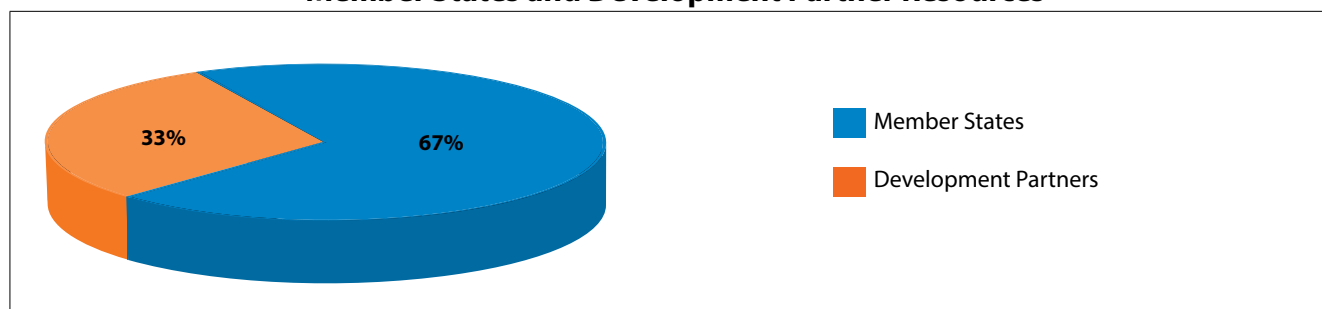
2020 Approved Budget Expenditure Categories



The Secretariat also received other income of **EC\$518,323** (such as from management fees on projects funded by development partners, interest, and gains on the disposal of assets).

Additionally, the Secretariat received **EC\$12,414,882 (US\$4,569,503)** from development partners.

2020 Approved Budget Member States and Development Partner Resources



Actual expenditure of Member States' resources amounted to **EC\$46,770,566 in 2020**.

The table below provides a summary of approved and actual expenditure funded from Member States' contributions.

Approved and Actual Expenditure of Member States' Resources

Expenditure Categories	2020	
	Approved Budget EC\$	Actual Expenditure EC\$
Head I - Human Resource Costs	45,109,752	38,858,394
Head II - Other Operating Expenses	13,269,202	7,746,113
Head III - Capital Expenditure	132,585	166,059
Total	58,511,539	46,770,566

With respect to funding from development partners, the sum of **EC\$9,890,493 (US\$3,640,360)** was expended.

The following development partners contributed to the work of the Secretariat in 2020:

- ☞ Caribbean Development Bank
- ☞ Department of Foreign Affairs and Trade and Development of Canada
- ☞ European Union
- ☞ Food and Agriculture Organisation of the United Nations
- ☞ Global Fund
- ☞ Government of Japan
- ☞ Government of Spain
- ☞ Inter-American Development Bank
- ☞ Joint United Nations Programme on HIV/AIDS
- ☞ United Nations Environment Programme
- ☞ United States Agency for International Development

The Secretariat received an unqualified opinion on its Financial Statements for 2020 from the External Auditors.





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
- (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 on [page 61](#).

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

Past Secretaries-General of CARICOM¹

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

The Caribbean Community (CARICOM) Secretariat

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

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

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

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

- (a) 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
- (b) Prepare the draft budget of the Community for examination by the Budget Committee
- (c) Provide, on request, technical assistance to national authorities to facilitate implementation of Community decisions
- (d) Conduct, as mandated, fact-finding assignments in the Member States
- (e) Initiate or develop proposals for consideration and decision by competent Organs to achieve Community objectives

Structure of the CARICOM Secretariat

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

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

Institutions and Associate Institutions of the Community

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

COMMUNITY INSTITUTIONS

CAHFSA	Caribbean Agricultural Health and Food Safety Agency	<i>As per Decision of the Twenty-First Inter-Sessional Meeting of the Conference of Heads of Government (March 2010, Dominica)</i>
CARDI	Caribbean Agricultural Research and Development Institute	<i>As per Article 21 of the Revised Treaty</i>
CARICAD	Caribbean Centre for Development Administration	<i>As per Article 21 of the Revised Treaty</i>
CARPHA	Caribbean Public Health Agency	<i>As per Decision of the Twenty-First Inter-Sessional Meeting of the Conference of Heads of Government (March 2010, Dominica)</i>
CASSOS	Caribbean Aviation Safety and Security Oversight System	<i>As per Decision of the Twenty-Ninth Regular Meeting of the Conference of Heads of Government (July 2008, Antigua and Barbuda)</i>

