

The background of the cover is a collage of images related to CARICOM activities. At the top, there is a circular inset showing a group of women in white and red sashes dancing. Below this, another circular inset shows a group of people in blue and yellow shirts. On the left, a woman in a white top holds a book titled 'CARICOM Our Caribbean Community'. On the right, a man in a black shirt and glasses is speaking. At the bottom, a man in a light blue shirt is working on a laptop, and another man in a light blue shirt is speaking into a microphone at a conference table.

ANNUAL REPORT
OF THE SECRETARY-GENERAL
2012



ANNUAL REPORT

OF THE SECRETARY-GENERAL

2012

CARIBBEAN COMMUNITY SECRETARIAT

Guyana

2018

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CONTENTS

Letter of Transmittal	iii
Introduction	v
Section I – Reform Process in CARICOM	1
Section II - Trade and Economic Integration	4
✎ Responses to Global Economic and Financial Developments	5
✎ CARICOM Single Market and Economy (CSME)	5
✎ Agriculture	8
✎ Services	9
✎ Transportation	9
✎ Energy	10
✎ Information and Communications Technology for Development (ICT4D)	11
✎ External Trade	13
Section III - Human and Social Development	14
✎ Youth	15
✎ Children	16
✎ Culture	18
✎ Health	18
✎ Pan Caribbean Partnership Against HIV and AIDS (PANCAP)	20
✎ Gender	21
✎ Education	22
✎ Sports	22
✎ Environment and Sustainable Development	24
✎ Climate Change	25
Section IV - Security	26
Section V - Foreign and Community Relations	28
✎ Community Relations	29
✎ Relations with Regions, Third States, Groups of States, Regional and International Organisations	30
Section VI - Statistics	39
Section VII - Agreements Signed/Ratified	42

Section VIII - Operations of the CARICOM Secretariat	44
🌀 Human Resource Management	45
🌀 Building Capacity in Member States	46
🌀 Audit	46
🌀 Conference Services	46
🌀 Administrative Services	46
🌀 Information Technology Support	47
🌀 Documentation Services	47
🌀 Exhibitions and Tours	47
🌀 Strategic Planning, Monitoring and Evaluation	48
🌀 Finance and Budget	48
<hr/>	
Section IX - Appendices	51
🌀 I - The Caribbean Community (CARICOM)	52
🌀 II - Acronyms	59



Caribbean Community

July 2013

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 2012, in accordance with Article 23 paragraph 3 of the Revised Treaty establishing the Caribbean Community including the CARICOM Single Market and Economy.

A handwritten signature in black ink, which appears to read 'Irwin Laroque', is written in a cursive style.

IRWIN LAROCQUE
SECRETARY-GENERAL



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

INTRODUCTION

The year 2012 marked the advent of an era of change in the Caribbean Community (CARICOM).

In major meetings and interactions over the year, Heads of Government unequivocally restated their commitment to regional integration, but recognised the need for change and reform. They committed to pragmatic action to deepen the integration movement with emphasis on putting people at its centre.

In considering the recommendations for the restructuring of the CARICOM Secretariat at their Inter-Sessional Meeting in March in Suriname, Heads of Government recognised the need to set that restructuring effort in the context of the future direction of the Community and the arrangements for carrying it forward.

In that context, they mandated me to begin the process of reform and change through the recruitment of a change facilitator to support me in that exercise. The process of reform will be comprehensive, phased, and will include the preparation of the first ever Strategic Plan for the Community as well as a restructured Secretariat, guided by the Plan.

The Reform Process is seeking to bring about Change within the Community. This involves moving from the state where the efficacy of regional integration in the Community was frequently questioned and its impact and value not readily apparent, to one where targeted results for the benefit of the people of the



Secretary-General Ambassador LaRocque with Youth Ambassadors at the CARICOM Secretariat

Region could be planned, monitored, measured and so seen and appreciated by the population. The Reform Process is designed to facilitate the structured, effective implementation of the transformation of the Community and its Secretariat, in alignment with an agreed Community strategic thrust for the benefit of the people.

Following a positive response from the UK Government to my request for support, I engaged a Change Facilitation Team (CFT) in November and the work has commenced.

In 2012 also, the Secretariat increased its social media presence as part of its outreach. It was an absolute pleasure for me to exchange views with our youth via live stream on social media last November with an audience that reached 9,000. I am

committed to making youth development a priority during my tenure. It is important to integrate youth in all Community activities to harness their potential and to empower them to realise their dreams and aspirations.

In addition to meetings with Heads of Government during my visits to Belize, Jamaica, and Trinidad and Tobago during the year, I took the opportunity to engage with the youths in these Member States as well as the private sector, civil society, and the media, all of whom are important stakeholders in our integration process.

The support of all stakeholders is critical to the success of our Community endeavours, in particular the CARICOM Single Market and Economy (CSME).



His Excellency Desiré Bouterse, President of Suriname and Chair of CARICOM and His Excellency Michel Martelly, President of Haiti have a chat as members of the Bureau arrive in Haiti for discussions in February. In addition to the President of Suriname, other Bureau Members in the photo are Hon. Dr Denzil Douglas, Prime Minister of St. Kitts and Nevis, and Hon. Phillip Pierre, Deputy Prime Minister of Saint Lucia representing his Prime Minister. Also arriving with the Bureau is Secretary-General Ambassador Irwin LaRocque

In February, Heads of Government reviewed the status of implementation of the CSME based on a study commissioned by the Secretariat. The study found that the five Regimes - free movement of skills; free trade in goods; free movement of services; movement of capital; and right to establishment - were functioning, but not at the level of effectiveness contemplated by the Community. Our leaders have recommitted to ensuring the achievement of the CSME's original objectives.

As Haiti continues to recover from the effects of the earthquake of 2010, there have been significant after-effects including an outbreak of cholera. The Community partnered with the International Organisation for Migration (IOM) and Radio Boukman, a community radio station styled "the voice of Cité Soleil", in the fight against cholera.

We also joined with other regional and international organisations in the Regional Coalition on Water and Sanitation for the Elimination of Cholera in Haiti and the Dominican Republic. The Coalition brings together the necessary technical expertise, raises new funds and mobilises previously committed pledges.

In furthering our international outreach and strengthening existing relations, Heads of Government met with their counterparts from Canada, Mexico, and the United States of America during the year. I also paid an official visit to South Korea in late July which coincided with the Second High-Level Forum between the Caribbean and South Korea and observance of CARICOM Day at Expo 2012 held in that country.

The Bahamas, Belize and Bermuda held general elections during the year. The Rt. Hon. Perry Christie led the Progressive Liberal Party (PLP) to victory replacing the Rt. Hon. Hubert Ingraham as Prime Minister. In Belize, Hon. Dean Barrow led his United Democratic Party (UDP) to another term of office. In Bermuda, Hon. Craig Cannonier and his One Bermuda Alliance (OBA) defeated the incumbent Progressive Labour Party (PLP) led by the Hon. Paula Cox. I welcome these Heads of Government to the Conference of Heads of Government of CARICOM, the Principal Organ of the Community.

The Community honoured a regional stalwart at the Thirty-Third Regular Meeting of Heads of Government in July with the conferral of the Order of the Caribbean Community (OCC) on Mr Kamaluddin Mohammed, a national of Trinidad and Tobago. I extend once again hearty congratulations to the

Hon. Kamaluddin Mohammed, OCC, known as Mr CARIFTA, for having played a leading role in laying the foundation for the Community's social, trade and economic cooperation structures, including the Single Market.

The coming year is one of special importance to the Region since it will mark the 40th anniversary of the birth of the Caribbean Community. Special activities befitting such a milestone and emphasising a future built on the solid foundation of integration will be held across the Community.

In 2013, the focus will be squarely on the development of the Community Strategic Plan; beginning the process of reforming the Secretariat; continuation of Community outreach; human and social development; and advancing the CSME.



Section I
**REFORM
PROCESS
IN CARICOM**

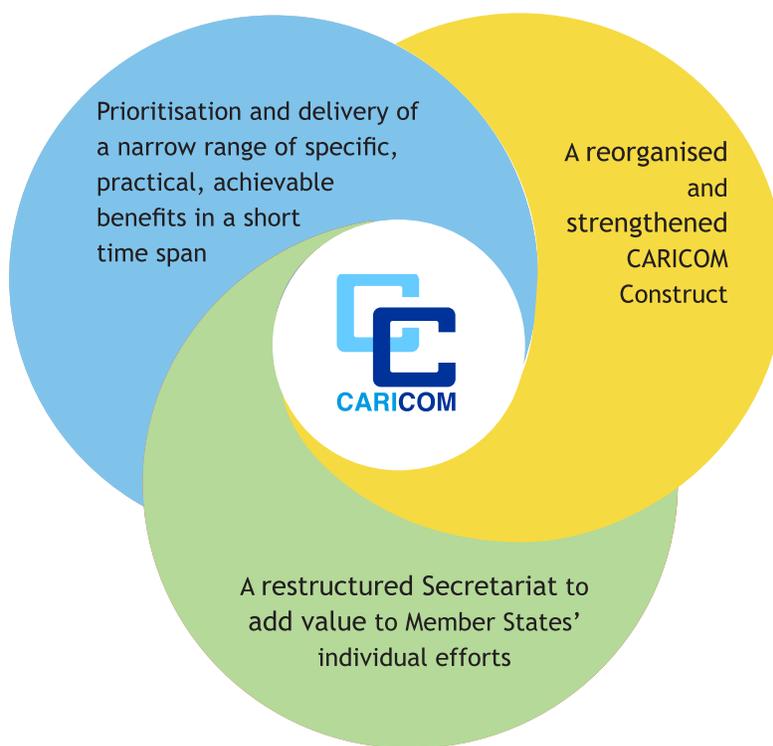


In March Heads of Government received the Report on the Review of the Secretariat carried out by independent consultants, Landell Mills Ltd. The review had been commissioned in 2010. The Report outlined a three-step approach to CARICOM's reform and restructuring process, namely:

- (i) Prioritisation with the full and unequivocal support of Member States and the delivery of a narrow range of specific, practical achievable benefits over a reasonably short time horizon;

- (ii) Reorganisation and strengthening of the CARICOM construct, including the Secretariat and Regional Institutions, to focus on the management of implementation; and
- (iii) A fundamental restructuring of the Secretariat to add value to what Member States can do individually.

Proposed Three-step Approach to CARICOM's Reform and Restructuring



Heads of Government considered in-depth, the recommendations of the Report as well as recommendations on it by the Community Council. They recognised that any change to the role and function of the Secretariat must be conducted within a broader reform process of the Community. In this regard, they mandated the Secretary-General to recruit a Change Facilitator to support him in elaborating the process of reform and change within the Community.

With financial support from the UK Government, through its Department for International Development (DFID), in November, the Secretary-General engaged the services of a Change Facilitation Team (CFT) - Dr Gwendoline Williams and Associates of Trinidad and Tobago - to assist him. The CFT will have two major areas of focus:

- (i) Drafting a five-year Strategic Plan for the Community; and
- (ii) Developing a reformed Secretariat with strategic focus and strengthened corporate functions guided by the approved Community

Strategic Plan which clearly defines the role and function of the Secretariat.

The Secretary-General has approved the Team's Work Plan and introductory/familiarisation sessions have started.



His Excellency Desiré Bouterse, President of the Republic of Suriname and Chair of CARICOM arrives for the opening of the Twenty-Fourth Inter-Sessional Meeting of the Conference of Heads of Government held in Suriname in March



Heads of Government, the President of Chile and the Secretary-General at the Twenty-Fourth Inter-Sessional Meeting of the Conference



Section II
**TRADE AND
ECONOMIC
INTEGRATION**



In 2012 there was increased focus on:

- ✎ consolidating the gains from the integration of national markets into the CARICOM Single Market;
- ✎ strategies to move the Region's trade agenda forward; and
- ✎ instituting measures to counter the effects on the continuing global economic and financial crises. The impact of rising prices of fuel and commodities on the Region's economies was given equal focus.

Responses to Global Economic and Financial Developments

Heads of Government at their Regular Summit in July, considered the performance of CARICOM economies in the context of the global economic crisis, unstable recovery and projections for the immediate future. They also examined developments in the financial markets which had implications for the Region and for the economies which were major markets for CARICOM goods and services.

Conscious that global financial and economic developments were compounding problems already existing in the Region, Heads of Government agreed to re-examine policy approaches and to review fiscal policy. The aim is to achieve a balance between taxation and expenditure to more adequately support economic growth and development.

They identified some sectors of the economy, including tourism, agriculture and construction, that offered prospects for early resuscitation of economic growth. They reiterated their conviction that regional integration had all the possibilities for supporting competitive production and production

integration and that particular attention needed to be given to Caribbean convergence in our development strategy.

