



STRATEGIC PLAN FOR THE CARIBBEAN COMMUNITY 2015 - 2019: REPOSITIONING CARICOM

VOL. 1 - THE EXECUTIVE PLAN

**CARICOM Secretariat
Turkeyen, Guyana**

3 JULY 2014

Prepared by Gwendoline Williams and Associates in collaboration with the CARICOM Secretariat and the Change Drivers in Member States and after consultations with a wide range of CARICOM Stakeholders. Funding was provided by the Department for International Development (DFID) of the United Kingdom as part of the wider Reform of CARICOM.

**STRATEGIC PLAN FOR
THE CARIBBEAN COMMUNITY**

2015 – 2019:

REPOSITIONING CARICOM

VOL. 1 OF THE STRATEGIC PLANNING DOCUMENTS

THE EXECUTIVE PLAN

PREFACE

The Strategic Plan for the Community 2015 - 2019 is in direct response to the need to target “... *a narrow range of specified outcomes within specified timeframes, focusing on a few practical and achievable goals*” in relation to the regional development agenda. This is particularly important given the Community’s limited resources. However, the Strategic Plan has been prepared after consultation with the widest possible range of stakeholders and the intense engagement with Member States, Institutions, the CARICOM Secretariat and other stakeholders has resulted in a much wider mandate.

In that regard, the first Strategic Plan for the Caribbean Community outlines the strategic repositioning of the Community, and captures a *development agenda* going forward that encompasses: i) a review of development needs; ii) a Resilience Model for socio-economic progress; iii) strategies to renew the commitment to and strengthen actions for enhancing regional unity; and, iv) an agenda for the reform of governance mechanisms to achieve these two major forward thrusts. At the same time, as a framework for action, the Strategic Plan allows for selection of, and agreement on, the *narrow range* of actions that are pursued each year of the plan period in pursuit of the Region’s development goals. As well, the Plan outlines the implementation imperatives, strategic and change management modalities with the necessary monitoring, measurement and evaluation frameworks. The critical action now is ‘buy in’ and onward movement.

The Plan is in three Volumes. **Volume 1**, the Executive Plan, presents an abbreviated version of the full Plan for easy perusal. It includes an introductory section at Chapter 1; the full strategic framework at Chapter 2 (which is the same as Chapter 4 in the full plan); and a summary of the proposed management arrangements at Chapter 3 (Chapters 5, 6 and 7 in the full plan).

Volume 2 is the full Strategic Plan for the Caribbean Community 2015-2019 and is structured as follows: **Chapters 1 to 3** provide: i) the context of the Community; ii) a quick summary of the planning process engaged; and, iii) critical strengths, weaknesses and opportunities for the Community, after doing a wide ranging scan of the internal and external environments. **Chapter 4** is the heart of the Plan. It presents the vision, mission, core values and strategies for building resilience and unity and enhancing governance.

In order to transition from planning to implementation, each implementing agent of CARICOM (the Member States, the Institutions and the Secretariat) would need to draw from the Strategic Plan in designing its operational plan and annual plans. Thus **Chapter 5** presents examples of how the objectives of the Strategic Plan should inform the strategies, principal measures, targets, indicators, time frame and budget of each of the implementing agents. Indeed, it is strongly recommended, that a standard operating procedure be set in train, whereby each implementing agent viz. the Organs, CARICOM Secretariat, Community Institutions and Member States, presents its Operational Plan in conformity with the Strategic Plan and annually reports on progress and the way forward.

This will ensure that all in the Community and particularly the Heads of Government and citizenry are kept informed on the implementation of the Strategic Plan. This Chapter also emphasizes critical principles that must characterize the implementation process viz. subsidiarity, focus on goals/results, evidence-informed, equity, harmonization (bearing in mind differences among Member States), transparency, openness, and accountability. These principles must be consistently evident in the work of the Community to drive the Resilience Model.

Chapters 6 and 7 of the full Plan present frameworks for managing and measuring change. The **Appendices** contain key additional reference information such as an overview of the full planning process.

Volume 3 presents the technical appendices of the Plan, that is, reports of the data gathering instruments that informed the Plan. The technical appendices include: i) the full Environmental Scan; ii) the Country Reports arising from the National Consultations; iii) Report of Consultation with CARICOM Secretariat; iv) the report of the Telesurvey (conducted to garner the views of the wider citizenry of the Community); v) the Report of the Youth Online Survey; vi) the Analysis of the Regional Pictogram; vii) Stakeholder Map of the Planning Process; and viii) a summary description of the Institutions of the Community.

