



## Population

### Ageing

CARIBBEAN BRACES FOR INCREASE IN NUMBER OF ELDERLY PEOPLE

### REDATAM

STATISTICIANS FROM THREE CARIBBEAN COUNTRIES BENEFIT FROM TRAINING

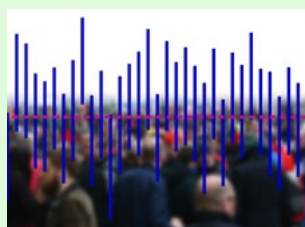
## Caribbean

### Debt

ECLAC DEPUTY DIRECTOR DISCUSSES DEBT BURDEN ON TRINIDAD TELEVISION



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## Upcoming Events

17-18

Regional Policy Dialogue and Training Workshop  
Port of Spain, Trinidad and Tobago.  
17-18 May 2016

18-20

ECA Regional Forum on Sustainable Development  
Cairo, Egypt.  
18-20 May 2016

23-24

World Humanitarian Summit  
Istanbul, Turkey.  
23-24 May 2016

23-27

Thirty-sixth ECLAC Session  
Mexico City, Mexico.  
23-27 May 2016

29-30

ESCWA Regional Forum on Sustainable  
Development, Amman, Jordan  
29-30 May 2016



**ECLAC Caribbean**

Posted Apr 22

Sustainable development priorities for the Caribbean countries were addressed by senior government officials during the 26th session of the CDCC.



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**ECLAC Caribbean**

Posted Apr 21

ECLAC presents a debt alleviation strategy based on a debt swap proposal during the fourth Caribbean Development Roundtable (CDR) held in Saint Kitts and Nevis



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**ECLAC Caribbean**

Posted Apr 20

Social protection systems should be strengthened through the provision of unemployment relief and work-related education and training for workers, who had lost their jobs..."



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# Statisticians from three Caribbean countries benefit from REDATAM training

Government statisticians from three countries recently benefitted from a training workshop on REDATAM software (REtrieval of DATA for small Areas by Microcomputer) to develop online applications for the dissemination of national census data.

The Regional Capacity Building workshop was jointly hosted by ECLAC Caribbean and the Caribbean Development Bank (CDB) in Kingston, Jamaica from 04-15 April 2016. The event was also a collaboration with the United Nations Population Fund (UNFPA), and provided technical training to 17 persons from the Cayman Islands, Jamaica and Saint Kitts and Nevis in the wider use and analysis of national Population and Housing Census data.

Experts from ECLAC's headquarters in Santiago,



Chile, joined ECLAC Caribbean's Population Affairs officer Francis Jones, to conduct training on the conversion of census databases to the REDATAM format; the production of tables and indicators; and the development of applications for data dissemination. It follows a similar workshop held in Saint George's, Grenada in October 2014.

Jones and the team were able to demonstrate how the mining and dissemination of census data can provide evidence for policymakers in a range of areas, including health, education, gender equality, labour and unemployment, and disability. Both the Jamaica and Grenada workshops are part of a series of initiatives which aim to improve census processes and analyses across the Caribbean region, while still protecting the confidentiality of individual census records.

REDATAM enables statistical offices to provide members of the public with controlled online access to census data including interactive tabulations, charts and maps based on real time processing of census data. The REDATAM software, which is supported and maintained by ECLAC, is freely available.

The REDATAM training was immediately followed by another workshop jointly convened by ECLAC and the CBD from April 18-29, this time in the area of Demographic Analysis and Population Projections. During this second workshop, participants from 18 Caribbean countries were exposed to skills on how to measure and analyse population trends including patterns of fertility, mortality and migration. ■









## FEATURE ARTICLE

Caribbean braces itself for increase  
in number of elderly people

*E*CLAC Caribbean, in its work to support member States, recently prepared a policy brief entitled “Ageing in the Caribbean”, which takes a look at the issue of an increasing number of elderly persons in countries of the subregion.

ECLAC Population Affairs Officer, Francis Jones, shared some insights on the policy brief with The Hummingbird.