They agreed on the need to develop a Caribbean Investment Programme (CIP) to support efforts at stabilisation and growth as well as competitive production. They called on the Caribbean Development Bank (CDB) to so structure its lending products and processes to assist the thrust for growth and development. They also signalled their intent to engage the multi-lateral financial institutions in the effort to buttress Member States against external shocks.

CARICOM Single Market and Economy (CSME)

In January, the findings of three-year studies on the CSME were released. The studies were conducted under the CARICOM Trade and Competitiveness Project (CTCP), supported by the Government of Canada. The CTCP is designed to help create capabilities within Member States to deliver the rights conferred under CARICOM agreements and to further enhance the effectiveness of the CSME.

The studies revealed that five core CSME regimes - free movement of skills, free movement of goods, free movement of services, movement of capital and right of establishment - were functioning at an average of 64% compliance. Compliance was highest under the free movement of goods regime, at 80%. It was followed by the movement of capital regime, at 72%; the free movement of skills regime, at 66%; right of establishment, at 64%; and free movement of services, at 37%.

The compliance percentages were based on an analysis of the legal, institutional, and administrative arrangements of the regimes.



Heads of Government at their Thirty-Third Regular Meeting in Saint Lucia in July

At their Summit in July, Heads of Government reviewed the main findings of these studies as part of an assessment of the CSME implementation. They considered the actions required to consolidate the gains already realised and recommitted to achieving the original objectives of the CSME, with emphasis on:

- ☞ Expansion of the categories of skilled Community nationals, including the introduction of additional categories;
- ☞ Adherence by all Member States to the decisions that make CARICOM nationals welcome in other Member States. These include the automatic grant of a period of six months upon entering a Member State, subject to security exceptions;
- ☞ Creating the environment for competitive production;
- ☞ Making key institutions more effective; and
- ☞ Acceptance of the principle that Member States able to proceed with integration at a faster rate should be allowed to do so, provided that the door is always left open for other Member States to join when they are able.

During the year, some key operators within the CSME benefitted from training to enhance their capacities and facilitate a better operating CSME. These included:

- ✎ Immigration Officers in Antigua and Barbuda, Barbados, Jamaica, Suriname, and Trinidad and Tobago. The focus was on improving the treatment of nationals at ports of entry in the Region. The training sessions, financed under the 9th European Development Fund (EDF), followed a decision of the Council for Trade and Economic Development (COTED) in November 2011 for comprehensive training for border control staff to improve the facilitation of travel under the Free Movement Regime;
- ✎ Accreditation Councils which were provided with attachments and workshops for senior staff and peer review evaluators of National Accreditation Councils. This exercise is expected to continue for the next few years; and
- ✎ More than one hundred and forty individuals from seven Standards Bureaux who were trained in Quality Management System, ISO9001, and three Bureaux which benefited from attachments. In addition, equipment valued at more than EC\$2M was provided to these National Bureaux.

Also, the Secretariat conducted public information drives to sensitise ministries of trade, chambers of commerce, bureaux of statistics, traders, customs brokers and other stakeholders on the operation of the Common External Tariff (CET), Rules of Origins and other aspects of the CSME.

One of the studies completed in 2012 on the CSME focussed on the customs dimension and the economic and fiscal aspects of the Free Circulation of Goods.

The Free Circulation of Goods ensures that goods originating in Member States or those that were imported and had paid all customs charges in a Member State, may move freely within the Community without attracting any further duties. The study provided recommendations and draft legal instruments for the introduction of a Protocol on the Free Circulation of Goods in the Community.

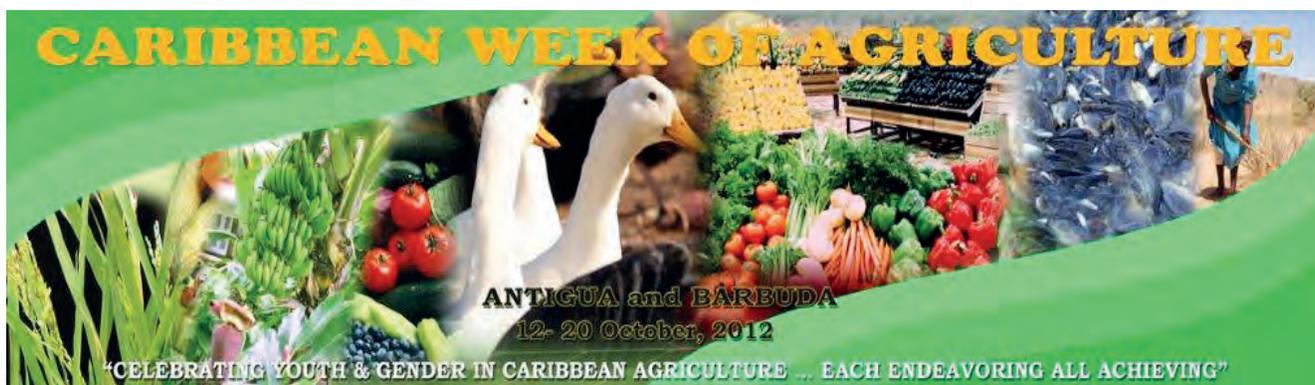
In December, the COTED established a Special Working Group comprising representatives from Customs Administrations and Ministries of Finance and Trade to consider the findings and recommendations of the study and to craft the way forward.

In the interest of consumer safety, the CARICOM Rapid Alert System for Exchange of Information on Dangerous Consumer (Non-Food) Goods, (CARREX) was launched in March. CARREX is an on-line portal that allows consumers in fourteen Member States (all except The Bahamas) to alert authorities about dangerous non-food products. These include motor vehicles, electrical items, toys and a range of other products used by the more than thirteen million consumers in these Member States.



<https://carrex.caricom.org>

As part of the System, National Contact Points were created in the participating Member States. Consumers in any of the participating countries can alert their national contact point about a product that has caused harm or poses a safety hazard.



Agriculture

At the annual Caribbean Week of Agriculture (CWA) held in October in Antigua and Barbuda, there was a chorus of calls for coordinated efforts to firmly tackle the huge food import bill and ensure food security in the Region.

During that week, at a Special Meeting of the COTED, Agriculture Ministers approved the Regional Agribusiness Strategy. The Strategy was prepared in response to the calls by Heads of Government for the Region’s agriculture to become more business oriented. In keeping with the Revised Treaty of Chaguaramas, the Strategy also speaks to the fundamental transformation of the agricultural sector towards market-oriented, internationally competitive and environmentally sound production of agricultural products.



<http://www.agricarib.org/>

The Agribusiness Strategy identifies the capabilities needed to advance the process of transforming the entire agri-food sector to ensure its viability and sustainability well into the future. It recognises that, for there to be sustained development of the sector, key investments must be made by both the public and private sectors in respect of infrastructure, technical know-how, information management, marketing systems, in addition to systems for financing both production and trade.

The Ministers also emphasised the need for increased production of agriculture products and urged Member States to accelerate implementation of the measures to alleviate key constraints to agriculture production and trade. Additionally, they urged Member States to coordinate, develop and implement interventions to address these constraints.

Further, they agreed to prioritise the issue of intra-regional transportation for agricultural products, as part of a larger focus on improving the Region’s transportation facilities. They acknowledged that the effectiveness of initiatives aimed at aligning farmers to markets was linked to efficient intra-regional transportation. A comprehensive multi-



Director of the Technical Centre for Agricultural and Rural Co-operation (CTA), Mr Michael Hailu and Deputy Programme Manager, Agriculture, at the CARICOM Secretariat, Ms Margaret Kalloo at an intra-ACP Meeting held during CWA 2012

stakeholder approach to addressing constraints in transportation was seen as the way forward.

The Ministers also endorsed a Plan of Action to strengthen linkages between agriculture and tourism. The Plan includes measures to increase the trade of agricultural goods into the tourism

and hospitality sector, and rural/culinary tourism product development and promotion.

In addition to the discussions of the COTED Ministers of Agriculture, the COTED Trade Ministers agreed that matters related to Agriculture would be a standing item on their agenda.

Services

Member States held extensive consultations during the year on a Draft Regional Policy for the Provision of Professional Services in the CSME, prepared in 2011. The principal objective of the Draft Regional Policy is to create a common space in the CSME for the provision of professional services by both community nationals and nationals of Third States. It will be submitted to the COTED for approval in 2013.

Work has progressed toward improving data collection for trade in services. A Common Core Trade in Services Questionnaire, which was developed and pilot-tested by Antigua and Barbuda, will enable Member States to report more detailed and timely data on trade-in-services. The Questionnaire will be refined and further tested in six Member States in 2013.

The sector was further strengthened with the launch of the Grenada Coalition of Service Industries in March. This brings the number of services coalitions in the CSME to eleven. These coalitions, established with strong support from the Secretariat, are set up to improve the Region's performance in trade-in-services.

A roundtable on Postal Sector Reform was held in Guyana in November. This gathering which brought together Postmasters-General from across the Region along with their counterparts from several partner countries, was chaired by the Prime Minister of Guyana. A major output of the discussions was an Action Plan for reform of the Sector. A core group of Postmasters-General has been identified to oversee the process.

Transportation

During the year, the Community and International Development Partners (IDPs) entered into formal agreement to fund studies focussing on fuel subsidies; the transportation of agricultural produce and the feasibility of a fast ferry service; and the feasibility of establishing a Single Airspace.

By the end of the year, the Agreement establishing the Caribbean Aviation Safety and Security Oversight System (CASSOS), had been incorporated

in the national legislation of Barbados and Jamaica, while negotiations for the Headquarters Agreement with Jamaica was almost complete.



<http://cassos.org/>

Energy

In 2012, the Regional Energy Policy was finalised. The goal of the Policy is to fundamentally transform the Region's energy sector by providing secure and sustainable supplies of energy in a manner which minimises energy waste in all sectors. The Policy will be presented to Ministers of Energy in 2013.

There was significant progress in developing a regional sustainable energy roadmap which will lay out the implementation plan for the CARICOM Energy Policy. The preparation of the roadmap is part of the IDB-funded Caribbean Sustainable Energy Roadmap and Strategy (C-SERMS) Project.

Also, under the C-SERMS Project, a Regional study to support an improved framework for research and development for renewable energy (RE) was completed. The recommendations of the Study will be considered in 2013.

At the end of 2012, the EU-funded Caribbean Renewable Energy Capacity Support (CRECS) Project concluded. Some important achievements of the CRECS Project include:

- ☞ **Development** of draft Model Legislation and guidelines for improved legislative and regulatory frameworks;
- ☞ **Strengthened** capacity in Member States to develop and roll out energy awareness programmes along with the development of useful communication tools about renewable energy such as a Model Sustainable Energy Awareness Programme;
- ☞ **Establishment** of CARICOM Energy Week (CEW) as a platform for promoting renewable energy (RE), energy efficiency (EE) and clean energy (CE). The second CEW was held in 2012;

- ☞ **Strengthened** capacity to train renewable energy experts through the establishment of three Master of Science Programmes at The University of the West Indies (UWI) and the establishment of a network of persons and institutions involved in research, development and capacity building for RE;
- ☞ **Increased** capacity for analysing and designing RE Projects using a benchmark Screen tool;
- ☞ **Increased** awareness about RE financing options among key stakeholders, as well as an updated pipeline of RE Projects;
- ☞ **Development** of a draft strategy to promote solar water heating using the Barbados experience as a model; and
- ☞ **Enhanced** capacity to prepare projects for financing by the Clean Development Mechanism (CDM).

Under the theme ***Advancing energy integration and energy access through renewable energy and energy efficiency***, the *Third Caribbean Sustainable Energy Forum* (CSEF III) was held in St. Kitts and Nevis in September. The Forum is held biennially. CSEF III was supported by partners such as the Governments of Finland, Germany and the United Kingdom (UK) as well as the European Union (EU).



This Forum, which attracted over 200 Regional and international participants, added significantly to the knowledge base and strategy development process. It advanced a number of key recommendations for consideration by the COTED and enhanced dialogue among various actors on Rio+20 sustainable energy developments.

In November, CEW was observed under the theme, ***Sustainable Energy Powering a Green Economy***.

CEW, first observed in 2011, was established as an annual event based on a mandate from CARICOM Energy Ministers in 2011 to provide a platform for

increased awareness about energy matters, given the critical importance of energy to economic development.

The 2012 observance focused on building awareness about energy conservation and efficiency, the development of renewable energy and the need for a cleaner, greener energy outlook to mitigate the effects of Climate Change.



Information and Communications Technology for Development



The Draft Implementation Plan of the Regional Digital Development Strategy (RDDS) was prepared during the year. The Implementation Plan will be considered by the COTED in 2013. The RDDS was developed to guide Information and Communications Technology (ICT) activities and initiatives in the Region and was approved by the COTED ICT Ministers in 2011.