MESSAGE FROM THE CHAIRMAN OF THE CONFERENCE OF HEADS OF GOVERNMENT OF CARICOM

At the Thirty-Fifth Meeting of the Conference of Heads of Government held in Antigua and Barbuda, which I had the honour to host and Chair, CARICOM Heads of Government approved the Community's five-year Strategic Plan. "The Caribbean Community Five-Year Strategic Plan 2015-2019: Repositioning CARICOM" is the first ever Plan of its kind for our Community.

This Plan is the product of more than a year's work, piloted by a group of committed CARICOM professionals who undertook widespread consultations throughout our Member States and Associate Members and who distilled from those interactions, as well as from research, the Strategic Priorities and supporting strategies to move our Community forward.

This Plan has been devised at a time when threats to the sustainable development of our Region abound, be they financial, economic, social or environmental. Throughout our history, we have come up with solutions to defeat the most dire predictions and conquer the toughest challenges. In that regard, this Plan represents an essential strategic repositioning for our Community as we seek to secure our future in a rapidly changing and often hostile global environment.

The best - indeed the only - way to do this is by enhancing our Resilience: economic, social, environmental and technological. That theme of Resilience is at the very heart of this Strategic Plan. Together, we can, and will, not only survive but thrive, by enhancing our collective capacity to achieve economic stability and growth, a better quality of life for our people and sustainable development.

One of the enabling strategies in the Plan, Strengthening the CARICOM Identity and Spirit of Community, is one which I heartily endorse as an important element in the Plan's success. It is that spirit of oneness that brings us all together in celebrating the achievements of our people; that binds us to be our brother's keeper in the wake of natural disasters; and is now being called on to be brought to bear to assist in fulfilling the objectives and attaining the goals of this Strategic Plan.

Let us all recommit ourselves to the further strengthening of our integration movement and in doing so, build a resilient Community that provides a safe and prosperous life for all its people.

***HONOURABLE GASTON BROWNE
PRIME MINISTER OF ANTIGUA AND BARBUDA***

FOREWORD BY THE SECRETARY-GENERAL OF CARICOM

Our Caribbean Community (CARICOM) now has its first-ever Strategic Plan. The Plan was approved by the Conference of Heads of Government at its Thirty-Fifth Regular Meeting held in St John's, Antigua and Barbuda, July 2014.

This is an ambitious document, laying out a comprehensive Plan for repositioning the Community. The groundwork in preparing this Plan was laid, among other things, through extensive consultations with stakeholders throughout the Member States, Associate Members and with the Organs, Institutions and Agencies of the Community. Heads of Government, Ministers, the public services, the private sector, labour, civil society, the youth, all our Community Institutions and the Secretariat were canvassed for their insights. The final product has therefore emerged from the widest possible range of views and ideas.

The Plan identifies eight Strategic Priorities for the Community over the five-year period, 2015-2019, and key areas of intervention for each. The Strategic Priorities are: Building Economic Resilience; Social Resilience; Environmental Resilience; Technological Resilience; Strengthening the CARICOM Identity and Spirit of Community; and Strengthening Community Governance along with Coordinated Foreign Policy, and Research and Development and Innovation.

Arising out of the consultations, a number of areas of intervention are identified in the Plan but given our limited resources, the Heads of Government recognised the need to further prioritise. They therefore agreed on the following high-priority areas for focused implementation over the next five years:

- i. Accelerate implementation and use of the CARICOM Single Market and Economy (CSME);
- ii. Introduce Measures for Macro-economic Stabilisation;
- iii. Build Competitiveness and Unleash Key Economic Drivers to Transition to Growth and Generate Employment;
- iv. Human Capital Development;
- v. Advance Health and Wellness;
- vi. Enhance Citizen Security and Justice;
- vii. Climate Adaptation and Mitigation and Disaster Mitigation and Management;
- viii. Develop the Single ICT Space;
- ix. Deepen Foreign Policy Coordination (to support strategic repositioning of CARICOM and desired outcomes);
- x. Public Education, Public Information and Advocacy;
- xi. Reform of the CARICOM Secretariat, the Organs, Bodies, Institutions and Governance Arrangements.

Given that it is a Plan for the Community, the implementation phase will require the most efficient and effective use of our resources and calls for an increased level of co-ordination and collaboration among the Member States, the Community's Organs, Bodies, Institutions and the Secretariat. It will also require the support of all the stakeholders as we maintain the momentum of that process of consultation which was so critical to the development of the Plan.

It is clear that to fulfil the objectives, there will have to be an adjustment in the Community's methods of operation. This Plan is an integral part of a reform process underway in the Community which will include reviews of the Institutions and the restructuring of the Secretariat to accomplish the goals set out.

