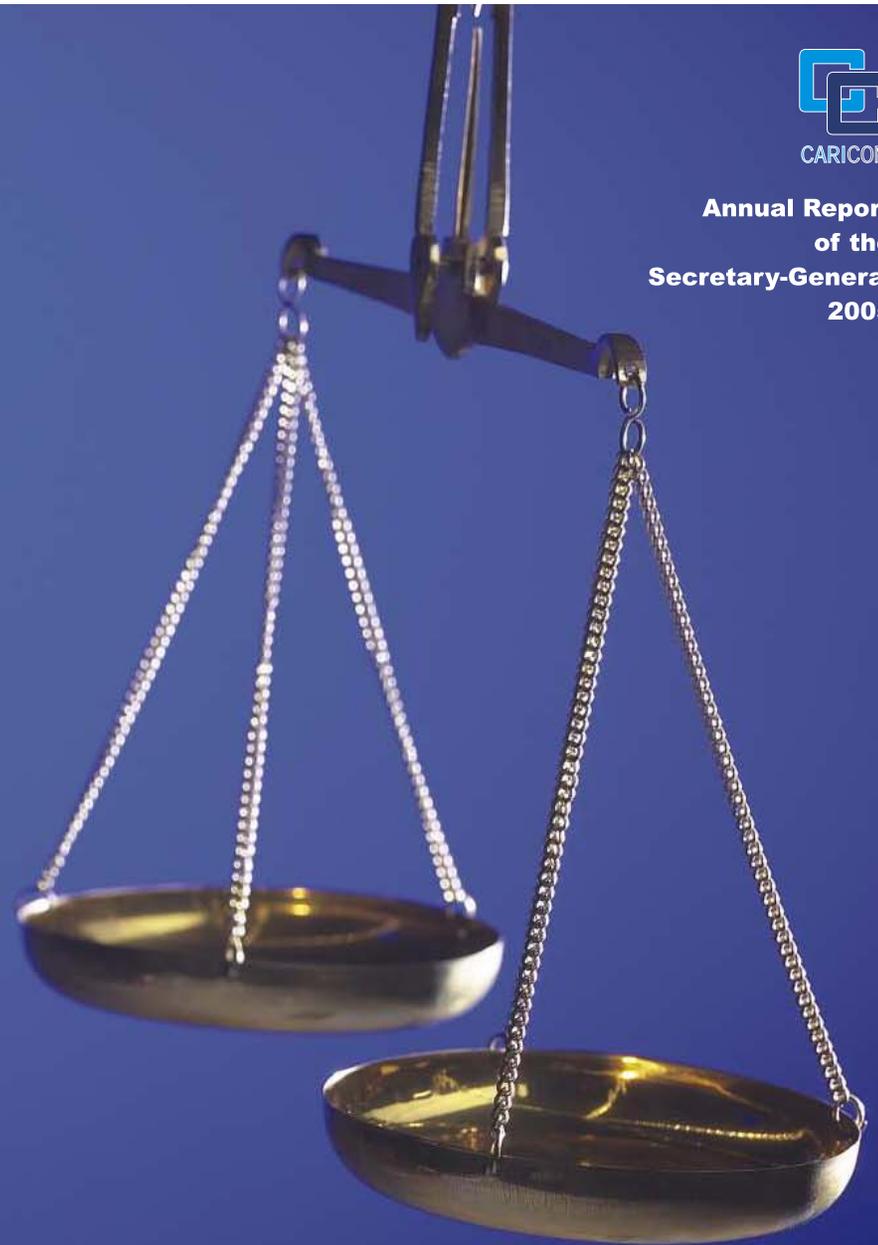




**Annual Report  
of the  
Secretary-General  
2005**



Annual Report of the Secretary-General 2005



Caribbean Community  
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## **Mission Statement** of the CARICOM Secretariat

**“Our 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.”**

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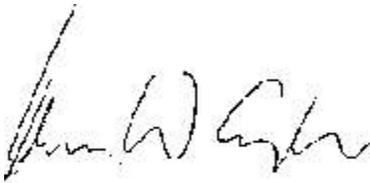


# Letter of Transmittal

July 2006

*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 2005, in accordance with Article 13 paragraph 3 of Protocol 1 amending the Treaty of Chaguaramas establishing the Caribbean Community (CARICOM).



Edwin W. Carrington  
*Secretary-General*

# I Secretary-General's Overview of CARICOM's Performance in 2005

Preparation for the establishment of the CARICOM Single Market was the focus of a very busy 2005 for the Community. The aim was to get the Member States ready for the launching in 2006 of this momentous event in the region's history.

This involved a lot of diligent work on the part of both the Secretariat staff and representatives and officials of Member States in the implementation of the protocols, in policy formulation, in the enactment of the relevant domestic laws and in institutional strengthening.

First January 2006 was the date on which the Heads of Government had agreed that the Single Market would come into force. From that date, in addition to the regime on free trade in goods among our Member States which had been in place since the origin of CARICOM,



Mr Edwin Carrington  
*Secretary-General*

- CARICOM nationals who are self employed, will be entitled to provide services and establish businesses on a non-discriminatory basis in any Member State,
- there will be a free movement of investment/capital among Member States, and
- five categories of skilled nationals of Member States will be able to move freely within the Market as a start. These are university graduates, media workers, sports persons, artistes and musicians.

## **Inauguration of the Caribbean Court of Justice (CCJ)**

An essential element had already been put in place with the historic inauguration of the Caribbean Court of Justice on 16 April 2005 in Port of Spain, Trinidad and Tobago. Seen as “a fulfilment of judicial independence for the Region”, the CCJ fulfils an ambition of most of the countries of our Region of more than one hundred years.

The Court is a critical pillar as the Community deepens the integration process. It plays the central role in ensuring that the rights of the Region's citizens are upheld during the operation of the CARICOM Single Market and the Economy.

## **Regional Development Fund**

During the year, Ministers of Finance made significant progress in operationalising another critical element of the CSME, namely the Regional Development Fund. This Fund is provided for in Article 158 of the Revised Treaty of Chaguaramas establishing the Caribbean Community, including the CARICOM Single Market and Economy. It is intended to provide financial and technical assistance to disadvantaged countries, regions and sectors, adversely affected by the operation of the CSME and is thus part of the process of transforming the



At a Special Meeting of the Council for Finance and Planning (COFAP) in Kingston, Jamaica in December, the Ministers agreed that in addition to the contribution by Member States, contributions to the Development Fund would be sought from the regional private sector, international financial institutions and the donor community.

It was also agreed that the Caribbean Development Bank (CDB) Fund would be approached to manage the Fund. A team of senior finance officials, led by the CDB, was also established to make recommendations to the COFAP regarding other aspects of the Fund including the forms of assistance and the conditions for access. That team was due to report to the Second Special Meeting of COFAP scheduled for January 2006 in Jamaica with the recommendations of the Council being taken to the 17th Inter-Sessional Meeting of the Conference of Heads of Government scheduled for Port of Spain, Trinidad and Tobago in February.

## **CARICOM Passport**

Another significant and highly symbolic development was the introduction of the CARICOM passport, which was initiated by Suriname in January 2005. Subsequently, Antigua and Barbuda, Dominica, St Vincent and the Grenadines and St Kitts and Nevis came on stream with the issuance of theirs. It is expected that in the coming year most of the Member States would be introducing this important symbol of the deepening integration process.

## **HIV/AIDS**



The Community confronted a number of challenges throughout the year few more daunting than the battle against HIV/AIDS. The response however has been robust with the coalition in the fight broadening to include the private sector, the youth and the faith-based institutions as part of the Pan Caribbean Partnership Against HIV/AIDS (PANCAP).

Fully aware that the Health of the Region is the Wealth of the Region, the Community gave serious consideration to the report of the Commission on Health and Development. The report spoke to a number of the key health issues confronting the Community in addition to HIV/AIDS, such as the lifestyle diseases of diabetes and hypertension and increasing levels of obesity. Plans were subsequently put in place for the Report to be more widely distributed and discussed.