Also during the year, the CARICOM E-Government Project came to an end. The Project, which commenced in 2007, was supported by the Government of Korea. It was managed by the CARICOM Secretariat and implemented by the Caribbean Centre for Development Administration (CARICAD).

The objectives of the E-Government Project included reducing the information divide between Governments, Inter-Governmental Agencies and citizens by providing a unified approach to the planning, management and implementation of e-government/governance plans and activities.

Some activities included:

- ☞ Capacity building workshops for Member States in knowledge management, business process reform and fundamentals of e-government;
- ☞ Strategic planning workshops toward the development of national e-government strategies and the development of the Regional E-Government Strategy (2012-2014); and
- ☞ Distribution of computers for the establishment of citizen access points in Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Saint Lucia, St. Kitts and Nevis and St. Vincent and the Grenadines.

The CARIB-IS Portal, which was launched in 2010 as an information repository, was updated to take on board the RDDS and the implementation of an Events module. The CARIB-IS Portal is a tool

for measuring the Region's progress towards the Information Society through users' interaction and consultation on a range of ICT products.

Nine CARICOM Member States - Antigua and Barbuda, Barbados, Haiti, Jamaica, Montserrat, Saint Lucia, St. Vincent and the Grenadines, Suriname and Trinidad and Tobago – participated in the Connect Americas Summit held in Panama in July. Seven Member States were represented at Ministerial level as the Community sought to enlist support for its ICT initiatives.

The aim of the Summit, organised by the International Telecommunication Union (ITU), was to mobilise the human, financial and technical resources required to close ICT gaps in the Americas region. It provided an opportunity for leaders from the public and private sectors as well as international and regional financing and development agencies to network face-to-face and forge new partnerships.

A highlight of CARICOM's participation was the presentation of a policy statement by Grenada on behalf of the Community, which called for renewed

funding opportunities in ICT for developing countries to avoid remaining on the wrong side of the digital divide. In the statement, the Community highlighted the commitment of CARICOM Heads of Government to the development of the ICT sector in the Region, given its role as a catalyst for social and economic development. The Community also underscored the critical need to find ways for unconnected people to be connected to and be part of the living, breathing digital economy of the 21st century.

Community representatives also submitted ten Regional Projects designed to attract investments from the private sector and IDPs. The Projects are guided by the RDDs.

Among the Projects were: a market intelligence system; development of apps for national and economic development; a Regional G2B/B2B e-market; development of a Regional ICT space; CARICOM human capacity-building and digital literacy; and development of a Regional information system.



Left to Right: Secretary-General of the Caribbean Telecommunications Union (CTU), Bernadette Lewis; Trinidad and Tobago Minister of Public Administration, Hon. Carolyn Seepersad-Bachan; the Secretariat's Jennifer Britton; and Secretary-General of the Caribbean Association of National Telecommunication Organizations (CANTO), Regenie Fraser at a preparatory session for Connect the Americas Summit held in Panama

EXTERNAL TRADE

Canada

Negotiations continued during the year for a CARICOM-Canada Trade and Development Agreement. The 4th Round of Negotiations was held in July during which discussions continued regarding the core areas of trade-in-goods, trade-in-services and other trade-related areas, such as competition policy and transparency in government procurement.

CARICOM submitted its first draft proposal for energy cooperation, and financial and tourism services. CARICOM is seeking to negotiate a pro-development agreement to support the economic and social development of the Region.

In May, a workshop was held in St. Vincent and the Grenadines on the services trade negotiations. The workshop provided stakeholders with a better understanding of the scope and status of the overall negotiations and on the trade-in-services aspects.



Secretary-General Ambassador LaRocque is introduced to a member of the visiting Canadian International Development Agency's (CIDA) delegation by Canada's Ambassador to CARICOM, H.E. Mr David Devine

National consultations on CARICOM's proposal on Trade and Innovation and Cultural Cooperation were also held prior to the 4th Round of Negotiations.

United States of America (USA)

In March, the CARICOM-United States Trade and Investment Council (TIC) approved a new action agenda which outlined the priorities to guide its efforts to strengthen and deepen the trading relationship. This included more opportunities for small and medium size enterprises (SMEs), and advancing the work to replace the 1991 Agreement which established the TIC, with a 21st century Trade and Investment Framework Agreement.

Also in March, the Community and the Office of the United States Trade Representative (USTR) held technical discussions on the matter of subsidies provided by the US Virgin Islands and Puerto Rico to their local rum producers. The Community has been concerned about the impact on the Caribbean rum industry, from subsidies provided to multinational

rum companies by the Governments of the US Virgin Islands and Puerto Rico. The subsidies are in violation of World Trade Organisation (WTO) rules. Rum is the major agriculture-based export industry of the Community. The industry is also a substantial employer and a major contributor to foreign exchange earnings and government revenue.

The Office of the USTR has agreed to take up the Region's concerns with the US Congress within a month, following internal consultations with other agencies of the US Government.

In the meantime, the Community has agreed to proposals for immediate action by the CARICOM Ambassadors in Washington, DC to safeguard the interests of the Region.



Section III
HUMAN AND
SOCIAL
DEVELOPMENT

Youth

Against the backdrop of the Secretary-General's strong commitment to the youth of the Region, the CARICOM Youth Ambassador (CYA) Corps sought to deepen its participation in Regional integration.

In November, through a joint initiative between the CYAs and the CARICOM Secretariat, the Secretary-General engaged with more than 9,000 young people, in the Region and the Diaspora, in a two-hour live-stream social media interaction. Titled **Live with SG** and hosted by the Youth Ambassadors, the live social media interaction enabled youth from the Region and the Diaspora to connect with the Secretary-General on a range of issues. The initiative was facilitated by Dominican-based COMESEE TV. Several young people who posted on the Youth Ambassadors' Facebook page hailed the event a resounding success.

The Social Media interaction was the first in a series expected to occur between the Secretary-General and young people across the Region.

In June, Lead Head of Government with responsibility for Youth, H.E. Desire Bouterse, President of the Republic of Suriname, installed thirty-one youth

leaders as CARICOM Youth Ambassadors. Jamaica's Dwayne Gutzmer was installed as the new Dean. The CARICOM Youth Ambassador Programme was launched in Saint Lucia in 1993 by Heads of Government to mark the Twentieth Anniversary of CARICOM, and was formally instituted in 1994.

The installation of the Youth Ambassadors took place at the CARICOM-UNASUR High Level Youth Exchange hosted by the Suriname President, in Paramaribo.

An important highlight of the CARICOM-UNASUR Youth Exchange was a presentation by the CARICOM Secretariat to Suriname and Haiti, of Dutch and French translations of the 2010 Report on the Situation of CARICOM Youth, making this landmark Report accessible to an even wider community audience.

At the CARICOM-UNASUR Forum, young people from UNASUR - Guyana, Suriname, Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Paraguay, Peru, Uruguay and Venezuela - and CARICOM exchanged views on education, job creation, unemployment, youth policies and structures, youth leadership and governance and cultural integration. They explored ways of forging stronger



Secretary-General Ambassador LaRocque meets with the Dean of the CARICOM Youth Ambassadors, Mr Dwayne Gutzmer (second left) and his team along with the Secretariat's Youth official, Dr Heather Johnson (right)

partnerships in both regions. The Exchange was used as a platform to promote the successes of CARICOM youth and demonstrate how they are being integrated in the decision-making process.

The CARICOM-UNASUR High Level Youth Exchange followed a three-day planning and capacity-building meeting for CARICOM Youth Ambassadors. During the meeting, the CYAs revised their vision and mission statements and strengthened their

institutional framework for greater sustainability. With respect to the latter, they established a social network to mobilise Regional youth.

On 1 October, the Region joined in celebrating Caribbean Youth Day. This year's theme was **Youth Harnessing Positive Energy for Caribbean Development**. Activities including fora, sports days and cultural events were staged by Youth organisations in Member States to mark the day.



Suriname President and delegates to the CARICOM-UNASUR High Level Youth Exchange

Children

In July, at its Twenty-Third Meeting which focused on Youth and Children, the Council for Human and Social Development (COHSOD) discussed the matter of child sexual abuse and established a Regional Task Force to develop a strategic plan to address this problem. The Ministers agreed to review the entire system of investigation and prosecution of child sexual abuse cases to ensure compliance with the principles of the UN Convention on the Rights of the Child. Accepting that no form of violence against children – particularly sexual violence - can be justified or condoned, the COHSOD committed to working collaboratively with partners and stakeholders to launch public education campaigns to promote the message that children have the right



Ms Myrna Bernard, Director and Officer-in-Charge of the Directorate of Human and Social Development at the CARICOM Secretariat addresses the Twenty-Third Meeting of the COHSOD held in Guyana in July



Guyana's Minister of Youth and Sport, Hon. Dr Frank Anthony addressing the opening session of the Twenty-Third Meeting of the COHSOD

to justice, and to a safe and nurturing environment. The approach and position of the COHSOD was endorsed at a UN Conference on Combatting Sexual Violence against Children in the Caribbean held in Barbados in November.

In July, the COHSOD also discussed the issue of school violence, which had spiraled over the last five years causing immediate and long-term negative effects on individuals, families and communities.

Recognising the need for a comprehensive, holistic and integrated policy and legislative support to address the problem, Ministers agreed to adopt a regional approach in dealing with the issue. The CARICOM Secretariat will work with Member States to develop a regional strategy which would include the development of a minimum set of anti-violence interventions; identification and sharing of best practices including safe schools and safe community models; and development of model legislation.



Children showcasing their talent through dance and song at the Twenty-Third Meeting of the COHSOD which focussed on youth and children

Culture

A key area of focus during the year was the strengthening of the Caribbean Festival of Arts (CARIFESTA) to serve as the premier Regional forum for cultural and artistic development. The vision is to position the Festival as a world-renowned, hallmark festival of Caribbean cultural and artistic excellence that generates economic benefits, unites the Region and excites all peoples.

The aim is to increase the number of prominent artists participating in the Festival; increase business sponsorship; and increase the number of national, regional and international visitors in attendance.

CARIFESTA XI will be held in Suriname from August 16-25, 2013, under the new CARIFESTA Model and preparations for this mega regional festival were in full gear during the year.

In February, the COHSOD approved, in principle, the Draft Regional Development Strategy and Action Plan for the Cultural Industries. The Strategy was prepared by the Task Force on Cultural Industries in 2011. The COHSOD has also endorsed a proposal to introduce a Regional Exemptions Regime for the culture sector and to explore various mechanisms to establish a public/private sector fund for the cultural industries, among other initiatives.

Health

As part of the third phase of the Caribbean Cooperation in Health (CCHIII), a major publication on culture-specific and gender-specific programmes to promote health as a regional public good was issued in May. The publication is intended to assist in the development of national and Regional plans as well as to facilitate collaboration, and resource mobilisation.

The Region-wide Caribbean Wellness Day was celebrated in September under the theme **Love that Body - Building the Foundation for Healthy Lifestyles**. All Member States and Associate Members staged activities to mark the Day which focussed on addressing the prevention and control of non-communicable diseases (NCDs) among the Region's children.

In 2012, an increased percentage of Member States reached most of the indicators under the 2007 Declaration of Port-of-Spain on NCDs.



On the march for Caribbean Wellness Day



Newly elected Director of PAHO, Dr Carissa Etienne, flanked by CARICOM Deputy Secretary-General, Ambassador Lolita Applewhaite (L) and former PAHO Director, Hon Sir George Alleyne OCC (R).

Efforts continued during the year to start-up the Caribbean Public Health Agency (CARPHA). The Agreement establishing the Agency was signed in July 2011. CARPHA rationalises public health arrangements in the Region by combining the functions of the following five regional health institutions into a single Agency:

- ☞ The Caribbean Environmental Health Institute (CEHI);
- ☞ The Caribbean Epidemiology Centre (CAREC);
- ☞ The Caribbean Food and Nutrition Institute (CFNI);
- ☞ The Caribbean Health Research Council (CHRC); and
- ☞ The Caribbean Regional Drug Testing Laboratory (CRDTL).

An implementation team was established during the year to guide the final processes in the establishment of the Agency.

Early in the year, representatives of CARPHA and the Caribbean Tourism Organisation (CTO) held discussions on areas of collaboration. This included the use of CTO's information and communications system to increase awareness of CARPHA, and

the public health agenda for the Region. Similar discussions were held in September with the Pan Caribbean Partnership Against HIV and AIDS (PANCAP).

There has been strong and tangible support for CARPHA from several development partners. These include the Public Health Agency of Canada, the Centre for Disease Control (CDC) of the United States, the European Union (EU), the Inter-American Development Bank (IDB), the UK Health Action Partnership International (HAPI), the UK National Social Marketing Centre (NSMC); and the Pan American Health Organisation (PAHO). CARPHA is expected to be operational in January 2013.