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## Population Ageing in the Caribbean

### **Q: What is the state of population ageing in the Caribbean?**

**A:** Over the next 20 years, ECLAC is projecting a rapid and dramatic ageing of the population in the Caribbean. Over this period, the number of persons aged 60 and over will increase from 1.2 million (14 per cent of the population) to 2 million (22 per cent). The number aged 70 and over will increase from 0.53 million (6 per cent) to 1.05 million (12 per cent). Overall, each Caribbean country and territory will see significant increases in the proportion of older persons in their respective populations.

### **Q: Would you say the Caribbean is prepared for this? And if not, what needs to be done?**

**A:** Right now, Caribbean pension systems, health, and social care services are unable to meet the needs of the current generation of older persons. Therefore, with the rapid increase in the number of older persons on the horizon, there is an urgent need for governments to strengthen social protection against the risks associated with ageing -- which include loss of income, ill health, disability, loss of independence, loneliness and elder abuse. Caribbean governments have recognised that population ageing is an issue of growing concern, and many have adopted, or are developing, national policies on ageing.

### **Q: What do you think is the reason behind this change in the population dynamic?**

**A:** Some may say an important factor is the fact that the number of children aged under 15 years in the Caribbean has been falling since the early 1970s and will continue to decline throughout the 21st century. The number of working age adults (15-59) increased significantly throughout the second half of the 20th century but that increase has now levelled off and it is projected that the size of this age group will start to fall from around 2040. In contrast, the number of persons aged 60, which also increased throughout the late 20th century, will continue to increase over the coming decades, in particular over the next 20 years. As a consequence of these trends, older persons represent an increasing proportion of the population.

### **Q: Does this only affect Caribbean countries, or this trend being observed elsewhere?**

**A:** It is actually happening all over the world. Population ageing is a global phenomenon. Higher income regions and more developed countries are generally at a more advanced stage in the process. However many middle and lower income countries are now starting to see increasingly rapid population ageing. In comparison with other regions of the hemisphere, the ageing process is a little more advanced in the Caribbean than in Latin America but far less advanced than in North America. Old age dependency ratios in 2015 were 11 in Latin America, 14 in the Caribbean and 22 in North America. However, each of those regions is at a turning point and the ageing of their populations will be much more rapid over the coming decades compared with recent history. By 2040, dependency rates will be 24 in Latin America, 28 in the Caribbean and 37 in North America, so in both the Caribbean and Latin America the rates will have doubled in a period of only twenty five years. Beyond 2040, the populations of these regions are projected to continue ageing for the rest of the century.

### **Q: Are there specific territories in the subregion where extra attention is required?**

**A:** Ageing is affecting all countries and overseas territories within the Caribbean, but the process is more advanced in territories such as Aruba, Curaçao, Guadeloupe, Martinique and the United States Virgin Islands. The World Bank classifies these as "high income" economies, and while Antigua and Barbuda, Barbados and Trinidad and Tobago, are also classified as high income, in those countries, ageing is moderately advanced. In middle-income countries including Guyana, Belize, Suriname and Jamaica, ageing is less advanced. However, irrespective of the stage of their demographic transition, most Caribbean countries will see their old age dependency ratio double over the next 30 years with important implications for public policy and household structures.



**Q: What do you believe is needed for the protection of the elderly?**

**A:** Older persons need to have a secure income which is adequate to live on, and the first step must be to ensure that all older persons have a pension whether it is contributory or non-contributory, that is, universal pension coverage. This will require the introduction of non-contributory pensions in those countries which have yet to introduce one, namely Dominica, Grenada and St. Lucia. In some of the countries where non-contributory pensions have been introduced, eligibility criteria will need to be relaxed to ensure that all older persons receive some form of pension. The level of the pensions should then be increased so that they surpass the poverty line. In parallel, there is clearly a need to continue to try and widen the coverage of contributory national insurance.