## **Youth and Sports**

Reference is frequently made to the importance of the role of our youth in the development of our Region and quite correctly so. Therefore, their achievements in placing the Community in the highest echelons of world endeavours must always be recognised. In this context, and particularly in this the United Nations Year of Sports and Physical Development, the achievement of Mr. Asafa Powell a youth of Jamaica - in becoming the World record holder for the 100 metres - thereby making him “the fastest man in the world” is evidently non-pareil and must be hailed.

Appropriately, congratulations were also due and extended to Mr. Brian Lara who now holds the world record for the most runs in Test Cricket, the most runs in a Test innings, the most Test Centuries by a West Indies batsman, the most runs in a first class innings and indeed the only person in history to reclaim the Test batting record.

In addition, the Trinidad and Tobago's Soca Warriors, which became the second English speaking Caribbean team to qualify for the finals of the FIFA Football World Cup have earned our admiration and best wishes.

## 2007 Cricket World Cup

The Secretariat continued to work assiduously with Member States and the Cricket World Cup West Indies Inc. to ensure the success of the International Cricket Council Cricket World Cup 2007. In that context, Member States were apprised of security issues arising out of their contractual obligations in respect of the hosting of CWC 2007 and the legislative and other security measures which must be put in place at the regional level to ensure the successful and safe conduct of the tournament. To that end Member States are working assiduously.

## Triennial Award for Women

Particularly noteworthy was the conferment in July, of the 2005 CARICOM Triennial Award for Women on Madame Justice Desiree Bernard, former Chief Justice and Chancellor of the Judiciary of Guyana and the first female judge of the Caribbean Court of Justice (CCJ). Justice Bernard was singled out for her outstanding contribution to the development of law in Guyana and the Region and her leading role in advocating for women's development.



## CARICOM Permanent Headquarters

A most welcome development in this landmark year was the inauguration of the Permanent Headquarters of the CARICOM Secretariat in February. Heads of Government attended the gala ceremony which took place immediately following the Sixteenth Inter-Sessional Meeting of the Conference in Suriname. The Secretariat's Staff took effective occupation of the building in July/August. The Secretariat extends its deep appreciation to the Government of Guyana for the provision of the excellent facility. The Secretariat also expresses sincere thanks and gratitude to the Governments of Japan and India for their roles in ensuring that this long held ambition of the Community came to fruition.



*Right: His Excellency Edwin Carrington, CARICOM Secretary-General poses with the key to the new CARICOM Secretariat Headquarters as - H.E. President Bharrat Jagdeo, The Hon. Baldwin Spencer, Prime Minister of Antigua and Barbuda and Former Jamaican Prime Minister H.E. P.J. Patterson look on.*

## **Information and Communication Technology**

The Community sought to advance the Information and Communication Technology (ICT) agenda through discussions with regional stakeholders which led to the establishment of an ICT Steering Committee which will both co-ordinate further discussions and implement initiatives already agreed. The region was also deeply involved in the discussions at the World Summit on the Information Society in Tunisia and is preparing to advance the solutions agreed to at that forum.

The CARICOM Secretariat benefited from technical assistance from the Government of India in the field of Information Technology with the provision of hardware, software and training in time for the occupation of the new headquarters. This was a direct benefit from a mission to India, in November 2003, led by the Foreign Minister of Jamaica and then Chairman of the Community Council, the Honourable K. D. Knight.

## **Governance**

During 2005 also, the first informal bipartisan dialogue on the regional integration process, involving Leaders of Government and of Parliamentary Opposition was convened. This milestone reflects a measure of the maturing of our Community which places the advancement of the People of the Region above party politics and represents an important step in the Region's response to the Global challenges.

## **Developments in Haiti**



Developments in Haiti continued to preoccupy the Community. The Community's focus was on giving support to the process leading to democratic elections in Haiti. In this regard, the Community worked closely with the United Nations through its Stabilisation Mission in Haiti (MINUSTAH). The Co-ordinator of the CARICOM Task Force on Haiti, Mr Hugh Cholmondeley, assisted by the Director of Elections in Jamaica, Mr. Danville Walker spearheaded CARICOM's continuing assistance.

The Community hoped for early satisfactory elections and to that end its Heads of Government and counterparts from the African Union decided to mount a high level political mission to Haiti to symbolise the importance attached to these elections which were scheduled to take place in the first quarter of 2006.

## **Barbados Programme of Action for Small Island Developing States (SIDS)**

On the international stage the region participated actively in the preparatory process and the discussions that took place in the international meeting in Mauritius to review the Barbados Programme of Action for SIDS which include not only small island states but also low lying coastal developing states.

The strategy adopted for that meeting firmly established sustainable development as a central theme relevant to all aspects of our lives. The Community is now taking steps to implement the strategy adopted at that meeting through a regional co-ordinating mechanism involving all Caribbean SIDS.

## **CARICOM / Cuba Summit**

One element of this strategy was the strengthening of South-South relations. Within this spirit, the Heads of Government met with the President of Cuba in Barbados on 8 December for the second CARICOM/Cuba Summit.

At this meeting an Agreement on Cultural Co-operation and a Political Declaration were signed. There was also an appreciation of a most laudable health initiative by the Cubans which has seen the restoration of eyesight for many Caribbean people.

## **Multilateral Relations**

In the broader international arena, the Leaders of the Community continued to advance key issues on the Community's agenda as they interacted with hemispheric and other world leaders from North and South America, Europe and Africa, on a bilateral basis and in multilateral fora such as the 2005 UN World Summit, the Summit of the Americas and the Commonwealth Heads of Government Meeting.

The continued influence of the Community was reflected in elections for the leadership of the Organisation of American States (OAS) with the choice of the Secretary-General of that Organisation, being the candidate that enjoyed significant CARICOM support, and of the Assistant Secretary-General, CARICOM Candidate Ambassador Albert Ramdin of Suriname.

## **External Trade Negotiations**

With respect to its external trade relations, the Region has been faced with devastating decisions by the European Union during 2005 in regard to our sugar and bananas exports to that market. These products play a critical role in the economies of most Caribbean States and the decisions plunged these key sectors into an uncertain future thereby threatening the livelihood of large sections of the region's population.

In the case of Sugar, the drastic 36 per cent price reduction over 4 years, starting in 2006, would mean a massive loss of income for many Community States. Moreover it is a radical, unilateral change to the ACP/EU Sugar Protocol, a legally binding relationship "of indefinite duration." This decision is also seen as being inconsistent with the lofty ideals which the EU promotes with respect to the achievement of the Millennium Development Goals, and equally so in regard to its stated interest in reflecting the concerns of small states within the process of the World Trade Organisation (WTO) negotiations.

In the case of bananas, the EU's announcement of its intention to replace the current banana import regime on the 1st of January 2006 with a single tariff and phasing out of the historically based licensing system will lead to lower incomes for farmers and the resulting prospect of a virtual devastation of the region's banana industry.

Caribbean banana suppliers, especially in the Windward Islands - all LDCs of CARICOM - rely on banana production and export for a significant share of their employment and income. These countries now face an economic crisis as a consequence of these developments. An adequate margin of preference is essential if the banana export trade with the region's only major market - the EU - is to continue.



The decisions regarding these two products dramatise especially the difficulty faced by those Member States which rely significantly on the two affected products.

This situation highlights the need for international support at the level of the WTO for special and differential treatment for small states and economies. There was some hope to that end at the round of WTO negotiations which resumed in Hong Kong at the end of the year. Only time will tell how realistic that is.

The Region, including the Dominican Republic, remains committed to concluding an Economic Partnership Agreement with the European Union. It is imperative that such an agreement incorporates a development dimension and be compatible with WTO rules.

## Natural Disasters

In 2005, just two weeks into the New Year, the Community was faced with the need to respond to unprecedented flooding in Guyana, which resulted in an estimated 60 percent loss of the Gross Domestic Product. A number of Member State and regional organisations including the Secretariat brought assistance to the Government and people of Guyana. (A large number of the staff members of the Secretariat were flooded out and affected in many ways.)