The CARICOM candidate, Dr Carissa Etienne, was elected as the new Director of PAHO, during the 28th Pan American Sanitary Conference in September. Dr Etienne, a national of Dominica, was elected from a slate of three candidates. She is expected to begin her five-year tenure on 1 February 2013, succeeding Dr Mirta Roses Periago of Argentina, who served as Director from 2003. Dr Etienne is recognised nationally, regionally and internationally for her participation in medicine and public health sector development, particularly in the areas of HIV/AIDS, primary health care and epidemiology.

Pan Caribbean Partnership Against HIV and AIDS (PANCAP)

PANCAP and its hub the PANCAP Coordinating Unit (PCU) continue to make progress in the fight against HIV and AIDS in the region, despite financial challenges which resulted in the need to redefine some of the options in the Partnership's response.



There was progress especially in the provision of anti-retroviral treatment and in the prevention of mother-to-child transmission of HIV. At the end of 2012, almost two-thirds of persons requiring anti-retroviral treatment were receiving these drugs, while close to three-quarters of pregnant women in need of these drugs to prevent mother-to-child transmission of HIV, had received them.

It is anticipated that once progress continues at such a high rate of coverage, the Caribbean will be poised to become the first region in the world to eliminate mother-to-child transmission of HIV.

In June, the Attorneys-General of the PANCAP Members approved an Anti-Discrimination Bill. The Bill provides for the protection of persons against discrimination, including discrimination involving harassment, victimisation and vilification on the grounds of HIV status, sexual orientation, lawful sexual activity, disability, gender and status as an orphan. The overall benefit would be the protection of vulnerable populations; and more key populations would access health services and testing for HIV, resulting in a reduction in HIV transmission and deaths from AIDS.

The Global Fund provided support for the preparation of the Bill.

During the year, the Partnership also focused on reaching the targets set for the 2015 Millennium Development Goals (MDGs) and the initiatives to position health and HIV in the post-2015 agenda.

Through PANCAP's advocacy, the COHSOD endorsed the classification of adolescents as an *at risk* group and the need for a policy to address access to Sexual and Reproductive Health (SRH) services by adolescents. The COHSOD also endorsed policy recommendations for the integration of some HIV-related services into existing health systems. Additionally, COHSOD endorsed a policy for improved regulation of laboratory services and action for the implementation of mechanisms to ensure quality laboratory services.

Through strong representation to the Board of the Global Fund, PANCAP negotiated a removal of the 25% automatic cut that the Phase II continuing applications from middle-income states were facing. The Director of the Coordinating Unit also spearheaded efforts to strengthen Latin America and the Caribbean's representation on the Board. In this regard, it partnered with PAHO and the Latin America-based Horizontal Technical Cooperation Group to develop strategies for enhanced representation in the immediate future.

The Caribbean received increased visibility at the XIX International AIDS Conference held in Washington, DC in July. A Caribbean exhibition mounted by the PCU and jointly supported by the Government of Germany, through the German Development Bank (KfW), and the United States Agency for International Aid (USAID), showcased the Partnership's response to the epidemic. The occasion provided increased opportunity for networking, a significant example of which was the re-engagement of the Government of Brazil for continued South-South cooperation.

Gender

In 2012, the focus of gender mainstreaming was on implementing strategies to prevent and address sexual violence against women and adolescent girls, through the development of comprehensive models for Gender Based Violence (GBV) prevention and care.

At the 2012 Inter-Sessional Meeting of Heads of Government, which coincided with International Women's Day, a variety of campaign products were launched for use in a public education campaign against gender-based violence.

The campaign products were developed in 2011 by fifteen artists from Belize, Guyana and Suriname at a workshop to train Caribbean artists to raise awareness of the issue and to promote positive attitudes and behaviour towards a more gender sensitive Community using edutainment. The workshop titled Caribbean Artists UNiTE-ing

Against Gender Based Violence was organised by the CARICOM Secretariat in collaboration with UN WOMEN.

The products include public service announcements (PSAs), jingles, a calypso and a documentary on sexual, psychological and physical violence.

The public education campaign products will be used to support the United Nations Secretary-General's UNiTE Campaign to End Violence Against Women and for broadcast through regional media as well as on the Internet.

Under the Government of the Canada-funded CARICOM Trade and Competitiveness Project, gender impact assessments were conducted to help develop a regional gender policy and gender development indicators. Gender-sensitive baseline information was developed along with a situational analysis of experiences within the CSME.



Artists rehearsing before recording their contribution to the UNiTE Campaign to End Violence Against Women, and in action in the video production for the Campaign



Education

In the area of Technical and Vocational Education and Training (TVET), assessors and verifiers were trained for the CARICOM Vocational Qualification (CVQ) during the year. The CVQ facilitates the movement of artisans and other skilled persons in the CSME. The qualification is accessible to persons already in the workforce as well as students in secondary schools in the Region. Those already in the workforce are required to attend designated centres for assessment.

The revised Health and Family Life Education (HFLE) Curriculum continued to be implemented in schools across the Region. Modules and Sample Lesson Plans were developed and incorporated into the HFLE Regional Curriculum Framework

with the lessons being tested. Work is ongoing to develop courses within the Region which offer HFLE qualifications at the Certificate, Advanced Diploma and Bachelor Degree levels.

Additionally, a draft work plan and the first official draft guidelines on parenting education and support was produced during the year. The work plan and guidelines are to assist in developing an enabling environment for parents to assume their roles, including ensuring that they have access to support services.

With respect to physical education, a revised Regional Curriculum Framework on Physical Education was completed during the year. The Framework will be used by teachers delivering Physical Education from K-12.

Sports

In March, Heads of Government moved to help defuse mounting tensions among key actors involved in and related to West Indies Cricket through frank discussions on several critical issues, at their Twenty-Third Inter-Sessional Meeting.

Among the interventions was a meeting between the Prime Ministerial Sub-Committee (PMSC) on Cricket and the West Indies Cricket Board (WICB) at which a report on the Governance of West Indies Cricket was discussed. The Report was produced by a committee led by former Jamaica Prime Minister, the Most Hon. Percival J Patterson.

In calling for reform of the governance of cricket, the PMSC on Cricket reaffirmed the need for broader participation and inclusiveness of stakeholders in the management of West Indies Cricket. The Sub-Committee has endorsed a proposal that the Annual General Meeting of the Board be expanded



Secretary-General Ambassador LaRocque meets cricket legend Mr Clive Lloyd

to include stakeholders to enhance the functioning of the Board and facilitate inclusiveness in the management of Cricket in the Region.

Also, the PMSC has agreed that efforts should be renewed by the WICB and the CARICOM Secretariat to convene a Conference of Stakeholders which

would, *inter alia*, consider the establishment of an Advisory Council of the WICB.

The Regional Sports Academy was launched in March, also at the Twenty-Third Inter-Sessional Meeting of Heads of Government. The inaugural group of students to the Academy, located in Suriname, was presented in a ceremony during a reception and cultural event on the first day of the Meeting. The Academy, an initiative of Suriname, will provide academic and sporting training for students across the Community.

Noting that the sports industry accounted for approximately 2.5% of world trade and that the Region had yet to take advantage of this multi-billion-dollar industry, in February, the COHSOD agreed to establish a Regional Task Force on Sports

Tourism. The Task Force is to develop a strategy for harnessing the Region's potential in sports. National focal points will be identified to serve on the Task Force. Ministers also acknowledged the need for Member States to develop national strategies in sports tourism and requested that the CARICOM Regional Strategic Framework on Sports Tourism, which emerged from a series of national and Regional consultations, be used to assist.

The Caribbean Community revelled in the success of its athletes at the London 2012 Olympics in August. CARICOM athletes garnered a record eighteen medals - seven gold, four silver and seven bronze - a feat described as inspiring. In a congratulatory message, the Secretary-General said the Community was "*ecstatic at the performance of its athletes.*"



CARICOM winners at the London Olympics

Environment and Sustainable Development

In 2012, national diagnostics were completed in Member States to develop a Community Environment and Natural Resources Policy Framework. The Policy Framework will provide the guiding principles and the long-term goals which will form the basis for the rules and guidelines for the protection, conservation and sustainable use of the environmental and natural resources of the Community and its Member States.

With funding from the CDB, national water assessments were conducted in Member States. These assessments will be used to develop a Common Water Framework for CARICOM.

The Region was strongly represented at the United Nations RIO+20 Conference held in Brazil in June. The Conference was held to secure renewed political commitment for sustainable development, assess the progress to date and identify the remaining gaps in implementing the outcomes of the major summits on sustainable development, and address new and emerging challenges. The Conference focused on two themes: a green economy in the context of sustainable development and poverty eradication; and the institutional framework for sustainable development.

The Conference reaffirmed the global commitment to take urgent and concrete action to address the vulnerability of Small Island Developing States (SIDS), such as those in CARICOM, including through the sustained implementation of the 1994 Barbados Programme of Action (BPoA) and the 2005 Mauritius Strategy. It underscored the urgency of finding additional solutions to the major challenges facing SIDS in a concerted manner, to support them in sustaining implementing the BPoA and the Strategy and in achieving sustainable development.



Hon. Dr Kenneth Darroux, Dominica's Minister of the Environment and Secretary-General Ambassador LaRocque at CARICOM's preparatory meeting, held in Guyana, for the United Nations Conference on Sustainable Development, Rio + 20



During the year, Member States continued to fulfill their obligations under the Multilateral Environmental Agreements (MEAs). MEAs are legally binding agreements among three or more states relating to the environment. MEAs play a critical role in the overall framework of environmental laws and conventions. Complementing national legislation and bilateral or regional agreements, MEAs form the over-arching international legal basis for global efforts to address particular environmental issues.

In May-June, a cadre of junior Regional environmental negotiators benefited from a five-day comprehensive training programme designed to strengthen their skills in negotiating MEAs. The workshop, held in St. Kitts and Nevis, was organised by the CARICOM Secretariat with support from the Foundation for International Environmental Law and Development (FIELD), through an EU-ACP Project on Capacity Building related to MEAs in the ACP.

The Project is funded by the EU and is coordinated by the United Nations Environment Programme (UNEP). The participants, who were drawn from twelve Member States, the Dominican Republic and Cuba, were also equipped with tools and skills to help them understand negotiation texts that could shape their country's compliance needs.

Climate Change

The Regional Climate Change Implementation Plan titled ***Delivering Transformational Change 2011-21*** was approved in March by CARICOM Heads of Government at their Twenty-Third Inter-Sessional Meeting.



The Plan provides a roadmap to help the Region develop and implement low carbon and climate resilience initiatives. It lays the groundwork to mainstream climate change into the national development and planning processes of Member States.

The Implementation Plan is being spearheaded by the Caribbean Community Climate Change Centre (CCCCC), located in Belize.



<http://www.caribbeanclimate.bz/>

The global phenomenon of Climate Change and all its challenges – drought, flooding, hurricanes, coastal erosion and sea-level rise – constitute, not an abstract, scientific concept for the Small Islands and Low-Lying coastal countries that comprise CARICOM, but a very real and increasingly threatening reality. It is a question of survival.



Section IV

SECURITY



The focus in 2012 was on devising measures to address the threats from transnational crime, particularly the illicit trafficking in narcotic drugs and psychotropic substances, Small Arms and Light Weapons, and the rising incidence of violent crimes. Discussions were held on these issues with partners in the Caribbean Basin Security Initiative (CBSI) including Canada, France, the Netherlands, Spain, the UK, the US and the EU.

CBSI-sponsored projects have provided valuable support to vulnerable populations, particularly, at-risk youth in the Region. The Region's maritime borders have been strengthened through the Secure Seas Initiative which has provided interceptor vessels and related equipment to support interdiction operations as well as training, technical assistance and mentoring to Customs, Immigration, Police and Corrections Officers throughout the Region.

Citizen Security and Transnational Organised Crime were also high on the agenda of CARICOM Heads of Government when they met the President of the United States at the Sixth Summit of the Americas in April in Colombia. During those discussions, CARICOM Heads of Government pressed their US counterpart for greater support in securing the Region from the trafficking in illegal narcotics and small arms.

Also, during the year, the Region continued to push for the conclusion of the UN Arms Trade Treaty (ATT) and the UN Programme of Action to Combat and Eradicate the Illicit Trade in Small Arms and Light Weapons (SALW). When CARICOM leaders addressed the 67th Session of the United Nations General Assembly (UNGA) at UN headquarters in New York, USA in October, they voiced their concern over the inability of the international community to conclude the Treaty, noting that the trade in small

arms and light weapons was a major contributing factor to rising armed crime in the Region.

In 2012 also, the review of the CARICOM Implementation Agency for Crime and Security (IMPACS) continued as part of the initiative launched by Heads of Government to make the Community's institutions more effective.

During the year, the Secretariat continued to pilot the *Youth Crime and Violence: Partnering for Social Development and Crime Prevention Project*, which started in 2011. The project is a major initiative emanating from the CARICOM Social Development and Crime Prevention Action Plan of 2009.