This reform process is dynamic and will require us to be proactive and responsive as we proceed, guided by a system of monitoring and evaluation of the progress that we make. This will ensure that we remain relevant and on the path of repositioning our Community to maximise the opportunities we have created through such mechanisms as the CARICOM Single Market and Economy (CSME) and to enhance our ability to integrate beneficially into the global arena.

I would like to express sincere gratitude to the team which made this Plan possible, especially Gwendoline Williams and Associates who led the way and in particular Ms. Maria Mason-Roberts for her lead role in preparing the Plan. The Change Drivers from our Member States and Associate Members played an instrumental role in the entire process as did the Internal Change Team Strategic Planning Sub-Group and other staff of the Secretariat. I also extend appreciation to the numerous stakeholders who participated in the consultative process throughout the Community; as well as our Community Institutions.

In going forward, that spirit of CARICOM unity exhibited throughout the entire consultative and planning process, is what we will need to ensure that this Plan succeeds in carrying us further along the road to sustainable growth and development and an improvement in the lives of the people of our Community.

Irwin LaRocque
Secretary-General, CARICOM

ACKNOWLEDGEMENTS

Two of the principles guiding the preparation of this Strategic Plan for the Caribbean Community were “stakeholder driven” and “knowledge based”. To this extent, the contributions of a wide range of Caribbean citizens must be acknowledged. These included:

- (a) **Key Informants** who brought their special expertise and years of involvement in the Caribbean enterprise to the table viz. Dr. Norman Girvan (deceased), Caribbean Academic, former Secretary-General of the Association of Caribbean States and fervent regionalist; The Most Hon. P.J. Patterson, former Prime Minister of Jamaica; Hon. Patrick Manning, former Prime Minister of Trinidad and Tobago; Hon. Winston Dookeran, Minister of Foreign Affairs of Trinidad and Tobago; Professor Anthony Gonsalves of the University of the West Indies; and H.E. Dr. Patrick Antoine, Ambassador of Grenada to CARICOM and Change Driver.
- (b) **The Change Drivers** who represented the hub of activity to bring the views of the wider citizenry on board through National Consultations and who read and reread and had their nationals read and re-read various drafts of the Plan to ensure it brought into being a Regional Plan that responded to national needs and interests. These Change Drivers are:

Antigua and Barbuda	H.E. Dr. Clarence Henry, Ambassador to CARICOM
The Bahamas	H.E. Mr. Picewell Forbes, Plenipotentiary Representative to CARICOM
Barbados	H.E. Mr. Robert Morris, Ambassador to CARICOM
Belize	Audrey Wallace, Chief Executive Officer, Office of the Prime Minister
Dominica	H.E. Mr. Felix Gregorie, Ambassador to CARICOM
Grenada	H.E. Dr. Patrick Antoine, Ambassador to CARICOM
Guyana	H.E. Ms. Elisabeth Harper, Ambassador to CARICOM
Haiti	H.E. Mr. Peterson Benjamin Noel, Ambassador to CARICOM
Jamaica	Ms. Angella V. Comfort, Director, Caribbean and Americas Department, Ministry of Foreign Affairs and Foreign Trade
Montserrat	Mr. Claude Hogan, Director, External Affairs and Trade
St Kitts and Nevis	Hon. Richard Skerritt, Minister of Tourism and International Transport
Saint Lucia	Dr. Alison Gadjadhar, Permanent Secretary, Office of the Prime Minister

St Vincent and the Grenadines	H.E. Mr. Ellsworth John, Ambassador to CARICOM
Suriname	H.E. Ms. Manorma Soeknandan, (former) Ambassador to CARICOM H.E. Mr. Michael Kerpens, Ambassador at Large, Chef de Cabinet of the Minister of Foreign Affairs
Trinidad and Tobago	H.E. Mr. Mervyn Assam, Ambassador Extraordinary and Plenipotentiary with responsibility for Trade and Industry
British Virgin Islands	Ms Sylvia Moses, Director, International Affairs
Turks and Caicos Islands	Hon. Ricardo Don-Hue Gardiner, Minister of Border Control and Labour.