**Q: What are the numbers of reported cases of elderly abuse?**

**A:** In recent years, there has been growing recognition of the problem of elder abuse. The World Health Organisation (WHO) defines elder abuse to be a single or repeated act, or lack of appropriate action, occurring within any relationship where there is an expectation of trust which causes harm or distress to an older person. This includes physical, sexual, psychological, emotional, financial and material abuse, abandonment, neglect, and serious loss of dignity and respect. Such treatment constitutes a violation of human rights. It is difficult to quantify the scale of the problem in the Caribbean but WHO suggests that, globally, around 10 per cent of older persons experience abuse every month. The most commonly cited form of abuse is financial, for example where older persons have their pension income taken from them or collected on their behalf but not passed on to them. Older persons may also be pressured into transferring ownership of their properties to family members. There are undoubtedly cases of physical and even sexual abuse of older persons and from time to time cases come to the attention of government authorities or are reported in the Caribbean media.

**Q: What is the way forward?**

**A:** Population ageing has long been recognised as a demographic trend which will shape Caribbean societies in the 21st century. Until now, the Caribbean population has aged relatively slowly and for many countries ageing has been seen as something that was on the horizon but not as an immediately pressing priority. This is no longer the case. Within two decades, the Caribbean population will have changed significantly.

The provision of pensions, health and social care services for an increasing number of older persons will have major implications for public expenditure. Until now, the relatively large working age population and relatively small number of older persons, has meant that the funding of pensions, health and social care services for older persons was relatively cheap. Public expenditure on pensions and other services will have to rise as a percentage of GDP and the future costs of health services will be even greater than the pension costs.

Equally important, with older persons making up an increasingly large proportion of the population, societies need to fundamentally reconsider the role of older persons. For older persons themselves, full and equal participation in society is essential to their physical, mental and social wellbeing. Moreover, societies that disregard the contribution of older persons are wasting a valuable human resource. The human rights of older persons, and the rights-based approach increasingly adopted by the international community in its efforts to address population ageing, are fundamental to realising this transformation, emphasizing as they do freedoms to be enjoyed by all on the basis of equality and non-discrimination.







## ECLAC moves forward in strengthening Caribbean public finance capacity

Caribbean governments are set to gain greater capacity in the management of public finance, as ECLAC Caribbean prepares to move into the next phase of its project, “Strengthening the technical capacity of public finance managers in select Caribbean Small Island Developing States (SIDS)”.

The project focuses on raising the capacity of public finance management in four member states in a number of areas of fiscal management. These include Antigua and Barbuda, Barbados, Belize and Saint Kitts and Nevis.

The project was approved in 2014 and will be implemented over a three year period, ending in 2017. It began with scoping studies in each of the participating countries to determine their particular

needs and priorities and to identify areas for which public expenditure reviews are required.

A training manual has been developed, based on the research completed in each country. The manual and reference material were developed with the assistance of Professor Vanus James, Adjunct Professor, University of Technology, Jamaica, and are available on the ECLAC Caribbean website.

As a precursor to the start of the training activities, ECLAC will undertake a one-day high level mission to each of the participating countries to increase stakeholder awareness of the purpose of the project and the value and benefit to be derived from the training to be delivered and the capacities that will be developed as a result. ■





ECLAC Caribbean's Deputy Director Dr. Dillon Alleyne with television talkshow host Hema Ramkissoon.

## Deputy Director discusses CDR and Caribbean debt burden on Trinidad television

“Since the global financial crisis, some countries of the region have chalked up debts of over 100% of their Gross Domestic Product (GDP), while the International Monetary Fund (IMF) says that 60% is a more reasonable cut-off, thereby making the situation very difficult for the highly-indebted countries.”

This according to ECLAC Caribbean Deputy Director and Economist Dr. Dillon Alleyne, as he was interviewed during the Morning Brew programme on Trinidad and Tobago's CNC3 television station on Thursday, 14 April 2016.

Dr. Alleyne said this is the reason for the proposal on a debt for climate change swap presented by ECLAC Executive Secretary Alicia Bárcena at the recent Caribbean Development Roundtable (CDR) in Basseterre, Saint Kitts and Nevis.