The Youth Crime and Violence Project is intended to build capacity in youth and communities, including schools and Faith-Based Organisations (FBOs), to effectively address youth crime and violence from a social perspective. Additionally, it seeks to equip stakeholders with the knowledge and skills to facilitate gang leavers with life skills which will enable them to better re-integrate into society and earn a livelihood.

Consultations were held in The Bahamas in September with a cross section of stakeholders from the public and private sectors, civil society, academia, affected youth, families and communities. The stakeholders discussed country-specific social interventions and crime prevention strategies to reduce the incidence of youth crime and violence. The Consultations in The Bahamas were supported by USAID. They follow similar consultations held in Belize, Guyana, St. Kitts and Nevis and Trinidad and Tobago in 2011.

Additionally, a four-day leadership empowerment and conflict management retreat was held in Belize in November for gang members turned peace-keepers.



Section V
**FOREIGN AND
COMMUNITY
RELATIONS**



During the year, the Community continued to strengthen relations with Third States, Groups of States and International Organisations. In interactions with these partners, the Community coordinated its positions with a view to addressing critical issues such as the effects of climate change; graduation of middle-income countries from access to concessional financing based solely on GDP per capita and without due consideration to other important factors such as debt and vulnerability; and security.

CARICOM also sought to define its relationship with its Associate Members, including the criteria for accepting new Members. In addition, through the fielding of electoral observation missions, the Community continued to support the democratic tradition in Member States.

COMMUNITY RELATIONS

Associate Membership of the Community

During the year, the Community Council established a Technical Working Group (TWG) to examine the status of Associate Members within the Community, including possibilities for strengthening their participation.

There are currently five Associate Members of CARICOM – Anguilla, Bermuda, British Virgin Islands (BVI), Cayman Islands and the Turks and Caicos Islands (TCI).

The TWG will consider and establish criteria for admission of new Associate Members. Aruba, Curacao, French Guiana, Guadeloupe, Martinique and Sint Maarten have expressed an interest in joining CARICOM as Associate Members.

The TWG is chaired by Dr June Soomer, Saint Lucia's Ambassador to CARICOM, and also comprises



Ambassador June Soomer, Chair of the Technical Working Group (TWG) to examine the status of Associate Members within the Community

representatives of Antigua and Barbuda, Dominica, Guyana, Haiti, Jamaica, Suriname, and Trinidad and Tobago and of the Organisation of Eastern Caribbean States (OECS) Secretariat.

Electoral Observation Mission

At the request of The Bahamas, the Secretariat fielded an Observation Mission to elections held in that country on 7 May. The twelve-member Mission was drawn from ten Member States and the CARICOM Secretariat, which also provided logistical and administrative support.

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



The Bahamas' Ambassador to CARICOM,
His Excellency Picewell Forbes



Barbados' Ambassador to CARICOM,
His Excellency Robert Morris



Grenada's Ambassador to CARICOM,
His Excellency William Joseph

Plenipotentiary Representatives of Member States accredited to CARICOM

As part of efforts to strengthen integration, Member States accredit Plenipotentiary Representatives to the Community. These Ambassadors to CARICOM are integrally involved

in all aspects of the Community and play a critical role in facilitating the consultative process at the national level to advance Community issues. During the year, The Bahamas, Barbados and Grenada accredited Plenipotentiary Representatives to the Community.

RELATIONS WITH REGIONS, THIRD STATES, GROUPS OF STATES, REGIONAL AND INTERNATIONAL ORGANISATIONS

The Americas

In February, CARICOM and Chile solidified relations within the framework of the Second CARICOM-Chile Joint Commission held in Santiago, Chile. Against the backdrop of the Agreement that created the mechanism for CARICOM-Chile cooperation signed in May 1996, in Kingston Jamaica, and the First Meeting of the Joint Commission in June 2003, in Santiago, Foreign Ministers of CARICOM and Chile reaffirmed the importance of strengthening ties. They found common ground on several issues such as: the principles enshrined in the Charters of the United Nations and of the Organisation of American States (OAS); multilateralism and the fundamental principles of International Law, including the respect for the sovereignty and sovereign equality of States; non-intervention and non-interference

in internal affairs; banning the threat and use of force in international relations; respect for territorial integrity; and the peaceful settlement of disputes. They agreed to continue, develop, and expand cooperation programmes in areas including natural disaster management, sustainable agriculture, food and nutrition security and sanitary and phyto-sanitary measures.

In April, CARICOM Heads of Government gathered in Cartagena, Colombia with other hemispheric leaders for the Sixth Summit of the Americas held under the theme **Connecting the Americas: Partners for Prosperity**. The Summit discussions focused on some key issues on the CARICOM Agenda, namely Disaster Risk Reduction and Management; Citizen Security and Transnational Organised Crime; Poverty and Inequality; and ICT.

In the margins of the Summit of the Americas, CARICOM Heads of Government met with their Mexican counterpart, His Excellency Felipe Calderón. The Heads of Government impressed upon their



Caribbean Heads of Government/Delegation, the President of the United States and the Secretary-General at the Sixth Summit of the Americas held in Cartagena, Colombia

Mexican counterpart the importance of the G20, revisiting the basic premise upon which countries were classified in the International Financial Institution (IFI) framework. Such classification, they pointed out, affected the type and level of assistance which a country could receive. CARICOM leaders also underscored the need for special arrangements to address the vulnerability of Small Highly-Indebted Middle-Income Countries (SHIMICS), like many of those in CARICOM. The President of Mexico gave assurances of his country's support for advocating the concerns of small, vulnerable economies at meetings of the G20.

Debt and the role of the G20 in assisting highly-indebted middle-income countries were also major points of discussions when CARICOM Heads of Government met with Prime Minister Stephen Harper of Canada and with President Barack Obama of the United States, also at the Summit of the Americas. Heads of Government urged that these issues be pursued with urgency, as global economic and financial problems continued to wreak havoc on the economies in the Community.



Heads of State and Government at the Sixth Summit of the Americas

The discussions with the Prime Minister of Canada also focussed on security cooperation and the ongoing negotiations for a trade and development agreement. CARICOM leaders acknowledged the progress made with the negotiations, and in a more general context, lauded the special relationship CARICOM and Canada enjoyed. Heads of Government emphasised the continuing importance of the CSME to the development of the Region. In this regard, they expressed appreciation to Canada for supporting the implementation of the CSME, through the CARICOM Trade and Competitiveness Project, including the assistance for the integration of Haiti into the CSME.

In the engagement with the US President, discussions centred on issues pertaining to the role of small businesses, distance education, job creation, health, security, information and communication technology, and new systems and rules in the US banking system.

In May, dialogue with Mexico continued at the Second CARICOM-Mexico Summit held in Barbados. Inspired by decades-long friendship and dialogue, both sides committed to deepen and broaden the relationship. They agreed to continue cooperation



Heads of Government/Delegation and the President of Mexico, His Excellency Felipe Calderón and the Secretary-General at the Second CARICOM-Mexico Summit

in the areas of air and maritime transportation, tourism, energy, port development and trade and investment. Activities in these areas would be carried out through the CARICOM-Mexico Technical Cooperation Programme.

Also during the year, CARICOM and the Central American Integration System (SICA) took steps to strengthen their relationship. In May, the Secretaries-General of CARICOM and of SICA met for a joint business event in Trinidad and Tobago, that attracted high level representatives of the private sector of both regions. The meeting of CEOs of the Caribbean and SICA was organised by the OAS and the Ministry of Trade of Trinidad and Tobago. It followed a similar session in El Salvador in August 2011, in the margins of the CARICOM-SICA Summit. The event provided a continuing opportunity for business leaders from CARICOM and SICA to share their challenges and discuss ways to facilitate doing business.



Australia

Rapidly maturing relations between CARICOM and Australia were strengthened when the Secretary-General welcomed Australian Parliamentary Secretary for Pacific Island Affairs, Mr Richard Marles, to the Secretariat Headquarters in January, during his fact finding visit to the Region. In addition to Guyana, the Parliamentary Secretary visited Jamaica and St Vincent and the Grenadines.

The visit to the Region of the Parliamentary Secretary followed up on discussions between CARICOM and Australia held in the margins of the 2011 Commonwealth Heads of Government Meeting in Perth, Australia. Those discussions focussed on strengthening collaboration and cooperation.

The meeting between the Secretary-General and Mr Marles was followed by another robust discourse in December, where the focus was a review of the AUSAID programme in the Community. Australia expressed satisfaction with the Secretariat's management of its Aus\$60M technical cooperation fund for climate change and disaster risk reduction; people to people and institutional linkages; economic resilience; and a direct assistance facility.

A sanitation project in Haiti to help combat the spread of cholera and a project to support the provision of food crop seeds to Haitian farmers with the assistance of CARDI and IICA, and a tertiary-level scholarship programme were also reviewed, with Australia expressing satisfaction with the progress.



Secretary-General Ambassador LaRocque and his team engage with Australian Parliamentary Secretary for Pacific Island Affairs, Hon. Richard Marles, (R) and his delegation at the Secretariat Headquarters

The discussions also included areas of mutual interest and concern such as the discriminatory UK Advance Passenger Duty (APD), which adversely affects the tourism industries of both CARICOM and Australia. Support for the successful conclusion of an Arms Trade Treaty, and the constraints experienced by CARICOM countries in accessing concessionary funding because of their Middle-Income status resonated with Australia, which pledged to advocate on behalf of the Community at G20 meetings.



The United Kingdom (UK)

In January, CARICOM Foreign Ministers engaged the Foreign Secretary of the United Kingdom (UK) at the 7th Biennial UK-Caribbean Forum, held in Grenada under the theme ***Sustainable Growth for Prosperity***. The Forum concluded with a commitment that was formalised in an Action Plan, designed to build stronger UK-Caribbean ties in four major areas of cooperation, namely:

- ☞ economic resilience;
- ☞ security;
- ☞ climate change and sustainable development; and
- ☞ foreign policy.

The Foreign Ministers agreed on the need to build economic resilience through the development of practical mechanisms that boost growth in investment, employment, production and trade opportunities, redounding to benefits for both Regions.

At the Forum, the UK announced an injection of £4.9M to strengthen the Region's capacity to respond to climate change. The funding is part of a £75M development programme for the Region



Left to right: Secretary-General Ambassador LaRocque, Hon. Sam Condor, Minister of Foreign Affairs of St. Kitts and Nevis and Chair of COFCOR and Hon. William Hague, Foreign Secretary of the United Kingdom, at the 7th Biennial UK-Caribbean Forum held in Grenada in January

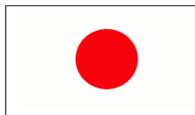
in 2012, being made available through the UK Department for International Development (DFID). The UK commended the Region's effective role in the United Nations Framework Convention on Climate Change (UNFCCC) negotiations in Durban, South Africa, in December 2011 noting that the Community's strong voice on climate change had resounded in the international community.

Security was another key area of focus at the UK-Caribbean Forum. The Ministers agreed to establish a coordination mechanism - the *UK-Caribbean Expertise Exchange Mechanism* - designed to promote security best practices in both the UK and in CARICOM. They also agreed to collaborate with the United States to counter drug trafficking and organised crime, and to enhance the contribution of justice to law enforcement.

Additionally, the UK committed to work within the CBSI, to assist in the fight against crime and violence.

The Community continued to raise the issue of the imposition by the UK, of an APD on flights to the Caribbean originating in the UK. The APD is

a discriminatory tax on travellers to the Region and has impacted the competitive capacity of the Community's tourism product, already suffering from a downturn associated with the global economic situation. The UK committed to continue dialogue on the matter.



Japan

The 15th CARICOM-Japan Consultations held in Guyana, in July, provided a forum for dialogue on bilateral and technical cooperation programmes, including the frameworks adopted at the First and Second Ministerial Meetings, held in November 2000 and September 2010, respectively. Discussions focussed on the status of the CARICOM-Japan Partnership Programme and the CARICOM-Japan Public Private Joint Economic Mission held in 2011.

CARICOM-Japan Consultations started in 1993 and have covered a wide range of areas of technical

cooperation, including disaster management, business and tourism development, and agriculture. A New Framework for Japan-CARICOM Cooperation for the Twenty-First Century commenced in 2010. The Framework provides for collaboration in a number of political, economic and social areas.

Within this Framework, Japan provides technical assistance for projects under the Japan-CARICOM Friendship and Cooperation Fund (JCFCF). More than thirty-five projects have been implemented in CARICOM Member States under the JCFCF since 2001. These projects are in the areas of tourism, environmental protection and energy.



The Republic of Korea (South Korea)

In July also, CARICOM and South Korea held discussions to identify areas for closer cooperation and investment. This took place at the Second High-Level Forum between the Caribbean and South Korea held in Seoul, Korea. E-government, marine environmental management, and new and renewable energy were among the areas identified.