Among the several Regional agencies which came to the assistance of Guyana were, the Caribbean Epidemiology Centre (CAREC), the Caribbean Disaster Emergency Response Agency (CDERA), the Caribbean Food and Nutrition Institute (CFNI), the Caribbean Environment Health Institute (CEHI) and the Pan American Health Organisation (PAHO). A number of these provided assistance in the area of health in the face of the serious threat of certain diseases which followed the floods.

In the wider Region, the hurricane season spared the territories from the ravages of the previous year. However, all countries were urged to ensure that the necessary precautionary measures and mitigation plans were in place.



*Left: Guyanese residents struggle with the floods in January 2005.*

## Accreditations

During the year, Letters of Accreditation to the Caribbean Community were received from His Excellency Charles Maynard of the Commonwealth of Dominica and His Excellency Patrick Boursin of the Republic of France as Ambassadors.

## Caribbean Diaspora

The region continued to recognise the growing importance of the Diaspora. Following the October 2004 address by Prime Minister Patterson in New York, a seminal conference, organised by South Africa, the African Union and Jamaica was held in Kingston last March. The implementation of the recommendations is being pursued.

## Condolences

In 2005, the Secretariat joined in mourning the passing of, among others, Mr. Ben Joseph Jones, former Grenadian Prime Minister; Mr. Edward Oliver Le Blanc, First Premier and Chief Minister of Dominica and Ms. Shirley Francis, former Permanent Secretary in the Ministry of Foreign Affairs, St Vincent and the Grenadines.

Closer to home, the Secretariat bade a sad farewell to one of its long serving members of staff, Mr. Royston Rohlehr, formerly of Human Resource Management.



*Left: Mr Percival Marie, a national of Dominica and an officer of the Caribbean Forum of ACP States (CARIFORUM), signs the condolence book opened by the CARICOM Secretariat on the death of the former Prime Minister of Dominica Dame Eugenia Charles OCC.*



## Conclusion

2006 is expected to be no less busy than this past year as the Community moves to ensure the effective operation of the Single Market and to continue to work towards establishing the framework for the Single Economy by 2008. The onus is upon all Organs, Institutions and the Member States, to maintain the momentum towards a more mature regionalism in an integrated Region, one which provides opportunities for all to develop in a secure, stable and prosperous society.

Our people expect and indeed deserve no less.



## II Operation of the CARICOM Single Market and Economy (CSME)

The majority of effort expended in pursuit of the goal of the CARICOM Single Market and Economy was focused on the first phase of Single Market establishment/operation task, that was, legislative reform to meet the 2005 deadline. In this regard extensive work was done with the CARICOM Legislative Drafting Facility (CLDF) and Parliamentary Counsels to continue the preparation of legislation and directly with Member States to enable implementation to proceed. This was combined with a large number of general and specific educational and awareness interventions aimed at increasing understanding of the CSME.

In addition however, extensive work was done to complete major projects on government procurement funded by the Inter-American Development Bank (IADB), trade facilitation funded by the IADB and the Canadian International Development Agency (CIDA) and public education funded by the United States Agency for International Development (USAID) and the United Nations Development Programme (UNDP).

Significant work was also completed with Registrars of Companies and other Officials on Competition Policy and to start new projects on contingent rights and trade in goods. Support was provided to the CRNM to complete Phase II of the CARIFORUM-EU European Partnership Agreement negotiations.

National CSME Focal Points were convened to coordinate the effort aimed at promoting National CSME implementation. Detailed in-country verification of the state of CSME readiness was completed in Belize, Guyana, Jamaica and Trinidad and Tobago and in Dominica.

In addition, the Secretariat contributed to the Work of the Technical Team commissioned by the Head of Government with Lead Responsibility for the CSME, the Prime Minister of Barbados the Rt. Hon. Owen Arthur to determine the measures to be taken by the Member States of the Community within the Organisation of Eastern Caribbean States (OECs) as well as Belize, Guyana and Suriname to implement CSME commitments.

With respect to facilitating the free movement of services and capital in the Single Market, technical assistance was delivered to Member States to implement national CSME commitments. The CIDA funded project to prepare legislation and to propose administrative measures to remove restrictions was completed and advice and technical assistance was provided to some Member States concerning the free movement of skills.



*Secretary-General His Excellency Edwin Carrington greets the Prime Minister of Antigua and Barbuda the Honourable Winston Baldwin Spencer on his arrival at the Cheddi Jagan International Airport, Timehri, Guyana. The Prime Minister had arrived for a visit to the CARICOM Secretariat along with the Permanent Secretary Foreign Affairs Ambassador Colin Murdoch.*



Assistance was also rendered in respect of national Public Education Programmes (PEP) and private sector consultations on CSME issues as well as the provision of legislative drafters to support the Attorneys-General of Antigua and Barbuda, Grenada and St Vincent and the Grenadines in consultation with the CLDF.

In support of the free exercise of the Right of Establishment, Registrars of Companies agreed on the measures to be taken to create a harmonized framework to operate the regime on Establishment under Chapter Three of the Revised Treaty (for businesses seeking to exercise the rights). Projects were prepared and funding was sought to execute the work in order to advance to the implementation stage of the proposed legal and regulatory harmonization and for the Community Registry.

The CARICOM passport was introduced in three Member States, Suriname, St. Vincent and the Grenadines and St. Kitts and Nevis. A proposal was developed for full implementation of Article 45 of the Revised Treaty which committed Member States to the goal of free movement of persons within the Community even as work continued to facilitate the free movement of university students, artistes, musicians, sports persons and media workers in all Single Market Member States. Proposals have also been put forward for the shift to the issuance of one Skills Certificate and to facilitate the movement of non-wage earners at points of entry.

A market survey assessment of the impact of CSME public education activities was completed and the booklet, CSME Free Movement - Travel and Work was published and widely distributed. In addition, Staff conducted formal face-to-face outreach public education missions and presentations on the CSME, its progress and impact to a wide cross section of the Community Stakeholders including trade unions from the private and public sector as part of the ongoing public education efforts.

Efforts were also directed at bringing the national information services more fully into the public education process, to support sustainability of the CSME Public Awareness Programme.



## III Regional Trade and Economic Integration

### Customs and Trade Policy

Considerable advances were made towards the Customs Union which required that free circulation be introduced in the CSME. This required examination and action by the COTED in respect of the other regulations of commerce. The practical aspects of trade facilitation required substantial refinements and harmonisation of the Customs framework law and regulations and in the operating systems and procedures. A comprehensive review of a draft Modern Harmonised Customs Legislation for implementation in the CSME was completed. However, the amendment of the Revised Treaty relating to Free Zones and E-Commerce in accordance with Article 239 is yet to be completed.

Significant contributions were made to the Market Access/Rules of Origin negotiations in respect of trade in goods under the CARIFORUM - EU/ EPA and actions arising from decisions of the Joint Councils for Colombia, concerning Market Access, and the Dominican Republic concerning Rules of Origin.

In addition, an issue which required serious policy consideration was policing of the CARICOM regime for trade in goods. Member States are requiring greater Community oversight and involvement in the operation of the regime. This is a departure from the system of self regulation which was the traditional practice.

### Regional Tax Policy and Administration

During 2005 emphasis was placed on the convening of a Consultation to develop recommendations for Regional Tax Harmonisation in keeping with the establishment of the CSME.

Tax reform training programmes and seminars on Value Added Tax were conducted in four Member States in collaboration with CARTAC while the preparation of Tax programmes and technical papers were undertaken for the Caribbean Organisation of Tax Administrators (COTA) General Assembly and Technical Conference scheduled to be held in 2006.

### Agricultural Development

The transformation of the regional agriculture sector to achieve international competitiveness and improvement of the incomes of all the participants was the driving force behind activities in the year under review.

In this regard a series of Regional Planning Workshops finalized the strategic framework to the Jagdeo Initiative in support of the implementation of the Regional Transformation Plan (RTP) for Agriculture. Critical to the success of these workshops was the wider participation of stakeholders including Agri-business Private Sector. The Conference of Heads of Government endorsed the strategic framework as the basis of continued development work, being undertaken by Member States. The reorganised Committee of Lead Agencies has been integrated into the Core Group supporting the Jagdeo Initiative and this group has become the Regional Agricultural Programme Planning and Implementation Review Committee.