He noted that debt servicing remained a challenge for the majority of countries, and as governments try to bridge the gap, popular approaches have included the introduction of taxes, cutting back on expenditure and cost-saving on items or programmes that have not been effective.

For the region's debt burden, Dr. Alleyne advised that examination of fiscal consolidation would be a wise approach. He noted that, a few years

ago, ECLAC proposed that countries build their readily available resources. “They need to bring together a broad range of stakeholders to let them understand the cost and benefits and adjustments needed, while keeping them informed of the situation.”

For Trinidad and Tobago, Dr Alleyne mentioned that the creative arts sector, tourism and agriculture are areas that could be used as a means to get out of the situation in which the country now finds itself.

“Diversification at two levels can and has to happen,” he advised. “One within energy, some of which has already begun, and one on a cross-sector level, in order to broaden the range of activities that contribute to the foreign exchange reserves.”

He noted that the debt for climate change swaps proposal recommended the creation of a Caribbean Resilience Fund (CRF). He suggested that countries could tap into this fund for green industries development. “It is hoped that the development partners could take the climate proposal forward, as this is a potential opportunity for the sustainable development of the Caribbean,” he ended. ■



# ECLAC convenes CDCC and CDR in Saint Kitts and Nevis



ECLAC Caribbean recently convened two of its two most important biennial meetings in Basseterre, Saint Kitts and Nevis, on 21 and 22 April 2016 –namely the fourth Caribbean Development Roundtable (CDR) and the 26th session of the Caribbean Development and Cooperation Committee (CDCC) respectively.



The CDR was established in 2011 through a CDCC resolution, and represents the continued commitment of ECLAC to provide a mechanism that facilitates the cross-fertilization of ideas in support of the development goals of the Caribbean region. During this year's CDR, ECLAC Executive Secretary, Alicia Bárcena, unveiled a debt for climate change swap proposal to address the Caribbean's high debt burden, which focussed on harnessing green funds to facilitate growth and economic transformation.



In response to Bárcena's presentation, experts representing key regional and international institutions, including the World Bank, the Commonwealth Secretariat and the Caribbean Development Bank, offered their thoughts, ideas and perspectives on the possible approaches to the execution of the proposal.



The CDCC was created as a permanent ECLAC subsidiary body to promote development cooperation among Caribbean countries. Its objectives include: (1) To promote and strengthen economic and social cooperation and integration among the countries of the Caribbean and with Latin America; (2) To promote the sharing of information and experiences among its membership; and (3) To promote common positions and strategies on economic and social issues among Caribbean nations.

This year's CDCC session had three areas of focus,



namely the debt challenge facing Caribbean countries, the Sustainable Development Goals (SDGs) recently adopted by the United Nations, and by no means least, the impact of population ageing in the Caribbean.

In addressing the gathering, the newly elected chair of the CDCC, Saint Kitts and Nevis' Minister of Foreign Affairs and Aviation, the Honourable Mark Brantley, highlighted the achievements of the country in providing a robust suite of social services to strengthen the safety net of vulnerable groups.

To introduce the issue of population ageing in the region, ECLAC Caribbean shared a video presentation on "Ageing in the Caribbean", which noted that the population aged 65 and over in the Caribbean would double over the next 25 years. It underscored the risks faced by the elderly, which include loss of income, ill-health, disability, loss of independence, loneliness, abuse and neglect. Please click [here](#) to access the video. The presentation was followed by remarks by the Honourable Frederick Stephenson, Minister of National Mobilization, Social Development, Gender Affairs, Family Matters, Persons with Disabilities and Youth of Saint Vincent and the Grenadines, who led the Committee's consideration of the range of development challenges that will attend the ageing of the population in the Caribbean.

With regard to the attainment of the SDGs in the Caribbean, the Director of ECLAC Caribbean, Diane Quarless, shared some insight on a strategic approach towards implementation of the SDGs in the Caribbean, emphasizing the continuing challenge that the debt overhang presented to economic growth and wellbeing for the region. The Director also discussed the issues which have undermined sustainable development in the Caribbean, such as: low productivity, declining competitiveness and anaemic growth; public debt and the associated fiscal consequences; high unemployment and poverty; prevalent crime and violence; economic, social, environmental vulnerability; and weak governance.