The Secretary-General also paid an official visit to South Korea which coincided with the Second High-Level Forum and the observance of CARICOM Day, at the World Exposition 2012. The visit which sought

to solidify the Community's relations with Korea, included discussions with the Foreign Minister on a range of issues of importance to the Community including opportunities for cooperation, and interaction with the media.

Six Member States participated in Expo 2012 held in Yeosu from 12 May - 12 August under the theme ***The Living Ocean and Coast***. The theme resonated with the Community which comprises small island and low-lying coastal States and Territories. It provided a platform for sharing knowledge on the proper use of the oceans and coasts, as well as for learning about state-of-the-art Marine Science and Technology and Marine Industries.

Member States participating in the Expo were able to showcase the beauty and diversity of the Region to people from South Korea, other parts of Asia and the wider world. CARICOM Day was celebrated on 30 July and featured cultural presentations by Antigua and Barbuda, Dominica, St. Kitts and Nevis and Suriname.



Some members of the Caribbean delegation at the Second High-Level Forum between the Caribbean and South Korea held in Seoul, South Korea in July

As indicated earlier in the Report (see page 11, ICT4D section), during the year, the Government of Korea-supported CARICOM E-Government Project came to an end. Through the Project, valued at US\$1,170,000, the Region recorded significant achievements. This included capacity building and the development of an E-Government Strategy, led by CARICAD; acquisition of equipment for Member States and an electronic Human Resource Information System (HRIS) for the CARICOM Secretariat.



The CARICOM Standard and flags of the Member States and the flag of South Korea on CARICOM Day at Expo 2012 held in Yeosu, South Korea



Kingdom of Spain

CARICOM-Spain Relations further deepened during 2012. The CARICOM-Spain Joint Fund, established in late 2011, started operating. Resources for the Fund, which totalled US\$1.4M, were provided through subventions from Spain and CARICOM in-kind contributions.

The Joint Technical Committee of the Fund approved Regional projects, valued at US\$352,000.

The projects were in the areas of agriculture and food security, institutional support and trade and economic integration.

The Committee also explored other areas of potential bilateral cooperation aimed at promoting Regional integration. Both parties agreed to a proposal from Spain that new initiatives, such as organ transplant and donation, would be developed for the health sector.



Germany

Germany continued its strong assistance to the Community in 2012. The areas of focus for German development assistance were climate change; natural resources management

and biodiversity; renewable energy and energy efficiency; and HIV/AIDS. Several contribution agreements were concluded for provision of assistance in these areas. It is estimated that the resources provided by Germany during 2012 amounted to almost €10M.



African Union (AU)

CARICOM participated actively in the first Global African Diaspora Summit, organised by the African Union (AU) in collaboration with the Government of South Africa and held in Johannesburg, South Africa in May. The Summit endorsed the initiative led by CARICOM, for the establishment of a permanent memorial at the UN to honour the victims of slavery and the transatlantic slave trade.

The Summit also endorsed a Programme of Action for cooperation in the political, economic and social

areas which called for the AU and CARICOM to create a conducive environment for the African Diaspora to invest, work, and travel on the African continent and in the Caribbean. The two groups also agreed to work closely to advance the agenda on climate change in international fora, given its devastating effects, particularly on Africa and the Caribbean.

The AU recognises the African Diaspora (persons of African origin in North and South America, in the Caribbean, Europe, Asia and other parts of the world) as an integral part of Africa.



Regional and International Organisations

During the year, through visits and discussions, the Secretary-General facilitated closer cooperation between CARICOM and several regional and international partners including PAHO, the IDB, the World Bank, and the OAS.

Also, in the margins of the 67th Session of the UNGA in September, CARICOM Heads of Government and the Secretary-General held discussions with the UN Secretary-General, His Excellency Ban Ki-Moon, during which they underlined the need for greater UN-CARICOM engagement. The CARICOM team brought to Mr Ban's attention the prevailing economic situation within the Community resulting from the global economic crisis and the issue of *graduation* which had adversely affected CARICOM Member States. They also emphasised the need

for special focus on and support for SIDS with regard to climate change, as well as for UN follow-up to the 2011 UNGA High Level Meeting on Non-Communicable Diseases, initiated by CARICOM.

The UN Secretary-General commended the Community for its leadership role at the Rio+20 Conference and for the further integration of Haiti into the Community, the latter symbolised by its imminent accession to the Chair of the Conference of Heads of Government from January 2013. In response to the concerns voiced by CARICOM Heads of Government, the UN Secretary-General indicated his intention to have the UN more engaged and responsive to the needs of the Community.

Discussions were also held during the year with the UN Development Group for Latin America and the Caribbean which agreed to strengthen cooperation

with the Region through, inter alia, the development of initiatives for joint action. The agreed areas of focus are climate change and environment,

institutional strengthening, and human security. It is anticipated that the initiatives will be ready for implementation by 2014.

Plenipotentiary Representatives accredited to CARICOM

During the year, Japan, Mexico, Singapore and the European Union accredited plenipotentiary representatives to CARICOM. This brings to twenty-one, the number of Third States and Groups of States seeking formal accreditation to the Community.



Secretary-General Ambassador LaRocque with Ambassador Yoshimasa Tezuka, after accepting his credentials as Japan's Plenipotentiary Representative to the Community



Secretary-General Ambassador LaRocque accepts credentials of Ambassador Francisco Olguín, Mexico's Plenipotentiary Representative to the Community



Secretary-General, Ambassador LaRocque with Ambassador Kemal Siddique, after accepting his credentials as Singapore's first Plenipotentiary Representative to the Community



Secretary-General Ambassador LaRocque accepts credentials of Ambassador Robert Kopecký, Plenipotentiary Representative of the European Union to the Community

Resource Mobilisation

Donor Coordination and Aid Effectiveness continued to be areas of priority focus in the Region's discussions with Development Partners in 2012. In tandem, the Secretariat undertook efforts to improve the management of donor-funded programmes and projects to enhance the benefits to the Community and meet the obligations to the Partners.



The EU continued to be the major development partner of the Community. In March, the Secretary-General, who is also Secretary-General of the Caribbean Forum of African, Caribbean and Pacific States (CARIFORUM), signed three financial agreements with the European Commission (EC) under the 10th European Development Fund. These agreements are aimed at strengthening integration and have a total value of €82.6M (US\$110M). The agreements provide support for, among other things, the further development of the CSME, with special allocations for Belize and Haiti and the economic integration and trade of the Organisation of Eastern Caribbean States.

Implementation of other projects under the 10th EDF continued during the year and negotiations for the programmes to be included under the 11th EDF proceeded in earnest. It is anticipated that some €350M of development assistance will flow to the Region under the 11th EDF.

CARICOM and the IDB met in April to explore priority areas of cooperation and funding for regional development and to initiate dialogue toward shaping a strategy for future interventions in the Region. The Strategy will identify the priority programmes and interventions which the IDB could support, in the short to medium-term, to assist in addressing the challenges faced by the Region.

CARICOM and the IDB also earmarked immediate priority areas for urgent attention which included air and maritime transportation as well as ICT4D. Building CARICOM's capacity to support Haiti; crime and security; renewable energy; cultural industries and agriculture were other areas identified for support. Cross-cutting issues such as communication, youth and gender development as well as capacity-building would be addressed within all agreed interventions.

Other Development Partners continued to provide invaluable support for the execution of a range of Community programmes as highlighted throughout this Report.



Section VI

STATISTICS

In 2012, the Community focussed on strengthening its statistical capacity, including the development of Regional statistical databases to provide harmonised, high quality statistical information for decision-making. An updated Regional Statistical Work Programme was rolled out to harmonise statistical methods across the Region. Also, a Model Statistics Bill as well as data management and warehousing frameworks were prepared.

The compilation and maintenance of Regional databases continued with a focus on economics, social gender, environment and ICT to enable production and dissemination of these areas of statistics to users.

Additionally, Regional databases were developed in several areas. These include national accounts; merchandise trade; trade in services, under which data regarding the extended balance of payments in services were compiled for eleven countries; external debt; foreign direct investment (FDI); balance of payments; banking; and financial statistics.

Social statistics on the Caribbean-specific MDG Indicators were also compiled as were statistics regarding the Environment and regarding ICT.

Several capacity-building training activities for Member States were held during 2012 including:

- ✎ the System of National Accounts 2008 workshop held by the Caribbean Regional Technical Assistance Centre (CARTAC) and supported by the CARICOM Secretariat with 10th EDF funding;
- ✎ training in a National Accounts compilation software, ERETES, in collaboration with the Statistical Office of the European Union (Eurostat) and CARTAC;
- ✎ training in trade data processing with 10th EDF funding and support from the Government of St. Kitts and Nevis;

- ✎ workshop in the estimation of the Creative Industries supported by the World Trade Organisation (WTO), the World Tourism Organisation (UNWTO), the United Nations Educational, Scientific and Cultural Organisation (UNESCO), the United Nations Statistics Division (UNSD) and the UWI;
- ✎ follow-up support for social gender statistics; and
- ✎ in-country technical assistance in environment statistics focusing on biodiversity under the EU-funded MEA project.

Capacity-building also continued in:

- ✎ the execution of an IDB-funded project to develop a common framework for the measurement of literacy;
- ✎ support for census data processing;
- ✎ continued work in the area of ICT statistics;
- ✎ follow-up on the development and implementation of a regional statistical work programme for the harmonisation of statistics as well as the Model Statistics Bill;
- ✎ developmental work on data warehousing, archiving and storage to develop IT infrastructure in statistics, including the conduct of a training workshop;
- ✎ support for the launch of the National Strategy for the Development of Statistics in Grenada; and
- ✎ developmental work on common questionnaires for the collection of data in National Accounts and the review of the outline of a manual on the development of a statistical business register.

In the area of statistical advocacy, two booklets which promote the use of statistics in decision-

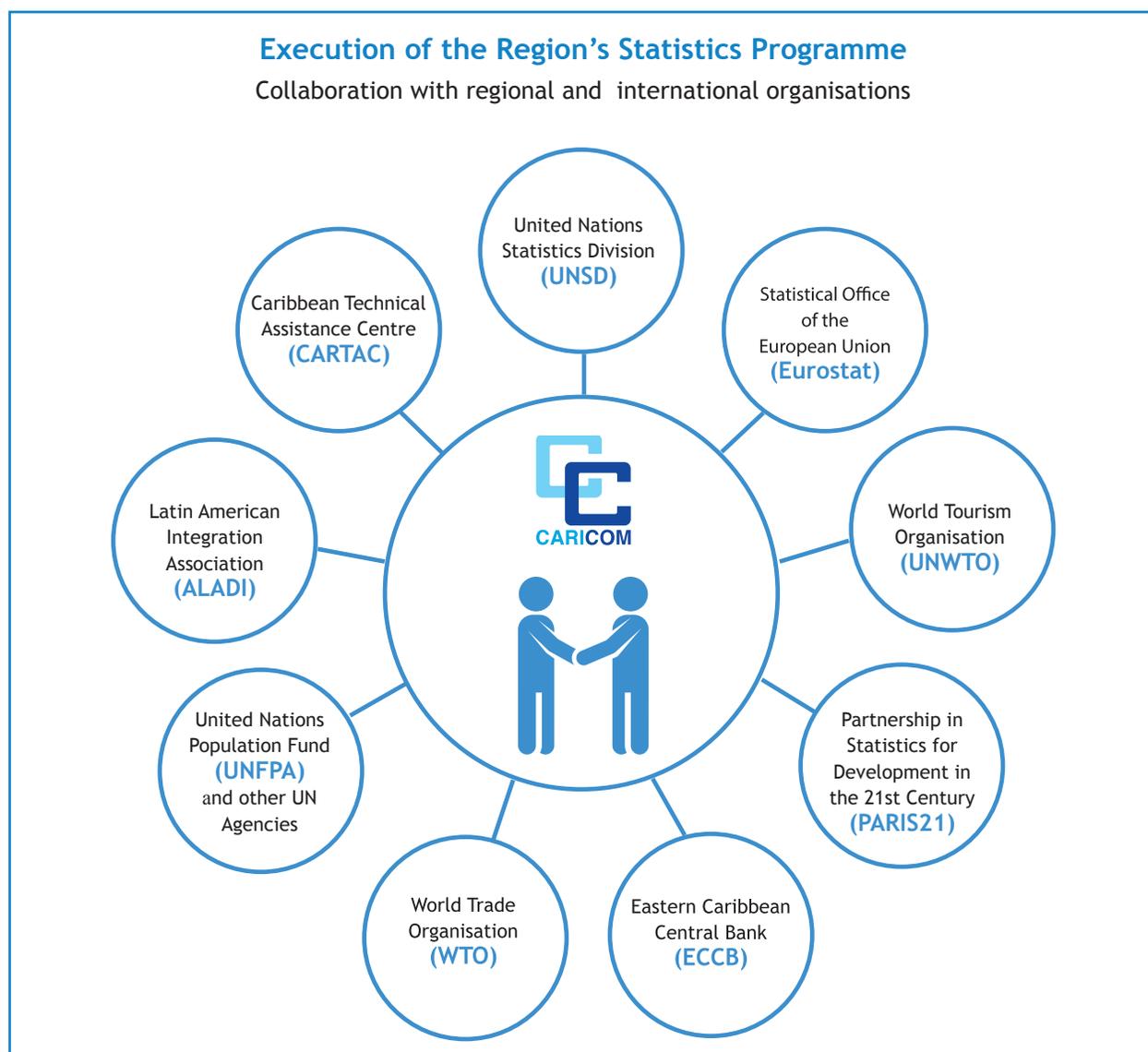
making were prepared with support from PARIS21, an organisation based at the Organisation for Economic Cooperation and Development (OECD). Also, the National Accounts Digest 2006-2011 and CARICOM's Trade Quick Reference to Summary Data for 2010 were completed and made available online.