The facilitation of trade in agriculture is a high priority and resources have been mobilised, and work has been executed toward the preparation of the Regional Policy on Bio-technology, Genetically Modified Organisms (GMO), through the GMO Working Group established by the Thirteenth COTED.

The Caribbean Agri-Business Association (CABA) strategic plan is being implemented through the Trade Capacity Enhancing Project financed by the Multilateral Fund of the IADB and two sanitary and phyto-sanitary risk assessments have been conducted to facilitate exports of beef and poultry. Resources have also been mobilised through the World Trade Organisation's Standards and Trade Development Facility (STDF) to conduct a needs assessment for a diagnostic laboratory facility in the trade of agricultural products.

## Industrial Development

Efforts in 2005 continued to be directed at accelerated implementation of CARICOM's industrial policy in the context of facilitating the development of national and regional capacities to undertake implementation of the CSME. Critical to these efforts were the promotion of cross-border industrial development activities including the growth and development of competitive and sustainable small and micro enterprises (SMEs) and providing support for the development of regional standards infrastructure and coordination arrangements.

The latter was critical in allowing increased access to international markets through enhanced standards and quality by strengthening the CARICOM Regional Organisation for Standards and Quality (CROSQ).



## Services

In the context of the prevailing trends towards globalisation and trade liberalization, the development and implementation of a comprehensive programme to encourage and facilitate the development of the services sector of the Region and of Community mechanisms to facilitate trade in services is imperative.

In 2005, emphasis was therefore placed on fostering and promoting the establishment of individual National Coalitions of Service Industries; sensitisation of the major stakeholders on the importance of generating and reporting data on the production of, and trade in services, and of the importance of this trade to the viability of the CSME.

National Coalitions are at various stages of development in the Member States and in the year under review, Guyana launched its Coalition of Service Industries. Antigua and Barbuda, Grenada, Saint Lucia and Trinidad and Tobago were brought to Pre-Launch stage. Phase I of the establishment of Coalitions was completed in Dominica, St Kitts and Nevis, St Vincent and the Grenadines while Preparatory Committees were established in St Kitts and Nevis, and St Vincent and the Grenadines.

The PROINVEST programme of the European Union provided funding to undertake Phase I work in The Bahamas, Belize, Haiti and Suriname as well as to conduct sensitisation workshops on the importance of the national coalitions in three Member States.

More than two hundred and fifty statisticians, central bankers, and trade officials in Antigua and Barbuda, Barbados, Belize, Jamaica, and St Vincent and the Grenadines attended a sensitisation workshop on the importance of generating and reporting data on the production of, and trade in services.

## Tourism

Having assumed that for many years that the management of the CARICOM Region's Tourism Sector was better placed in the CARICOM created CTO, and grateful for the contribution that that organisation has made, in 2005 it was however clear that there were gaps in the programme which the CARICOM Secretariat would have to attempt to fill. The most crucial of these was the need for greater co-ordination of thrust and activities amongst all the Tourism Stakeholders and the subsequent design of a regional plan of action.

During the period under review, many of the activities centred around the provision of support to the efforts of the Tourism organisations and the definition of mutual tourism opportunities within Bilateral Agreements and Technical Assistance Programmes. Specific achievements included technical input to the Fourteenth Meeting of Special Committee on Sustainable Tourism, as a consequence of which a model frame of partnership of tourism stakeholders was prepared; the establishment of a system for collection of Work Programmes of Tourism Organisations with a view to Programme coordination and the submission of a final report on the promotional feasibility of CARICOM Tourism in Japan.

## Transportation

Transportation, both regional and international is a critical support element in the implementation of the CSME. In 2005 there was a focus on safety and security measures - essential elements to sustain the transport system - and the development of a liberal regulatory environment to enable transport entrepreneurs to respond in a timely manner to the increasing demands of the users of transportation services in the Single Market arrangement. Regional and hemispheric arrangements to support the operation of a seamless transportation network were also promoted.

Close collaboration at the regional and international levels with such entities as the Special Committee on Transport of the Association of Caribbean States (ACS), the Caribbean Shipping Association (CSA), the Regional Office of the International Maritime Organisation (IMO), the International Civil Aviation Organisation (ICAO), the Organisation of American States - Inter-American Committee on Ports (OAS-CIP) and the Regional Aviation Safety Oversight System (RASOS) allowed for significant advances.

Meetings of the CSA held in St. Vincent and the Grenadines in May and in Barbados in October resulted in greater sensitisation of the regional shipping industry to the obligations of Member States and opportunities within the framework of the Revised Treaty for advancing the interest of the Association.

The Board of RASOS and a Working Group of that organisation made crucial decisions including: the harmonisation of civil aviation standards and procedures in Member States; the coordination of training and the sharing of aviation inspectors and other resources among the Civil Aviation Directorates of Member States; the delivery of technical assistance by the United States Federal Aviation Administration (FAA) and RASOS aimed at achieving and maintaining full compliance by all Member States with ICAO safety and security oversight standards and an FAA Category I rating for those States with respect to their compliance; and the advancement of the initiative to achieve the designation of RASOS as an Institution of the Community.

A Prime Ministerial Meeting in Barbados in January resulted in decisions concerning financial and other support for LIAT (1974) Ltd and the subsequent preparation for signature of the final text of a Memorandum of



Understanding concerning landing fees and other airport charges owed by the company.

## **Energy**

In 2005, the Regional Energy Initiative (REI) comprised two main activities - the Task Force on Regional Energy Policy and the execution of the UNDP and GTZ funded Caribbean Renewable Energy Development Programme (CREDP).

The major activities undertaken during this period related to the consolidation of the CARICOM Region Energy Initiative, to direct and integrate existing activities and fill critical gaps so as to provide the Region with reliable, affordable, economically viable and environmentally sound energy.

To this end, there were initiatives related, inter alia, to the provision of technical inputs to meetings of the Regional Task Force on Energy Policy as well as to the initial meetings on the Petro Caribe Initiative; and continuing outreach and networking at various International Conferences on Energy.

## **Economic Intelligence and Policy**

During 2005, the focus of activities in relation to Economic Intelligence and Policy was on the formulation and institutionalisation of appropriate rules and procedures for economic policy coordination and harmonisation in accord with the priorities established for the CSME.



In that regard a highlight of the year was a major advance towards the operation of the CARICOM Development Fund for Disadvantaged Countries, Regions and Sectors which is designed to provide financial and technical assistance to those countries, regions or sectors which have been adversely affected by the operations of the CSME.

National consultations were completed in 10 Member States on the Draft CARICOM Agreement on Investment, Draft CARICOM investment Code and Draft CARICOM Financial Services Agreement to give effect to Chapter 3 of the Revised Treaty in respect of the Movement of Capital and the Provision of Financial Services. These consultations are intended to provide the basis for the revision of the drafts and finalisation of the legal instruments for submission to COFAP in 2006.

Efforts were also made to enhance economic intelligence and research capability in order to assist the economic repositioning of Member States within the evolving global economic framework. In this regard, preparation of the Caribbean Trade and Investment Report, 2005, commenced.

The project on the Fiscal Impact of Integration and Trade Liberalisation Efforts in the Caribbean was implemented with financial assistance from the IADB, and CARTAC. This entailed the conduct of six (6) country impact studies and a Comparative Study on Tourism Taxation in the Caribbean. A draft Summary Report on measures to ameliorate the fiscal impact of trade liberalization on CARICOM Member States as well as elements for a harmonised tax system for the Caribbean Community was completed.

## Statistics

The central role of statistics in the establishment of the CARICOM Single Market and Economy (CSME) becomes more critical with respect to the consolidation of the statistical systems already in place and the development of new systems of statistics based on emerging issues, to enable Member States to complete the CSME establishment process and to facilitate evidence-based decision-making and policy interventions.

During the period under review, efforts were concentrated on providing continued support for the development of statistical infrastructure in the region to enable governments to complete the CSME establishment process and to monitor and evaluate the impact and performance of the CSME.