Attending the meetings were senior level policymakers from governments of the Caribbean; officials of the United Nations system; representatives of regional civil society organizations; academia; regional development institutions and international development partners. ■





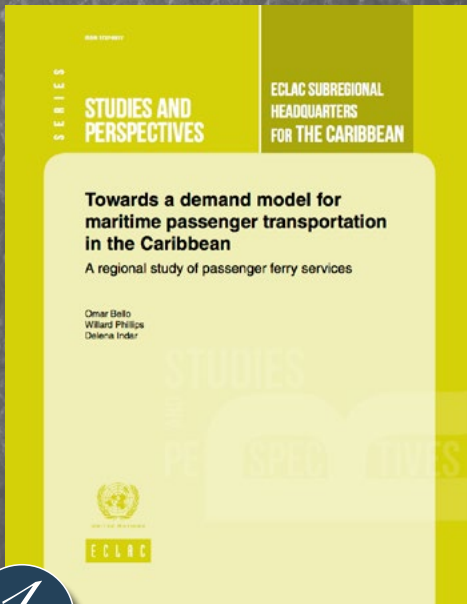


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# Recent Publications



1.

In this paper, the main factors that influence the demand for maritime passenger transportation in the Caribbean were studied. While maritime studies in the Caribbean have focused on infrastructural and operational systems for intensifying trade and movement of goods, there is little information on the movement of persons within the region and its potential to encourage further integration and sustainable development.



3.

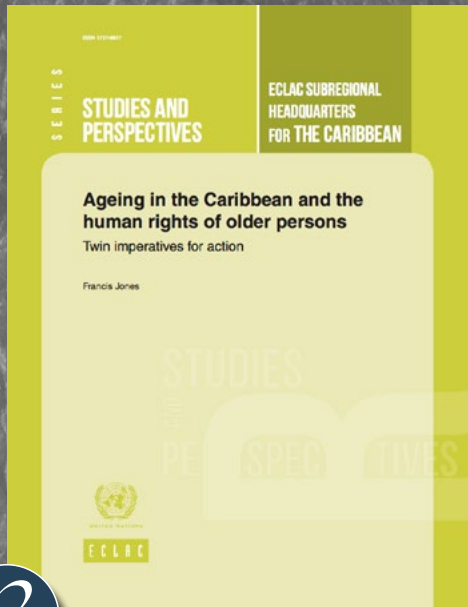
This paper examines the potential benefits and challenges of regionally managed e-government development initiatives. It examines the current state of e-government in four Caribbean countries – Barbados, Jamaica, Saint Vincent and the Grenadines, and Trinidad and Tobago – in order to establish a broader understanding of the challenges that face e-government initiatives in the region.



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This study addresses the ageing of the Caribbean population and the situation with respect to the human rights of older persons. It considers the implications for public policy of these 'twin imperatives for action'.

Important features of the ageing dynamic, such as differential regional and national trends and the growing number of 'older old' persons, are also analysed.

2.

## DIANE'S CORNER

The Director's views and thoughts on the occasion of the 26th session of the CDCC:



**DIANE QUARLESS**  
Director of ECLAC Caribbean

22/4



### Twenty-sixth session of the CDCC

"National ownership, strong integrated policy planning, and effective institutional coordinating mechanisms are required to foster partnerships and enhance programme implementation as the Caribbean embarks on the 2030 Agenda for Sustainable Development."

**#DirectorsTake**

<http://vrb.al/directors-take>







Berkeley Memorial clock tower and fountain in Basseterre, Saint Kitts and Nevis.

# STATE *of* AFFAIRS

## Jamaica



### REMOVAL OF QUEEN AS HEAD OF STATE

Apr 15th - In his 2016/2017 Throne Speech to mark the opening of the new session of Parliament, Jamaican Governor-General Patrick Allen proposed a constitutional amendment "to replace Her Majesty The Queen with a Non-Executive President as Head of State" in the Caribbean nation. A non-executive president, like the governor general, would still be a symbolic leader and perform a representative and civic role but with no powers to make policy. But he or she could use discretionary powers for extraordinary political intervention, based on the Constitution.