Additionally, Caribbean Statistics Day was commemorated on 15 October, marking its fourth observance by CARICOM. Caribbean Statistics Day seeks to raise the profile of statistics and statisticians across the Region, and recognise the crucial role of statistics in the advancement of the daily lives of the people of the Community. The

Regional observance coincides with that of World Statistics Day.

The theme for 2012 was ***Working together to Improve Statistics in the Twenty-First Century and Beyond***. This theme, which is also the motto of the CARICOM Advisory Group on Statistics (AGS), underscores the need for collaboration and building partnerships for greater investment in statistics.

The Region's Statistics Programme is executed with the collaboration of several regional and international organisations including those shown below.





Section VII
AGREEMENTS
SIGNED/RATIFIED

The following new Agreement was opened for signature in 2012 and was signed by the Member States as indicated:

✎ **Agreement amending the Agreement Establishing the Caribbean Knowledge and Learning Network Agency (CKLNA) was opened for signature at the Thirty-Third Regular Meeting of the Conference** (*Castries, Saint Lucia, 4 July 2012*)

- Antigua and Barbuda, Grenada, Suriname (4 July 2012)
- The Bahamas (10 December 2012)

The following Agreements which had been opened for signature prior to 2012 were signed and/or ratified by Member States as indicated:

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

- Signature - Barbados (4 July 2012)
- Ratification - Barbados (10 July 2012)

✎ **Revised Agreement Establishing the Caribbean Agricultural Health and Food Safety Agency (CAHFSA)** (*Grand Anse, Grenada, 26 February 2011*)

- Accession - Barbados (26 June 2012)

✎ **Agreement Establishing the Caribbean Public Health Agency (CARPHA)** (*Basseterre, St. Kitts and Nevis, 2 July 2011*)

- Accession - Barbados (14 January 2012)
- Accession - British Virgin Islands (5 September 2012)



Section VIII
OPERATIONS
OF THE
CARICOM
SECRETARIAT

As the principal administrative organ of the Community, the CARICOM Secretariat plays a key role in regional policy, programme and project formulation; supporting Member States in the delivery and implementation of Community Programmes; provision of legal services including Opinions, draft legislation and representation before the Caribbean Court of Justice (CCJ); and in supporting the work of the Organs and Bodies of the Community. In the process, the Secretariat works collaboratively with Member States (at the governmental and sectoral levels), Community Institutions and Development Partners.

The Secretariat's Work Programme for 2012 was approved by the Community Council of Ministers in February 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



During 2012, the Secretariat focused its attention on improving the Organisation's human resource management function through strategic interventions in key areas including:

- ☞ **Implementation of the Human Resource Information System (HRIS):** This electronic system will help streamline the HR processes related to recruitment; training and development; performance management and other HR business/administrative processes. The HRIS software was provided with funding from the Government of Korea. During the year staff were trained to use the System which will fully roll-out in 2013;

- ☞ **Improvements to the Revised Performance Management System:** This System was further refined during the year with the focus on preparing SMART (specific, measurable, achievable, realistic and time-bound) objectives towards a more results-based mode of operation across the Organisation. Workshops on Coaching for Performance were also delivered to staff to strengthen the developmental aspect of the job evaluation process;
- ☞ **Completion of the Job Evaluation and Reclassification Consultancy Exercise:** This exercise which was completed in May, is intended to help with the development of job descriptions, job specifications, performance standards, competencies, and the performance appraisal system. The information from the exercise was used by the Community Council in its review of staff salaries. The information will also be used in reviewing staff job descriptions;
- ☞ **Review and Revision of Staff Rules, Policies and Procedures:** Revised Staff Rules were approved in November to update the Organisation's policies and procedures; and
- ☞ **Enhancement of Staff Welfare Activities:** Staff celebrated the 10th year of Staff Talent Week in November. Staff fully participated in all aspects and dimensions of the week which included an exhibition of collectibles; food displays; expressions of talent through song, poetry and drama, and fashion shows. Staff Talent Week is an important avenue for building staff camaraderie and boosting morale.

Building Capacity in Member States



Through the Secretariat's internship programme, twenty-two students from ten Member States were afforded the opportunity to work at the CARICOM Secretariat.

These internships covered a range of areas including Economic Partnership Agreement (EPA) implementation; climate change and green economy; energy studies; youth development; library and documentation studies; trade and trade related issues; computer science and home economics and management.

Audit



As part of strengthening the Secretariat's governance framework, the Secretary-General inaugurated the CARICOM Secretariat Audit Committee in January. The Committee was formally established by the Community Council in 2011. It will assist the Community Council in fulfilling its oversight responsibilities of the Secretariat. These include overseeing the financial reporting process, the system of internal control, and the audit process to ensure compliance by the Secretariat, with legal and regulatory requirements.

Mr Terrence Bastian, Auditor General of The Bahamas, was elected the first Chairman of the Audit Committee. The other members are from Antigua and Barbuda, Barbados, Belize, and Guyana.

Membership on the Committee will be as follows:

- three Members from the More Developed Countries (MDCs) - The Bahamas, Barbados, Guyana, Jamaica, Suriname, and Trinidad and Tobago - on rotation every four years; and

- two Members from the Less Developed Countries (LDCs) - Antigua and Barbuda, Belize, Dominica, Grenada, Haiti, Montserrat, St. Kitts and Nevis, Saint Lucia, and St. Vincent and the Grenadines - on rotation every three years.

Conference Services



The Secretariat continued to support the process of consultation and decision-making within the Community through the provision of effective and efficient conference services for meetings. This includes assisting with document finalisation and dissemination; rapporteur services as well as administrative support at meetings.

Some 200 meetings were serviced in 2012. The use of information technology greatly enhanced the speed and efficiency of document dissemination for these meetings and reduced the need for printed copies. It also allowed Member States to have earlier and faster access to documentation.

Administrative Services



The provision of administrative services is indispensable for the work of the Secretariat. Administrative Services includes, maintenance programmes and services for office buildings, equipment and grounds and for official residences as well as all procurement services.

During the year, the Secretariat launched a consultant database which enables consultants to register their expert services for possible consideration in the procurement process.

Information Technology Support



The Secretariat continued to take steps to improve its information technology operations in 2012, including through:

- ✎ Upgrading intranet facilitates for better access to corporate information and internal applications; and
- ✎ Expanding and coordinating videoconference endpoints in Member States, upgrading the videoconference system at the Secretariat and deploying and providing support for web conferencing tools to facilitate real time collaboration with Member States.

Documentation Services



The Secretariat provides documentation services for staff as well as for other stakeholders in the Community by providing resource materials from its documents collections and databases for decision-making and research needs.

During the year, in ongoing efforts to widen the Community's access to data and to make information easily accessible, the Secretariat's electronic collection was enhanced with the addition of several reports and other documentation which were previously available solely in hard copy. Two International Standard Book Number (ISBN) publications were produced and made available to stakeholders viz, Listing of Caribbean Titles, 2011 and the ISBN Users' Manual – Caribbean 9th ed.

Exhibitions and Tours



The Secretariat mounted exhibitions highlighting particular issues and/or milestones in 2012. These included

exhibitions for CARICOM Day (July), Caribbean Wellness Day (September), Caribbean Statistics Day (October); CARICOM Staff Talent (November) CARICOM-Cuba Day and Breast Cancer Awareness (December). The Secretariat also collaborated with UWI (Mona) in the hosting of their CARIFESTA and CARICOM 40th Anniversary Exhibitions.

During the year, fifteen tours were conducted for local schools and visiting delegations.



All eyes of this touring party are on Director Strategic Planning Ms Jacquelyn Joseph



School children enter the Secretariat for their tour of the facilities

Strategic Planning, Monitoring and Evaluation



In 2012, the Secretariat continued to work towards improving its focus on results and demonstrating value for money. In this regard, it improved its systems of measuring achievement of results in its work programme.

The Secretariat also monitored projects and recommended steps to achieve outcomes. This included the CARICOM/AusAID projects in Haiti, and the EU-funded MEA project.

Additionally, the Secretariat participated in an AusAID team mid-term review of the AusAID Caribbean Programme, reinforcing the message of accountability and ensuring value for money. The joint review underscored the benefit from the inclusion of a team member with a regional focus. The linkages established with the AusAID Evaluation team have created opportunities for future exchange and sharing of evaluation best practices.

With regard to the MEA project, a mid-term evaluation was completed and the findings informed the preparation of the proposed Phase two of the project.

A performance review of the 9th EDF-Caribbean Integration Support Programme (EDF-CISP) was completed. As part of the review, Member States shared their perspectives on the value of the internal evaluation function of the Secretariat as well as the usefulness of the outputs from the 9th EDF programme. The information received was used to refine programme design to better meet the desired results.

Finance and Budget



The Community Council approved a budget of **EC\$43,862,665** for the CARICOM Secretariat for 2012. This budget, funded by contributions from Member States together with other income of **EC\$110,810** (such as from ISBN registration and processing fees, disposal of fixed assets and interest), comprised income for the year 2012 totalling **EC\$43,973,475**. The CARICOM Secretariat also received and managed **EC\$22,446,363 (US\$8,282,485)** from IDPs to implement a wide range of important Community programmes.

A Summary of Assessed Contribution from Member States and Associate Members for 2012 is given on page 49.

Member State	% of Budget	2012 Amount EC\$
Anguilla	0.11	48,249
Antigua & Barbuda	1.44	631,622
Barbados	7.86	3,447,605
Belize	2.25	986,910
Bermuda	1.00	438,627
British Virgin Islands	0.77	337,743
Cayman Islands	1.00	438,627
Dominica	0.79	346,515
Grenada	1.44	631,622
Guyana	7.00	3,070,387
Haiti	6.00	2,631,759
Jamaica	23.15	10,154,207
Montserrat	0.11	48,249
Saint Kitts & Nevis	1.44	631,622
Saint Lucia	1.44	631,622
St. Vincent & The Grenadines	1.44	631,622
Suriname	7.00	3,070,387
The Bahamas	11.43	5,013,503
Trinidad & Tobago	24.12	10,579,675
Turks & Caicos Islands	0.21	92,112
Total	100.00	43,862,665

Actual expenditure from Member States' resources amounted to **EC\$41,652,714**. With respect to

funding from IDPs, the sum of **EC\$58,479,619** (US\$21,578,399) was expended.

The table below provides a summary of expenditure funded from Member States' contributions for 2012:

Expenditure Categories	2012	
	Approved Budget EC\$	Actual Expenditure EC\$
Head I - Human Resource Costs	33,661,815	30,104,247
Head II - Other Operating Expenses	10,100,934	11,320,369
Head III - Capital Expenditure	100,000	228,098
TOTAL	43,862,749	41,652,714

The Community Council also approved a 2012 budget of **US\$2,068,684** (EC\$5,607,582) for the Office of Trade Negotiations (OTN), a specialised

department of the Secretariat. The OTN also received **US\$548,651** (EC\$1,486,900) from IDPs.

A Summary of Member States Assessed Contribution to the OTN for 2012 is given below:

Member State	% of Budget	2012 Amount US\$
Antigua & Barbuda	1.49	30,823
Barbados	8.12	167,977
Belize	2.32	47,993
Dominica	0.82	16,963
Grenada	1.49	30,823
Guyana	7.23	149,566
Haiti	6.20	128,258
Jamaica	23.92	494,829
Saint Kitts & Nevis	1.49	30,823
Saint Lucia	1.49	30,823
St. Vincent & The Grenadines	1.49	30,823
Suriname	7.23	149,566
The Bahamas	11.81	244,312
Trinidad & Tobago	24.90	515,102
Total	100.00	2,068,684

In 2012, actual expenditure from Member States' resources amounted to **US\$1,757,485** (EC\$4,762,961). With respect to funding from

IDPs, the sum of **US\$427,178** (EC\$1,157,696) was expended.