In furtherance of this, a programme to build capacity in the collection of core Social statistics including the statistics and indicators of the Millennium Development Goals was implemented in Member States, funded mainly by the World Bank Trust Fund for Statistical Capacity Building (TFSCB), the UNSD and the UNFPA.

Statistical Databases in Merchandise Trade, International Trade in Services, Foreign Direct Investment Flows, National Accounts, Social Statistics, Environmental Statistics, and Consumer Price Indices were compiled and reports were disseminated on the web site.





## IV Human & Social Development

### Education

Under the integrating theme 'Investing in Human Resources with Equity' and in keeping with the decisions of COHSOD XI, specific focus was given to Quality Assurance in education at the secondary and tertiary levels through mechanisms for the rationalisation of education delivery and assessment at these levels.

To this end, national accreditation bodies were established in three Member States and training was provided for fourteen coordinators of national accreditation bodies through attachments to the University Council of Jamaica.

Attention was also focused on the development of a regional operating model for TVET, and for Caribbean Vocational Qualifications; the development of a framework for a Physical Education Curriculum; continued gender training for teacher educators and administrators at the national level; the revision of the module, 'Gender issues in Caribbean Education; and the Caribbean Association for Distance and Open Learning (CARADOL) was launched.

### Culture

During 2005, efforts were focused on the creation of a supportive environment for the growth of cultural industries and the sustainability of indigenous culture as essential features of development. Implementation of the New CARIFESTA formed an integral aspect of this strategy.

New staffing arrangements were implemented during the last quarter of 2004. Consequently, a significant amount of time during 2005, had to be spent on re-designing and developing the new thrust of the Culture Work Programme.

Culture was included in the Mauritius Strategy for Implementation as a “new and emerging” area of importance to the sustainable development of SIDS at the Mauritius International Meeting in January 2005 and will be included in follow-up activities in the UN sustainable development agenda.

Trinidad and Tobago offered to host CARIFESTA IX in 2006 and a proposal for the establishment of a permanent structure for CARIFESTA was developed and was discussed at the regional level among Directors of Culture. Recommendations were made for follow-up.

In addition, a proposal for the merger of the CARICOM Foundation of Art and Culture and the CARIFORUM Culture Support Fund was developed by the Secretariat, was discussed by Directors of Culture and recommendations made for follow-up. Regional intellectual property seminars were successfully held in Suriname, St. Lucia, Jamaica and the Dominican Republic with participation from Directors of Culture and NGOs.



## Health Sector Development

The focus in Health Sector Development was on strengthening the capacity at the national and regional levels to facilitate improvements in the prevention of diseases, and effective and efficient delivery of health care with equitable access to services. Programmes were developed to empower CARICOM Nationals to take responsibility for their personal health by adopting and living healthy life-styles.

One of the major constraints was the inadequate resources for programmes other than HIV/AIDS. In this context, USD 40.8 million has been mobilised for HIV/AIDS compared with some USD 60 thousand for CCHII. Therefore, while advancements were made in technical preparation of projects, in most instances there was no funding to implement. There is therefore the need for high-level support and investment to mobilise funds for super priority areas such as non-communicable diseases including mental health and the other priorities in the Caribbean Cooperation in Health (CCH II).

Despite this constraint technical input was provided in the development of the Hemispheric Guidelines for Reducing Substance Use and Abuse in school which were published by Inter-American Drug Abuse Control Commission. Further the regional plan for non-communicable diseases was implemented and a phased implementation for the mental health programme in the Caribbean beginning with an assessment of community mental health services in two Member States commenced.

Significantly, the number of People Living with HIV/AIDS in treatment was doubled.



The Caribbean Procurement and Supply Management platform (CARIPROSUM) to strengthen pharmaceutical procurement services was established in cooperation with PAHO.

## Gender and Development

As the Community seeks to develop creative, healthy, secure and productive CARICOM citizens capable of functioning in a knowledge-based environment, critical paths for the way forward on gender and development agenda as noted at the Twelfth Meeting of the Council of Human and Social Development held in April 2005 in Guyana were identified.

Resources were mobilised through the identification of a project for institutional strengthening and there was enhanced inter-sectoral collaboration to improve data collection in the field.

A framework for examining gender main streaming in the Millennium Development Goals (MDGs) was also established.

In July the 2005 CARICOM Triennial Award for Women was bestowed on Madame Justice Desiree Bernard, former Chief Justice and Chancellor of the Judiciary of Guyana and the first female judge of the Caribbean Court of Justice (CCJ). Justice Bernard was singled out for her outstanding contribution to the development of law in Guyana and the Region and her leading role in advocating for women's development.

## Youth

The focus in 2005 was the promotion and support for the implementation of the Regional Strategy for Youth Development, through systematic, collaborative, evidence-based and multi-sectoral strategies.

A draft institutional framework for the Community's collaborative youth agenda was finalised by core committees of the Directors of Youth Affairs, supported by UNICEF and was approved by COHSOD XIII. Elements include the updated Regional Strategy for Youth Development (2006 - 2010) and short term implementation plan (2006 - 2007), regional vision and mission, holistic analytical model, implementation guidelines and coordination mechanisms.

New partnership and strategic alliances were formed with agencies such as UNFPA and the International Federation of the Red Cross with regard to (adolescent sexual reproductive health) and technical assistance and support was provided to the Caribbean Policy Development Centre to mount a regional course on democratic institutions, values and practices.

A CARICOM / Commonwealth Youth Programme Memorandum of Understanding was drafted with the aim of aligning and harmonising common programmes and governance structures under the Regional Strategy for Youth development.

In other areas, youth were active in regional programmes for HIV/AIDS, and through the CARICOM Youth Ambassadors Initiative.



*Left: CARICOM Youth Ambassadors in company with the Deputy Secretary-General Ambassador Lolita Applewhaite and Deputy Programme Manager Caribbean Community Development, Ms Heather Johnson after the CYAs had completed an internship at the Secretariat.*

## Sports

The primary focus during 2005 was the formation of networks and linkages with Sports Ministries, National Sport Organisations, International Agencies and indeed, with complementary programmes within the framework of Human and Social Development. Specific attention was given to providing technical support for the setting up of mechanisms through which the CARICOM Single Market and Economy will be implemented. In addition, substantial work was done in developing the capacity of the region to fulfill its obligations in regard to combating the use of drugs in sport.

The programme provided, inter-alia, technical support and coordination of the inaugural CARICOM 10k Road Race in recognition of the International Year of Sport and Physical Education.



## Regional Drugs and Crime Control

During 2005 the focus was on facilitating the implementation of the five Regional Strategic Security Priorities. These are: development of a sustained human resource development programme for Law Enforcement and Security Officials; information and intelligence sharing; maritime cooperation; border security; and a Regional response mechanism. These aims were furthered by collaborating with the Ministerial Sub-Committee on Resource Mobilisation for Regional Crime and Security Matters and the international community.

Among the initiatives implemented during the period under review were the production of a draft Memorandum of Understanding (MOU) and a Mutual Legal Assistance Treaty (MLAT) to address security concerns within the framework of the CSME.

There was a review of the CARICOM-UK Security Cooperation Plan at two meetings of the Joint CARICOM-UK Management Committee and the successful conduct of the pilot course of the Caribbean Security Sector Senior Command Training Programme under that plan.

Regional Border Security took on greater prominence with the International Cricket Council Cricket World Cup 2007 being staged in the Region. The first meeting of Regional Security Chiefs in considering security measures for the event was held. With border security as the main item the Caribbean Customs Law Enforcement Council (CCLEC) convened a session.



*Above: Secretary-General His Excellency Edwin Carrington, (centre), Deputy Secretary-General Ambassador Lolita Applewhaite and Assistant Secretary-General Dr Edward Greene in discussion after food and household were handed over to the Guyana Relief Council to assist following the devastating flood in January 2005.*

## V Foreign Policy & Community Relations

As CARICOM pursues its relations with the wider world and considers how best to attain its foreign policy objectives, attention was paid to the major drivers propelling change in the international system - in particular globalisation and trade liberalisation - and the threat of international terrorism. Global economic and security interdependence is an increasing reality of the contemporary world.