### PM APPOINTS CHAIR OF ECONOMIC COUNCIL

Apr 29th - Jamaican Prime Minister, Mr. Andrew Holness, has appointed Mr. Michael Lee-Chin, as the Chairman of the Government of Jamaica's newly established Economic Growth Council ("EGC"). Mr. Lee-Chin is also currently the Chairman of Portland Holdings and Chairman and controlling shareholder of National Commercial Bank Jamaica Limited. The new chairman is tasked with building local and international support for the growth agenda in practical ways to attract large investments to the island.

## Haiti



### REPORT FINDS OCTOBER ELECTIONS FAIR

Apr 9th - According to a report released by the National Organization for the Advancement of Haitians (NOAH), the Presidential elections held in Haiti on October 25, 2015 were generally fair and fraud free. The report found that the process was generally free of major irregularities. According to Mr. James Morrell, Director of the Haiti Democracy Project, "The constant and continuing accusations of fraud are surprising to us as our mission did not find enough irregularities to warrant the charge of generalized fraud."



### HAITI ELECTIONS POSTPONED INDEFINITELY

Apr 25th - Thousands of Haitians have protested against a delay in the run-off round of a presidential election that should have been held on Sunday 24th April 2016. The country's interim President, Mr. Jocelerme Privert, admitted that the run-off is likely to occur the same time as the Senate elections on October 30. Supporters of the front-runner, Mr. Jovenel Moise, are demanding a run-off sooner as protesters took to the streets of the capital, Port-au-Prince, asking for a chance to cast their votes.

## Caribbean Community



### SAINT KITTS-NEVIS RECEIVES 4.2M EURO

Apr 5th - Prime Minister of St Kitts and Nevis, Dr Timothy Harris, and Cabinet Secretary, Josephine Huggins, were informed by the European Union's Ambassador to the Eastern Caribbean, that a disbursement of 4.2 million euro (EC\$12.5 million) to St Kitts and Nevis as part of the completion of the sugar compensation programme.



### SAINT LUCIA RECEIVES EU FUNDING

Apr 30th - Ambassador Mikael Barfod, head of the delegation of the European Union to the Eastern Caribbean Countries, signed a financing agreement with Dr Kenny Anthony, Prime Minister of Saint Lucia. The agreement is valued at 6.2 million euro to be used for the Saint Lucia Post Trough Emergency Infrastructure Rehabilitation Programme.



# ECLAC supports Saint Lucia's renewable energy efforts

**E**CLAC Caribbean has been providing ongoing support to Saint Lucia as it strives to transition from the use of fossil fuels to renewable energy sources.

According to its National Energy Policy (NEP), Saint Lucia aims to generate up to 30 percent of its electricity from renewable sources by the year 2020. In addition, in order to achieve a well-balanced investor and consumer friendly energy sector, in February 2016, the Government introduced the National Utilities Regulatory Commission (NURC), as a multi-sector independent agency to monitor and regulate electricity and water consumption.

On 25 February 2016, ECLAC Caribbean's Economic Affairs Officer, Willard Phillips, participated in one of the consultations on the development of a legal framework for the NURC, which draws on some of the technical work carried out by ECLAC in Saint Lucia over the past few years. Also attending were senior policy makers and energy stakeholders in Saint Lucia.

The consultation process was aimed at establishing guidelines for ensuring minimum energy performance standards for energy-using products and services. These include the compulsory labelling of products, establishing energy efficient building schemes, ensuring energy audits and energy management systems, encouraging the purchase of high energy efficiency products by the public sector, promoting energy conservation, reducing the use of fossil fuels, providing customer information and empowerment, and creating a penalty mechanism for non-compliance.