CCC	CARICOM Competition Commission	<i>As per Articles 171-174 of the Revised Treaty</i>
CCCCC	Caribbean Community Climate Change Centre	<i>As per Decision of the Thirteenth Inter-Sessional Meeting of the Conference of Heads of Government (February 2002, Belize)</i>
CCREEE	Caribbean Centre for Renewable Energy and Energy Efficiency	<i>As per decision of the Thirty-Sixth Regular Meeting of the Conference of Heads of Government (July 2015, Barbados)</i>
CDEMA	Caribbean Disaster Emergency Management Agency	<i>As per Article 21 of the Revised Treaty (Formerly CDERA)</i>
CARICOM IMPACS	CARICOM Implementation Agency for Crime and Security	<i>As per Decision of the Twenty-Sixth Regular Meeting of the Conference of Heads of Government (July 2005, Saint Lucia)</i>
CDF	CARICOM Development Fund	<i>As per Article 158 of the Revised Treaty and the Agreement Relating to the Operations of the CDF signed in July 2008</i>
CIMH	Caribbean Institute for Meteorology and Hydrology	<i>As per Article 21 of the Revised Treaty (Formerly CMI)</i>
CMO	Caribbean Meteorological Organisation	<i>As per Article 21 of the Revised Treaty</i>
CRFM	Caribbean Regional Fisheries Mechanism	<i>As per Decision of the Twenty-Fourth Regular Meeting of the Conference of Heads of Government (July 2003, Jamaica)</i>
CROSQ	CARICOM Regional Organisation for Standards and Quality	<i>As per Article 67 of the Revised Treaty and the Agreement Establishing CROSQ</i>
CTU	Caribbean Telecommunications Union	<i>Formalised by Decision of the Thirty-Fourth Regular Meeting of the Conference of Heads of Government (July 2013, Trinidad and Tobago)</i>
CXC	Caribbean Examinations Council	<i>Formalised by Decision of the Twentieth Inter-Sessional Meeting of the Conference of Heads of Government (March 2009, Belize)</i>
CCJ	Caribbean Court of Justice	<i>Pursuant to Article 211 of the Revised Treaty and the Agreement establishing the CCJ.</i>

ASSOCIATE INSTITUTIONS

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

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

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



Appendix II Acronyms

ACMF	American Caribbean Maritime Foundation
ACP	African, Caribbean, and Pacific Group of States
ACS	Association of Caribbean States
AGS	Advisory Group on Statistics
AMC	Advance Market Commitment
AMSP	Africa Medical Supplies Platform
AOSIS	Alliance of Small Island States
AU	African Union
BREXIT	Withdrawal of the United Kingdom from the European Union
BVI	British Virgin Islands
CACFNS	CARICOM Action Committee on Food and Nutrition Security
CAHFSA	Caribbean Agricultural Health and Food Safety Agency
CAL	Caribbean Airlines
CANTA	Caribbean Association of National Training Authorities
CAPI	Computer-Assisted Personal Interviewing
CARDI	Caribbean Agriculture Research and Development Institute
CARIBBEAN EXPORT	Caribbean Export Development Agency
CARICAD	Caribbean Centre for Development Administration
CARICOM	Caribbean Community
CARICOM IMPACS	CARICOM Implementation Agency for Crime and Security
CARIFORUM	Caribbean Forum of African, Caribbean and Pacific States
CARIFESTA	Caribbean Festival of Arts
CARMES	CARICOM Monitoring, Evaluation, and Reporting
CARPHA	Caribbean Public Health Agency
CASSOS	Caribbean Aviation Safety and Security Oversight System
CBSI	Caribbean Basin Security Initiative
CBTPA	Caribbean Basin Trade Partnership Act
CBU	Caribbean Broadcasting Union
CCA	CARICOM Committee of Ambassadors
CCAT	Caribbean Community Administrative Tribunal
CCC	CARICOM Competition Commission
CCCCC	Caribbean Community Climate Change Centre