There was a continuing focus on the implementation of the revised strategy for the coordination of foreign policies of Member States adopted by the COFCOR in May 2002 and endorsed by the Conference in July 2002.

In 2005, efforts were concentrated on maintaining or strengthening relations with traditional partners Canada, the United Kingdom and the United States - and building on existing relationships with other countries such as Brazil, Chile, France Germany and India and new relationships with Italy in particular.

Heads of Government participated in a number of Summits - the ACS; the High Level Segment of the United Nations General Assembly; the Summit of the Americas; the Commonwealth Heads of Government Meeting; and the CARICOM-Cuba Summit. The Region's priorities were also advocated within the context of its relations with other multilateral organisations such as the ACS, African Union, the Commonwealth, OAS, Rio Group and the United Nations.

The above interventions resulted in, among other things, the definition of a CARICOM approach to the reform of the United Nations, in particular the Security Council, the election of a new Secretary-General and Assistant Secretary-General of the OAS, and the development of a number of new cooperation programmes.



The principal focus within the Community was on Haiti, particularly the preparations for elections which would lead to a return to constitutional order. In addition, the Secretariat coordinated the monitoring of elections by a CARICOM Electoral Observer mission to Suriname thus contributing to electoral best practices and the development of a core of experienced electoral monitors in the Region. Support was also provided for the Inaugural Meeting of the Heads of Government and the Leaders of the Parliamentary Opposition.

### External Economic and Trade Relations

The year 2005 proved to be particularly challenging for the Region's economies. While the Region pursued the opening of new markets and increased investment through the implementation of Free Trade Agreements with the Dominican Republic, Costa Rica and Cuba, and exploratory talks with Canada and Mercosur at the bilateral level, efforts to achieve the resumption of negotiations for the FTAA were unsuccessful.

Negotiations for an Economic Partnership Agreement (EPA) with the European Union which entered Phase II, were focused on the support to regional integration. The negotiations in the WTO under the Doha Development Agenda proceeded haltingly with little attention to the issues of concern to the Region and continued to be stymied by the impasse in relation to agricultural subsidies and domestic support, as well as, industrial tariffs. At the same time, the adverse decisions taken by the WTO with respect to the marketing of sugar and bananas in the European Market threaten the future social and economic well-being of the Region.

Considerable attention was paid to coordination of the Region's response to developments in the WTO and in the European Union which had and continues to have the potential of severely reducing the income of Member States concerned from exports under the Sugar Protocol and from exports of Bananas to the European Union.

The Secretariat continued to assist the Region in its response to these issues through technical support articulated in the Papers, Briefs, Working Documents and Reports prepared, as well as, in the coordination of Member States' interface with Third States and institutions.

With respect to global economic relations, greater attention was paid this year to South-South relations with discussions at the Second South Summit with Brazil and India, as well as, the building of alliances with other Small States, especially those in the Pacific Forum and the Indian Ocean Commission, and the promotion of issues related to Small States in the various multilateral fora.

Member States were assisted in strengthening their capacity to discharge WTO notifications and reporting obligations and in enhancing public and private sector awareness of the rules and disciplines of the WTO. In this regard, the IDB funded project to support the implementation of WTO obligations in Member States was completed.

Collaboration with other Regional Integration Secretariats and intergovernmental organisations was intensified. In particular, collaboration with the Commonwealth Secretariat was further strengthened with the implementation of the “Hub and Spoke Project” which is intended to assist in strengthening the trade policy formulation and implementation capabilities at the Regional and national levels. There were initiatives at all levels, to advance the concerns of small vulnerable countries, such as those of CARICOM, for special and differential treatment to be granted to Smaller Economies. In this regard, there was active cooperation with the Pacific Forum and Indian Ocean Commission.

Efforts were made to convene the Second CARICOM-Japan Ministerial, as well as jump-start the resumption of engagement with the United States in the Joint Committee on Development, Finance and Environmental Issues. For a number of reasons the meetings had to be postponed. In contrast, South/South cooperation was strengthened through initiatives with India and the African Union under the latter's outreach to the Diaspora.

The safeguarding and promotion of the Region's political and economic interests continue to require close collaboration with Member States, the Region's diplomatic representatives in key capitals, the Caribbean Regional Negotiating Machinery (CRNM), other regional and sub Regional institutions and the private sector. In 2005, a greater effort was made to reach out to the Diaspora.



*Above: His Excellency Edwin Carrington, Secretary-General of CARICOM greets His Excellency Jose Miguel Insulza, Minister of the Interior of Chile.*

## VI Legal and Institutional Development

The year 2005 was an historic one in the legal and institutional development of the region. On 16 April, the Caribbean Court of Justice was inaugurated in Port of Spain, Trinidad and Tobago bringing about an institution that had been more than 100 years in the making.

With the CCJ in place as an indispensable element of the CSME, Member States increased their efforts to bring the CSME to fruition through taking steps to implement their Treaty obligations. They received technical assistance from the Secretariat with respect to complying with the Programme for Removal of Restrictions. The Secretariat was also involved in the verification of the statements of compliance by Member States with the CSME regime.

In an effort to facilitate the more efficient drafting of legal documents in Member States the CARICOM Law website which hosts CARICOM legal materials was established and a Matrix of Agreements was made accessible on the website.

A proposed revision of the Charter of Civil Society was presented at the Eighth Ordinary Meeting of the Legal Affairs Committee (LAC). The LAC proposed adoption of a Human Rights Treaty, which would incorporate some provisions of the Charter and a consultant was subsequently hired to advise on and draft an appropriate Instrument.



*Above: Two of the judges of the Caribbean Court of Justice, Madame Justice Desiree Bernard and Mr Justice Duke Pollard at the inauguration of the Court at Queen's Hall Port of Spain, Trinidad and Tobago in April.*





## VII Office of the Deputy Secretary-General

The Office of the Deputy Secretary-General continues to have overall responsibility for the operation, administration and institutional strengthening of the Secretariat. This responsibility is exercised through the following Programmes which comprise the Office of the Deputy Secretary-General:

- Organisational Development
- Corporate Services which comprises Human Resource Management and Conference Services
- Finance and Administration
- Regional information Policies and Systems, Regional Statistical Systems and Integrated Information Systems
- Resource Mobilisation and Technical Assistance
- Technical Action Services
- Sustainable Development

During 2005, the Office of the Deputy Secretary-General continued to strengthen the internal capacity of the Secretariat to ensure that it is equipped to assist the Community to face its many challenges and to facilitate the implementation of Community decisions. In this regard the Work Programme of the Secretariat was conceptualised and prepared in accordance with Results Based Management (RBM) principles.

The Office ensured that the Staff and property of the Secretariat was successfully relocated to the new Headquarters Building provided by the Government of Guyana. The entire complex was outfitted for all staff with cutting edge Information and Communication Technology (ICT) equipment and software made available by the Government of India.



The developments in the individual programme areas are outlined below.

### **Regional Information Policies and Programmes**

In the year under review, as part of the Secretariat's e-communication plan, funds were sourced through the UNDP from the Government of Japan for a Videoconferencing project. The Regional Videoconferencing Project was advanced and is expected to be operational in all CARICOM Member States by the end of 2006.

The CARICOM ICT for Development Agenda and Plan of Action was approved by Member States. Member States further agreed that the CARICOM Secretariat should be the lead agency with regard to the implementation of the World Summit on the Information Society (WSIS) Plan of Action.

The Secretariat convened the first regional meeting to treat with WSIS issues and at that meeting the CARICOM ICT Steering Committee was established. The Steering Committee will function as an advisory body which will assist the Secretariat in all activities in support of the formation of the CARICOM Information Society by 2015.

The second phase of the World Summit on the Information Society was convened in this year. The Summit placed the implementation of an information society firmly as a Human Development Challenge and not a technological one. The critical role of ICT for development was underscored as one of the key development issues towards the formation of the Global Information Society. One other challenge which was tabled for the

attention of all governments is Internet Governance.

The development of regional networks and partnerships to collaborate on the implementation of specific regional goals pertaining to the implementation of the CARICOM ICT for Agenda Plan of Action, WSIS Plan of Action, Internet Governance and the development of national plans were successfully pursued. Partnerships were established and maintained with regional and international bodies including the CTU, CTO, CKLN, ITU and UNECLAC.