ECLAC Caribbean offered technical insight on

energy efficiency and renewable energy, with a view to enhancing Saint Lucia's capacity to create improved financing products in order to attract investment that will encourage the development of the energy sector in the country.

The current price of fossil fuel generated electrical energy in Saint Lucia is among the highest in the world, and the high price has put a great deal of pressure on the government to develop and implement strategies that will result in a decrease in energy prices.

One of these strategies is a pilot project in the capital of Castries aimed at demonstrating the efficient use of LED street lighting and LED office lighting. In addition, several other energy efficiency initiatives have been recently developed, including in the Castries Market, where hundreds of vendors sell their produce daily, and which is now powered by solar energy.

Saint Lucia has also undertaken geothermal energy exploration in the southern town of Soufriere, home to its famed Soufriere volcano. In April 2015, residents witnessed the erection of a test tower to help assess the potential for the construction of a 12 megawatt wind farm – the first utility scale renewable energy project for the country.

Energy officials say that transitioning to clean energy sources can help protect Saint Lucia's natural resources, while preserving water and air quality. With more than enough geothermal, wind and solar resources to more Saint Lucia's peak energy demand, they say even partial development of these resources can result in energy security and efficiency. ■





# JAMAICA TO APPOINT “INVESTMENT AMBASSADORS”

**I**n a bid to court new investment, Jamaica's government says it will be appointing a handful of “investment ambassadors.”

The announcement was made recently by newly elected Prime Minister of Jamaica, the Honourable Andrew Holness, who said the envoys would be responsible for stimulating economic opportunities for Jamaica overseas.

“We will be expanding the number of persons, who will be assisting in exploring new markets overseas and we will do this by appointing several investment ambassadors within the next few weeks,” Holness said in April.

One of the ambassadors will have responsibility for India and the Middle East, and the other will focus on Europe.

“They will assist in creating new markets and opportunities for Jamaica,” he explained.

The concept is not entirely new in the region, having been used most notably in Antigua and Barbuda, which has named, among others, Hollywood star Robert De Niro, an economic envoy. ■



# GRENADA'S NEW GREEN ENERGY PROJECT

Grenada has launched a new project aimed at providing green energy in rural areas.

The Renewable Energy for Rural Development Project is being funded through a grant of \$170,000 in the form of bilateral assistance from the government of South Korea. The grant was provided in two tranches: \$100,000 first received in 2014 and \$70,000 received last year.

The pilot project is intended to “improve the livelihood and quality of life of vulnerable persons and enterprises in rural communities through the use of renewable and energy efficient systems,” according to a government statement.

The government said the project was expected to contribute to reducing energy costs and carbon footprints through the use of low-emission systems.

To begin, beneficiaries include 12 single-parent households in rural communities, along with 12 vulnerable elderly persons along with four small agro-processors in rural communities, all of whom will receive off-the-grid and grid-tied solar photovoltaic energy generating and storage systems.

There are a total of 28 solar systems to be installed and commissioned. ■





# ECLAC CARIBBEAN *Family*

Getting prepared for an earthquake





Following a recent 5.7 magnitude earthquake which occurred on the Paria peninsula west of Trinidad on Thursday, 7 April 2016 at 8:22am, UN personnel in the country have been getting “earthquake ready”.

Each staff member recently received Earthquake Personal Protection Equipment (EPPE) and guidelines, as per Minimum Operating Security Standards (MOSS) for the UN Security Management System in Trinidad and Tobago.

ECLAC Caribbean staff practiced wearing the equipment and reading the guidelines, in order to prepare in the event of another earthquake in the country. ■





PHOTO-SHOP



Happy Birthday!







**E** CLAC Caribbean staff members who celebrated birthdays during the first quarter of 2016 (January to March) received a special surprise on Friday, 8 April at the Port of Spain office.

The organization's Social Events Committee brought staff together to cut cake, blow out candles and serenade the birthday folks with the "Happy Birthday" chorus.

And in the spirit of the champion cricket season in the subregion, we danced and sang along to West Indies all-rounder Dwayne Bravo's run-away hit, "Champion"!!

Here we share some of the happy memories with you. ■





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