The table below provides a summary of expenditure by the OTN, funded from Member States' contributions for 2012:

Expenditure Categories	2012	
	Approved Budget US\$	Actual Expenditure US\$
Head I - Human Resource Costs	1,708,418	1,496,884
Head II - Other Operating Expenses	355,266	264,070
Head III - Capital Expenditure	5,000	(3,469)
TOTAL	2,068,684	1,757,485

The Secretariat received an unqualified opinion on its Financial Statements for 2012 from the External Auditors.



Section IX
APPENDICES

Appendix I

The Caribbean Community (CARICOM)



The Caribbean Community 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).

The Community has the following objectives as set out in Article 6 of the Revised Treaty of Chaguaramas establishing the Caribbean Community including the CARICOM Single Market and Economy signed in July 2001:

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

The Conference of Heads of Government

The Conference 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; and
- ☞ 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.

Bureau of the Conference

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

The responsibilities of the Bureau are to:

- ☞ Initiate proposals;
- ☞ Update consensus;
- ☞ Facilitate implementation of Community decisions; and
- ☞ Provide guidance to the Secretariat on policy issues.

The Community Council of Ministers

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 and external relations; and
- ☞ 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.

Community Organs & Bodies

The Principal Organs of the Community are assisted by the following 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)**, responsible for economic policy coordination and financial and monetary integration;
- ☞ **The Council for National Security and Law Enforcement (CONSLE)**, responsible for coordinating the Community's response to security threats, to ensure a safe and stable Community; and
- ☞ **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 and which 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; and
- ☞ **The Committee of Central Bank Governors (CCBG)**, comprising the Governors or Heads of the Central Banks or their nominees and responsible for making 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 Secretary-General of the Caribbean Community

The Secretary-General is the Chief Executive Officer 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.

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 is supported by an Executive Management Team within the CARICOM Secretariat comprising the Deputy

Secretary-General, the General-Counsel, and the Assistant Secretaries-General responsible for Trade and Economic Integration, Foreign and Community Relations, and Human and Social Development and the Director-General, Office of Trade Negotiations.

The Secretary-General also serves as the Secretary-General of the Caribbean Forum (CARIFORUM) of African, Caribbean and Pacific (ACP) States - the grouping comprising the independent CARICOM Member States and the Dominican Republic. A CARIFORUM Directorate, headed by an Assistant Secretary-General, supports the Secretary-General.

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>

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

The Caribbean Community (CARICOM) Secretariat

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

Its **Mission** is: To provide dynamic leadership and service in partnership with Community Institutions and groups, toward the attainment of a viable, internationally competitive and sustainable Community, with improved quality of life for all.

Functions of the CARICOM Secretariat:

- (a) Service meetings of the Organs and Bodies of the Community and take appropriate follow-up action to such meetings;
- (b) Initiate, organise and conduct studies on issues for the achievement of the objectives of the Community;
- (c) Provide, on request, services to Member States, on matters relating to the achievement of its objectives;
- (d) Collect, store and disseminate to Member States, information relevant for the achievement of its objectives;
- (e) Assist Community Organs in the development and implementation of proposals and programmes for the achievement of the objectives of the Community;
- (f) Coordinate in relation to the Community, the activities of donor agencies, international, regional and national institutions for the achievement of the objectives of the Community;
- (g) Prepare the draft budget of the Community for examination by the Budget Committee;
- (h) Provide, on request, technical assistance to national authorities to facilitate implementation of Community decisions;
- (i) Conduct, as mandated, fact-finding missions in Member States; and
- (j) Initiate or develop proposals for consideration and decision by the Organs in order 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; and
- ☞ Directorate for Foreign and Community Relations.

Institutions and Associate Institutions of the Community

The Community has established Institutions and Associate Institutions with specialised functions which contribute to the achievement of its objectives. These are listed overleaf.

Also listed are Institutions in the Region which have a functional cooperation relationship with the Community.

COMMUNITY INSTITUTIONS

INSTITUTIONS		COMMENTS
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>
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>
CARICAD	Caribbean Centre for Development Administration	<i>As per Article 21 of the Revised Treaty</i>
CCCCC	Caribbean Community Climate Change Centre	<i>As per Decision of the Thirteenth Inter-Sessional Meeting of the Conference of Heads of Government (February 2002, Belize)</i>
CDEMA	Caribbean Disaster Emergency Management Agency	<i>As per Article 21 of the Revised Treaty (Formerly CDERA)</i>
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>
CIMH	Caribbean Institute for Meteorology and Hydrology	<i>As per Article 21 of the Revised Treaty (Formerly CMI)</i>
CKLNA	Caribbean Knowledge and Learning Network Agency	<i>As per the Decision of the Twenty-First Inter-Sessional Meeting of the Conference of Heads of Government (March 2010, Dominica)</i>
CMO	Caribbean Meteorological Organisation	<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>
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>
CCC	CARICOM Competition Commission	<i>As per Articles 171 - 174 of the Revised Treaty</i>
CDF	CARICOM Development Fund	<i>As per Article 158 of the Revised Treaty and the Agreement Relating to the Operations of the CDF</i>
CARICOM IMPACS	CARICOM Implementation Agency for Crime and Security	<i>As per the Twenty-Sixth Regular Meeting of the Conference of Heads of Government (July 2005, Saint Lucia)</i>
CROSQ	CARICOM Regional Organisation for Standards and Quality	<i>As per Article 67 of the Revised Treaty and the Agreement Establishing CROSQ</i>
CCJ	Caribbean Court of Justice	<i>Pursuant to Article 211 of the Revised Treaty and the Agreement establishing the CCJ</i>

ASSOCIATE INSTITUTIONS

INSTITUTIONS		COMMENTS
CDB	Caribbean Development Bank	<i>As per Article 22 of the Revised Treaty</i>
CLIC	Caribbean Law Institute Centre	<i>As per Article 22 of the Revised Treaty</i>
OECS Secretariat	Organisation of Eastern Caribbean States Secretariat	<i>As per Article 22 of the Revised Treaty</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>

OTHER INSTITUTIONS WHICH HAVE A RELATIONSHIP OF FUNCTIONAL COOPERATION WITH THE COMMUNITY

INSTITUTIONS	
Caribbean Export	Caribbean Export Development Agency
CLE	Council of Legal Education
CTO	Caribbean Tourism Organisation
CTU	Caribbean Telecommunications Union

Appendix II

Acronyms

ACP	African, Caribbean and Pacific Group of States
AGS	Advisory Group on Statistics
AIDS	Acquired Immune Deficiency Syndrome
ALADI	Latin American Integration Association
APD	Air Passenger Duty
ATT	Arms Trade Treaty
AU	African Union
BPoA	Barbados Programme of Action
CAHFSA	Caribbean Agricultural Health and Food Safety Agency
CANTO	Caribbean Association of National Telecommunications Organisations
CARDI	Caribbean Agricultural Research and Development Institute
CAREC	Caribbean Epidemiology Centre
CARIB-IS	Caribbean Information Society
CARICAD	Caribbean Centre for Development Administration
CARICOM	Caribbean Community
CARICOM IMPACS	CARICOM Implementation Agency for Crime and Security
CARIFTA	Caribbean Free Trade Association
CARIFESTA	Caribbean Festival of Arts
CARIFORUM	Caribbean Forum of ACP States
CARPHA	Caribbean Public Health Agency
CARREX	CARICOM Rapid Alert System for Exchange of Information on Dangerous Consumer (Non-Food) Goods
CARTAC	Caribbean Regional and Technical Assistance Centre
CASSOS	Caribbean Aviation Safety and Security Oversight System
CBSI	Caribbean Basin Security Initiative
CBTPA	Caribbean Basin Trade Partnership Act
CCBG	Committee of Central Bank Governors
CCC	CARICOM Competition Commission
CCCCC	Caribbean Community Climate Change Centre
CCH	Caribbean Cooperation in Health
CCJ	Caribbean Court of Justice
CDB	Caribbean Development Bank
CDC	Centre for Disease Control
CDEMA	Caribbean Disaster Emergency Management Agency
CDF	CARICOM Development Fund

CDM	Clean Development Mechanism
CEHI	Caribbean Environmental Health Institute
CET	Common External Tariff
CEW	CARICOM Energy Week
CFNI	Caribbean Food and Nutrition Institute
CFT	Change Facilitation Team
CHRC	Caribbean Health Research Council
CIDA	Canadian International Development Agency
CIP	Caribbean Investment Programme
CISP	Caribbean Integration Support Programme
CKLNA	Caribbean Knowledge and Learning Network Agency
CLE	Council of Legal Education
CLIC	Caribbean Law Institute Centre
CMO	Caribbean Meteorological Organisation
COFAP	Council for Finance and Planning
COFCOR	Council for Foreign and Community Relations
COHSOD	Council for Human and Social Development
CONSLE	Council for National Security and Law Enforcement
COTED	Council for Trade and Economic Development
CRDTL	Caribbean Regional Drug Testing Laboratory
CRECS	Caribbean Renewable Energy Capacity Support
CRFM	Caribbean Regional Fisheries Mechanism
CROSQ	CARICOM Regional Organisation for Standards and Quality
CSEF	Caribbean Sustainable Energy Forum
C-SERMS	Caribbean Sustainable Energy Roadmap and Strategy
CSME	CARICOM Single Market and Economy
CTCP	CARICOM Trade and Competitiveness Project
CTO	Caribbean Tourism Organisation
CTU	Caribbean Telecommunications Union
CVQ	Caribbean Vocational Qualification
CWA	Caribbean Week of Agriculture
CXC	Caribbean Examinations Council
CYA	Caribbean Youth Ambassador
CYAP	CARICOM Youth Ambassador Programme
DFID	Department for International Development
EC	Eastern Caribbean
EC	European Commission
ECCB	Eastern Caribbean Central Bank
EE	Energy Efficiency

EDF	European Development Fund
EPA	Economic Partnership Agreement
EU	European Union
EU-LAC	European Union - Latin America and the Caribbean
EUROSTAT	Statistical Office of the European Union
FBO	Faith-Based Organisation
FCR	Foreign and Community Relations
FDI	Foreign Direct Investment
FIELD	Foundation for International Environmental Law and Development
GBV	Gender Based Violence
GDP	Gross Domestic Product
GTZ	German Technical Cooperation Agency
HAPI	Health Action Partnership International
HFLE	Health and Family Life Education
HIV	Human Immunodeficiency Virus
HRIS	Human Resource Information System
ICAO	International Civil Aviation Organisation
ICT	Information and Communications Technology
ICT4D	Information and Communications Technology for Development
IDB	Inter-American Development Bank
IDPs	International Development Partners
IFI	International Financial Institution
IICA	Inter-American Institute for Cooperation on Agriculture
IOM	International Organisation for Migration
ISBN	International Standard Book Number
ITU	International Telecommunications Union
JCFCF	Japan-CARICOM Friendship and Cooperation Fund
KfW	German Development Bank
LAC	Legal Affairs Committee
LDC	Less Developed Country
MDC	More Developed Country
MDGs	Millennium Development Goals
MEA	Multilateral Environmental Agreement
NCDs	Non-Communicable Diseases
OAS	Organisation of American States
OECD	Organisation for Economic Cooperation and Development
OECS	Organisation of Eastern Caribbean States
OCC	Order of the Caribbean Community
OTN	Office of Trade Negotiations

PAHO	Pan American Health Organisation
PANCAP	Pan Caribbean Partnership Against HIV and AIDS
PARIS21	Partnership in Statistics for Development in the 21st Century
PCU	PANCAP Coordinating Unit
PEP	Public Education Programme
PMSC	Prime Ministerial Sub-Committee
PSA	Public Service Announcement
RDDS	Regional Digital Development Strategy
RE	Renewable Energy
SALW	Small Arms and Light Weapons
SHIMICS	Small Highly-Indebted Middle-Income Countries
SICA	Central American Integration System
SIDS	Small Island Developing States
SMART	Specific, Measurable, Achievable, Realistic and Time-bound
SME	Small and Medium-sized Enterprise
TIC	Trade and Investment Council
TVET	Technical and Vocational Education and Training
TWG	Technical Working Group
UG	University of Guyana
UK	United Kingdom
UN	United Nations
UNASUR	Union of South American Nations
UNDP	United Nations Development Programme
UNECLAC	United Nations Economic Commission for Latin America and the Caribbean
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
UNGA	United Nations General Assembly
UNSD	United Nations Statistics Division
UNWTO	World Tourism Organisation
USA	United States of America
USAID	United States Agency for International Development
USTR	United States Trade Representative
UWI	University of the West Indies
WICB	West Indies Cricket Board
WTO	World Trade Organisation



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