## Public Information

During the period under review the focus was on providing communications support for the establishment of the CSME with particular attention centred on the initiation of operations of the Single Market. This activity was conducted along with the continuing promotion of the activities of the Community, its Organs and Institutions.

In this regard, attention was given, to enhancing and improving the focus and content of the Secretariat's website to make it more user-friendly. One of the efforts to improve the quality of information products and services of the Secretariat is the move from the traditional information kits to CD-Roms. This exercise is scheduled for completion in 2006. A mini-Communications Studio has also been established to enhance the audio-visual capacity of the Secretariat.



## Integrated Information Systems

Improved information products and services and the promotion of Information and Communication Technologies for development are key elements of support for the implementation of the CSME.

These areas received a boost in 2005 the installation of the new IT facilities and infrastructure, provided by the CARICOM-India ICT Project, at the new Secretariat Headquarters that was occupied in July 2005.

Several initiatives in this area were also completed during the year including the implementation of a high available server system for processing financial transactions; enhancement of the electronic and printed information products provided by the Secretariat's Documentation Centre; and the expansion of access to the Secretariat's Intranet to staff in other locations, including the CSME Office in Barbados.



*Mr Nokler Singh, a representative of the TATA Infotech Group of India, presents and award to the Secretary-General with the Deputy Secretary-General looking on at centre, in appreciation of the collaboration which emanated from the provision of IT equipment for the new Secretariat Headquarters.*

## **Sustainable Development**

The extensive devastation caused to CARICOM Member States by the Hurricane season of 2004 highlighted the critical need for the issues related to vulnerability, resilience and sustainability to be fully integrated into the process of regional development planning and the establishment of the CSME. During 2005, the sustainable development theme was therefore vigorously articulated and every opportunity exploited to establish this theme as a cross cutting vision for CARICOM and a goal of the proposed Regional Development Strategy for the CSME. A high level of emphasis was placed on supporting CSME implementation.

During the review period, a major activity addressed the implementation of the outcomes of the Review of the Implementation of the Barbados Programme of Action (BPOA) process. The BPOA, through the ten-year review process and extensive negotiations, has undergone a number of amendments and additions. Emerging from the Mauritius Meeting in January 2005 was a document now known as the Mauritius Strategy for the further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States.

The Meeting built upon the BPOA and the international community addressed the implementation of sustainable development in SIDS through the adoption of integrated approaches at all levels. Along with the BPOA, the Monterrey Consensus, the Johannesburg Plan of Implementation and the Millennium Development Goals all contribute to the broader international framework for the sustainable development of SIDS. The implementation of the Mauritius strategy was a priority as Member States took steps to incorporate this framework into their national development plans and strategies and in the Region's overall development strategy.

Also, within the context of the CSME, there was a focus on the promotion of mutually supportive trade and policies for sustainable development and continuing oversight for policy coordination of components of the Sustainable Land Management Partnership Initiative for sustainable agricultural development. There was improved integrated coastal and marine resource management for sustainable tourism development and increased use of cleaner production technologies by micro-enterprises.

## **Resource Mobilisation and Technical Assistance**

Technical and financial resources from regional, hemispheric and international sources are critical to support the work of the Community. The strategy for resource mobilisation included the reactivation of dormant technical cooperation arrangements, promotion of new technical cooperation relationships, training for more effective project development and management, and the conduct of promotional and marketing activities, in order to obtain additional funding to support the Community's development programmes.

During 2005, therefore, efforts were concentrated on the development and strengthening of cooperation relationships with donor countries of Europe, North America, Asia and with international organisations and agencies with a view to implementing technical cooperation agreements as well as concluding new ones, all geared towards accessing and securing greater technical and financial support. Emphasis was also placed on the development and promotion of technical cooperation programming arrangements with donor countries of Latin America and the Wider Caribbean, in order to identify collaborative activities under agreed areas of



technical cooperation and the development and maintenance of technical cooperation relationships.

A major thrust was the enhancement of the region's capacity for project development and management and improving communication of resource mobilisation efforts with a view to achieving more effective project implementation and accessing greater financial resources and technical assistance from the donor community.

There were also moves to develop cooperation relationships with international private foundations aimed at mobilising additional resources for financing the Community's Programmes.

Funding was secured to enhance the Community's efforts in relation to the implementation of the CSME, capacity development, health and HIV/AIDS, natural disaster management and prevention, language training, export promotion and ICT connectivity.

### **Technical Action Services Unit (TASU)**

Special efforts were made in 2005 on achieving integration of the non English-speaking Member States into the Community within the ambit of activities geared at fostering institutional strengthening and capacity building. Implementation of these activities was funded mainly by CIDA, within the CCDP arrangements.

During the period under review, Missions within the framework of the CSME administrative arrangements were conducted in a number of Member States with public sector officials responsible for implementation of the CSME, and private sector and NGO representatives, to determine impediments to implementation, and develop country-specific intervention responses. The delivery of these interventions related to the provision of technical support, for officers in Ministries and Agencies, private sector officials including representatives of Chambers of Commerce and Manufacturers Associations, in interpreting the provisions of the Revised Treaty, Procedures for Suspension of the CET, the Rules of Origin and its application.

In addition, translating “best practices” in approaches to making the CSME functional, was given effect through an Attachment Programme for public sector officers.

TASU has also been very active in supporting the promotion of CSME Public Education Initiatives. During 2005 the Unit in collaboration with the Public Information Unit succeeded in bring together in a Forum, Directors of Government Information Services from both the Member States and the Associate Members. The Jamaica Information Service was a strategic partner in this effort, which led to greater sharing of CSME related public information material, skills, training opportunities and strategies for outreach programmes.

One of the recommendations from the Forum was the creation of an Information Working Group to consider and act on the Recommendations emanating from that meeting .



## VIII Operations of the Secretariat

### Organisational Development

The management of change was emphasised in 2005, as the Secretariat is being transformed into a results-based learning organisation through individual, group and organisational interventions.

In pursuit of these objectives workshops were conducted in Results Based Management; organisational learning through updating of the Organisational Development Home Page on the CCSNet, which facilitated access to the resources of the OD in a single location, and the publication of a monthly in-house newsletter, Paradigm Shift.

Activities in relation to health development and work-life balance as well as Change Management were undertaken.

### Human Resource Management

Efforts to strengthen and modernise the human resource management function to make it more strategic were continued. Focus was also placed on developing the leadership and management capacity within the Secretariat.

Activities during the reporting period included the commencement of the HR Audit and Workforce Assessment excise, which is the critical pre-requisite of many of the outputs, planned for the 2005-2006 HRM Work Programme; the introduction and implementation of an on-line leave application and administration system, e-leave, which was provided as a part of the CARICOM Secretariat Computerisation Project funded by the Government of India; and the holding of meetings with the Staff Association with a view to collaborating on a range of matters aimed at the improvement of staff well-being.



### Finance and Budget

In 2005 the Secretariat received an unqualified audit report from its external auditors for its latest Annual Financial Statement.

### Conference Services

During 2005, the Secretariat serviced more than 200 meetings of the Organs, Bodies, and Institutions of the Community, as well as, Institutions in support of the CSME such as the Caribbean Regional Organisation for Standards and Quality (CROSQ).

To help meet this exacting challenge staff capacity was strengthened through participation in in-house training relating to software packages, protocol, project management, Spanish language, and attachments to UN Headquarters.

## Administrative Services

During 2005, staff members from five office buildings around Georgetown were relocated to new Headquarters Complex at Lilliendaal. A new telephone system was installed at the complex as well as security arrangements.