CCH	Caribbean Cooperation in Health
CCJ	Caribbean Court of Justice
CCL	Caribbean Congress of Labour
CCREEE	Caribbean Centre for Renewable Energy and Energy Efficiency
CDB	Caribbean Development Bank
CDEMA	Caribbean Disaster Emergency Management Agency
CDF	CARICOM Development Fund
CEC	Caribbean Employers Confederation
CEM	CARICOM Energy Month
CEOM	CARICOM Elections Observation Mission
CERT	Caribbean Economic Recovery and Transformation
CET	Common External Tariff
CHTA	Caribbean Hotel and Tourism Association
CIIF	Cultural and Creatives Industries Innovation Fund
CIMH	Caribbean Institute for Meteorology and Hydrology
CLE	Council of Legal Education
CLI/CLIC	Caribbean Law Institute/Caribbean Law Institute Centre
CMO	Caribbean Meteorological Organisation
CMO	Chief Medical Officer
COFCOR	Council for Foreign and Community Relations
COFAP	Council for Finance and Planning
COHSOD	Council for Human and Social Development
CONSLE	Council for National Security and Law Enforcement
COP	(United Nations) Conference of the Parties
COTED	Council for Trade and Economic Development
CPPNB	Community Public Procurement Notice Board
CRC	CARICOM Reparations Commission
CRFM	Caribbean Regional Fisheries Mechanism
CRIP	Caribbean Regional Indicative Programme
CROSQ	CARICOM Regional Organisation for Standards and Quality
CSM	CARICOM Single Market
CSME	CARICOM Single Market and Economy
CSO	Civil Society Organisation
CTO	Caribbean Tourism Organisation
CTU	Caribbean Telecommunications Union
CWD	Caribbean Wellness Day
CXC	Caribbean Examinations Council

CYA	CARICOM Youth Ambassador
CYAP	CARICOM Youth Ambassador Programme
CYDAP	CARICOM Youth Development Action Plan
ECCB	Eastern Caribbean Central Bank
ECLAC	Economic Commission for Latin America and the Caribbean
EDF	European Development Fund
EPA	Economic Partnership Agreement
ESRI	Environmental Systems Research Institute
EU	European Union
FAO	Food and Agriculture Organisation of the United Nations
FATF	Financial Action Task Force
GDP	Gross Domestic Product
GECOM	Guyana Election Commission
GIS	Geographic Information System
GSBPM	Generic Statistical Business Process Model
HIMIC	Highly Indebted Middle-Income Country
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HFLE	Health and Family Life Education
HRD	Human Resource Development
HRM	Human Resource Management
ICT	Information and Communication Technologies
IDB	Inter-American Development Bank
IEG	Independent Evaluation Group
IFAD	International Fund for Agricultural Development
IFD	Interim Festival Directorate
IGWG	Inter-Governmental Working Group
IICA	Inter-American Institute for Cooperation on Agriculture
IMF	International Monetary Fund
IPR	Intellectual Property Rights
ISSAR	Integrated Statistical System for Administrative Registers
IT	Information Technology
ITWG	Interim Tourism Working Group

JET	Joint Education Trust
LAC	Latin America and the Caribbean
LAC	Legal Affairs Committee
LIAT	Leeward Islands Air Transport
MASA	Multilateral Air Services Agreement
MOU	Memorandum of Understanding
NCD	Non-Communicable Disease
NDC	Nationally Determined Contribution
NTB	Non-tariff Barrier
OAS	Organisation of American States
OCAPS	Organisation of African, Caribbean and Pacific States
ODA	Official Development Assistance
OECS	Organisation of Eastern Caribbean States
OIE	World Organisation for Animal Health
OIRSA	International Regional Organisation for Agricultural Health
PAHO	Pan American Health Organisation
PANCAP	Pan Caribbean Partnership Against HIV/AIDS
PCU	PANCAP Coordinating Unit
PMSC	Prime Ministerial Sub-Committee-
PPE	Personal Protective Equipment
QAQC	Quality Assessment and Quality Control
RBM	Results-based Management
RCC	Regional Cultural Commission
RCCC	Regional Census Coordinating Committee
RNPO	Regional Network of Planning Officers
RSDS	Regional Strategy for the Development of Statistics
RSS	Regional Security System
SDR	Special Drawing Rights
SICA	Central American Integration System

SIDS	Small Island Developing States
SME	Small and Medium Enterprises
SPS	Sanitary and Phytosanitary
TAPSEC	Technical Assistance Programme for Sustainable Energy in the Caribbean
TCI	Turks and Caicos Islands
TOR	Terms of Reference
TVET	Technical and Vocational Education and Training
TWG	Technical Working Group
UAE	United Arab Emirates
UG	University of Guyana
UK	United Kingdom
UN	United Nations
UNAIDS	Joint United Nations Programme on AIDS/HIV
UNCLOS	United Nations Convention on the Law of the Sea
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific, and Cultural Organisation
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USA	United States of America
USAID	United States Agency for International Development
UVI	Universal Vulnerability Index
UWI	University of the West Indies
WFP	World Food Programme
WHO	World Health Organisation
WTO	World Trade Organisation



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