*Left: From left to right seated, Ms Roxanne McKinnon, Mr Raphael Shaw, Mr Debroy Chan and Ms Maureen Newton take pride of place with their 25 year awards as their colleagues who also received long service awards.*



## IX Appendices

### ORGANS AND INSTITUTIONS OF THE CARIBBEAN COMMUNITY

The Caribbean Community has the following objectives identified in Article 6 of the Revised Treaty:

- Improved standards of living and work;
- Full employment of labour and other factors of production;
- Accelerated, coordinated and sustained economic development and convergence;
- Expansion of trade and economic relations with third States;
- Enhanced levels of international competitiveness;
- Organisation for increased production and productivity;
- 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;
- Enhanced co-ordination of Member States' foreign and [foreign] economic policies;
- Enhanced functional co-operation including:
  - more efficient operation of common services and activities for the benefit of its peoples;
  - accelerated promotion of greater understanding among peoples and the advancement of their social, cultural and technological development
  - intensified activities in areas such as health, education.

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

- The Conference of Heads of Government commonly called “The Conference”
- The Community Council of Ministers commonly called “The 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 and is the final authority of the Community.

The primary responsibility of the Conference is to determine and to provide the policy direction for the Community. It is the 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. Decisions of the Conference are generally taken unanimously.

#### Bureau of the Conference

The decision to create the Bureau of the Conference was taken at the Special Meeting of Heads of Government in October 1992. It came into operation in December 1992. The Bureau consists of the incumbent Chairman of the Conference, as Chairman, as well as the incoming and outgoing Chairmen of the Conference and the Secretary-General in his capacity as the Chief Executive Officer.

#### *The responsibilities of the Bureau are to:*

- Initiate proposals;
- update consensus;
- mobilise and secure implementation of CARICOM decisions in an expeditious and informed manner.

## The Community Council of Ministers (The Council)

The Council is the second highest Organ. It consists of Ministers responsible for Community Affairs and any other Minister designated by Member States in their absolute discretion. It is responsible for the development of Community strategic planning and coordination in the areas of economic integration, functional cooperation and external relations.

## Other Community Organs

The principal organs of the Community are assisted in the performance of their functions by the following four Ministers Councils:

- The Council for Trade and Economic Development (COTED) promotes trade and economic development of the Community and oversees the operations of the CSM&E.
- The Council for Foreign and Community Relations (COFCOR) determines relations with international organisations and third states.
- The Council for Human and Social Development (COHSOD) promotes human and social Development.
- The Council for Finance and Planning (COFAP) coordinates economic policy and financial and monetary integration of Member States.



The established Bodies of the Community are:

The Legal Affairs Committee  
The Budget Committee  
The Committee of Central Bank Governors

The existing Institutions of the Caribbean Community are:

Caribbean Disaster Emergency Response Agency	(CDERA)
Caribbean Meteorological Institute	(CMI)
Caribbean Meteorological Organisation	(CMO)
Caribbean Environmental Health Institute	(CEHI)
Caribbean Agriculture Research and Development Institute	(CARDI)
Association of Caribbean Community Parliamentarians	(ACCP)
Caribbean Centre for Development Administration	(CARICAD)
Caribbean Food and Nutrition Institute	(CFNI)

Under the Treaty, the following entities are Associate Institutions of the Community:

Caribbean Development Bank	(CDB)
Caribbean Examination Council	(CXC)
University of Guyana	(UG)
University of the West Indies	(UWI)
Caribbean Law Institute / Caribbean Law Institute Centre	(CLI / CLIC)

## THE CARIBBEAN COMMUNITY SECRETARIAT

The task of drawing together the separate but interlocking strands of the Work Programme of the CARICOM Secretariat falls under the ambit of the Secretary-General - the Chief Executive Officer of the Caribbean Community (CARICOM) who is assisted by the Deputy Secretary-General, the General Counsel, and the Assistant Secretaries-General responsible for Regional Trade and Economic Integration, Foreign and Community Relations, and the Human and Social Development, respectively. Administrative leadership, political and technical advice and support for the work of the Organs of the Community and Member States are provided through this means.

The CARICOM 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, Haiti and the Dominican Republic.

### FUNCTIONS OF THE CARICOM SECRETARIAT:

- Service meetings of the Organs and Bodies of the Community and take appropriate follow-up action to such meetings;
- Initiate, organise and conduct studies on issues for the achievement of the objectives of the Community;
- Provide, on request, services to Member States of the Community on matters relating to the achievement of its objectives;
- Collect, store and disseminate to Member States of the Community information relevant for the achievement of its objectives;
- Assist Community Organs in the development and implementation of proposals and programmes for the achievement of objectives of the Community;
- Prepare the draft budget of the Community for examination by the Budget Committee;
- Provide, on request, technical assistance to national authorities to facilitate implementation of Community decisions;
- Conduct, as mandated fact-finding missions in Member States; and
- Initiate or develop proposals for consideration and decision by competent Organs in order to achieve Community objectives.



## ACRONYMS

ACP	African, Caribbean and Pacific States
ACCP	Association of Caribbean Community Parliamentarians
ACS	Association of Caribbean States
BPoA	Barbados Programme of Action
CAIC	Caribbean Association of Industry and Commerce
CAMID	Caribbean AgriBusiness Marketing intelligence and Development Network
CARIB-IS	Caribbean Information Society Project
CARDI	Caribbean Agriculture Research and Development Institute
CAREC	Caribbean Epidemiology Centre
CARICOM	Caribbean Community
CARIFESTA	Caribbean Festival of Arts
CARIFORUM	Caribbean Forum of ACP States
CARTAC	Caribbean Regional and Technical Assistance Centre
CCDP	Caribbean Capacity Development Project
CCJ	Caribbean Court of Justice
CDB	Caribbean Development Bank
CDERA	Caribbean Disaster Emergency Response Agency
CDTA	CARICOM Double Taxation Agreement
CEHI	Caribbean Environment Health Institute
CET	Common External Tariff
CHAYN	Caribbean HIV/AIDS Youth Network
CIDA	Canadian International Development Agency
CLA	Committee of Lead Agencies / Associations
CLDF	CARICOM Legal Drafting Facility
CMO	Caribbean Meteorological Organisation
COFCOR	Council for Foreign and Community Relations
COFAP	Council for Finance and Planning
COHSOD	Council for Human and Social Development
COTED	Council for Trade and Economic Development
CPAGCC	Caribbean Planning for Adaption to Global Climate Change
CPC	Chief Parliamentary Council
CRNM	Caribbean Regional Negotiating Machinery
CROSQ	CARICOM Regional Organisation for Standards and Quality
CSME	CARICOM Single Market and Economy
CYAP	CARICOM Youth Ambassador Programme
DFID	Department of International Development
EC	Eastern Caribbean
EEC	European Economic Commission
EPA	Economic Partnership Agreement
EU-LAC	European Union - Latin American and the Caribbean



## ACRONYMS

FCR	Foreign and Community Relations
FOODEX	International Food and Drink Exhibition
FTAA	Free Trade Area of the Americas
HFLE	Health and Family Life Education
IBRD	International Bank for Recommendation and Development
IDB	Inter-American Development Bank
ICAO	International Civil Aviation Organisation
JICA	Japan International Cooperation Agency
MDC	More Developed Country
MDGs	Millennium Development Goals
OAS	Organisation of American States
OECS	Organisation of Eastern Caribbean States
PANCAP	Pan Caribbean Partnership Against HIV/AIDS in the Caribbean
PEP	Public Education Programme
PLWA	Person Living with AIDS
POA	Plan of Action
RJLSC	Regional Judiciary and Legal Service Commission
SIDS	Small Island Developing States
SIRHASC	Strengthening and Institutional Response to HIV/AIDS in the Caribbean Project
SME	Small and Medium-sized Enterprise
STI	Sexually Transmitted Infection
TASU	Technical Action Service Unit
TOR	Terms of Reference
UN	United Nations
UK	United Kingdom
UN/AIDS	United Nations Acquired Immune Deficiency Syndrome
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNGA	United Nations General Assembly
UNCTAD	United Nations Conference on Trade and Development
USAID	United States Agency for International Development
UWI	University of the West Indies
WSIS	World Summit on the Information Society
WTO	World Trade Organisation





*His Excellency President Bharrat Jagdeo accompanied by Secretary-General His Excellency Edwin Carrington and Deputy Secretary-General Her Excellency Ambassador Lolita Applewhaite on a tour of the new Headquarters of the Secretariat.*