- (c) **All Participants in National Consultations/or Special Meetings** during the period of the national consultations. These included from 15 Member States and 2 Associate Members: Prime Ministers and Cabinets; Leaders of the Opposition; Other Members of Parliament; Representatives of the Private Sector, Employers and Trade Unions; Youth Representatives; Other Civil Society Groups; Representatives of Tertiary Level Institutions; Labour Organisations.
- (d) **CARICOM Youth Ambassadors** who mobilized the contribution of young people to the deliberations on the Plan, including through the Youth Online Survey.
- (e) **Respondents to the Telesurvey and the Youth Online Survey**, who by their participation allowed the Plan to benefit from the views of a wide cross section of nationals of the Community, who otherwise might not have been heard.
- (f) **Leaders and Representatives of the Regional Institutions**, who participated as contributors and drafters of the Plan, from the vantage point of the special expertise of their various Institutions.
- (g) **The Leadership and Technical Officers of the Caribbean Community (CARICOM) Secretariat**, who not only contributed technical information, but gave their views as citizens of the Community. Within this group, special acknowledgement must be given to the Strategic Planning Sub-Group members who were involved in the drafting task and who also collated contributions of other representatives of the Secretariat.
- (h) **The British Department for International Development (DFID)**, which provided resource support to make the initiative possible and technical advice which informed the progress of the project.
- (i) **The Change Facilitation Team** which had the responsibility for designing and implementing the planning process and collating the inputs from all sources to arrive at the Strategic Plan.
- (j) **All CARICOM Nationals** who commit to contribute to Plan implementation, and who will be beneficiaries of such implementation.

To Caribbean unity, resilience and prosperity.

LIST OF ACRONYMS AND ABBREVIATIONS

ACIS	Advance Cargo Information System
ACP	African, Caribbean and Pacific Group of Countries
ACS	Association of Caribbean States
ACTI	Association of Caribbean Tertiary Institutions
APIS	Advance Passenger Information System
CARDI	Caribbean Agricultural Research and Development Institute
CARICAD	Caribbean Centre for Development Administration
CARICOM	Caribbean Community
CARIFORUM	Caribbean Forum of ACP States
CARIFTA	Caribbean Free Trade Association
CARPHA	Caribbean Public Health Agency
C@ribNET	Caribbean Research and Education Network
CASSOS	Caribbean Aviation Safety and Security Oversight System
CCA	Committee of CARICOM Ambassadors
CCC	CARICOM Competition Commission
CCCCC	Caribbean Community Climate Change Centre
CCJ	Caribbean Court of Justice
CCRIF	Caribbean Catastrophe Risk Insurance Facility
CCS	Caribbean Community Secretariat
CDB	Caribbean Development Bank
CDF	CARICOM Development Fund
CDEMA	Caribbean Disaster Emergency Management Agency
CDM	Comprehensive Disaster Management
CEDA	Caribbean Export Development Agency
CKLNA	Caribbean Knowledge and Learning Network Agency
CIMH	Caribbean Institute of Meteorology and Hydrology
CLE	Council of Legal Education
CMO	Caribbean Meteorological Organization
COFCOR	Council for Foreign and Community Relations
COFAP	Council for Finance and Planning
COHSOD	Council for Human and Social Development
CONSLE	Council for National Security and Law Enforcement
COTED	Council for Trade and Economic Development

CREDP	Caribbean Renewable Energy Development Programme
CRFM	Caribbean Regional Fisheries Mechanism
CRITI	Caribbean Regional Information and Translation Institute
CROSQ	Caribbean Regional Organisation for Standards and Quality
CRSP	Caribbean Regional Strategy Paper
CSME	CARICOM Single Market and Economy
CTU	Caribbean Telecommunications Union
CYA	CARICOM Youth Ambassador
CYDAP	CARICOM Youth Development Action Plan
CXC	Caribbean Examinations Council
DFID	Department for International Development (of the United Kingdom)
ECLAC	Economic Commission for Latin America and the Caribbean
EMC	Executive Management Committee
EPA	Economic Partnership Agreement
EU	European Union
FCR	Foreign and Community Relations (Directorate of the CARICOM Secretariat)
FDI	Foreign Direct Investment
GHG	Greenhouse Gas
GDP	Gross Domestic Product
HGC	Conference of Heads of Government of the Caribbean Community
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HSD	Human and Social Development (Directorate of the CARICOM Secretariat)
ICT	Information and Communications Technology
IDB	Inter-American Development Bank
IDP	International Development Partner
IMF	International Monetary Fund
IMPACS	Implementation Agency for Crime and Security
MDG	Millennium Development Goal
NCD	Non-Communicable Disease
NGO	Non-Governmental Organisation
OAS	Organisation of American States
ODSG	Office of the Deputy Secretary-General (of the CARICOM Secretariat)

OECS	Organisation of Eastern Caribbean States
OGC	Office of the General Counsel (of the CARICOM Secretariat)
OSG	Office of the Secretary-General (of the CARICOM Secretariat)
OTN	Office of Trade Negotiations (of the CARICOM Secretariat)
PANCAP	Pan Caribbean Partnership Against HIV/AIDS
PPP	Public Private Partnership
RCEP	Regional Comprehensive Economic Partnership (in Asia)
RDDS	Regional Digital Development Strategy
RI	Regional Integration
RMTA	Resource Mobilisation and Technical Assistance Unit (of the CARICOM Secretariat)
RTC	Revised Treaty of Chaguaramas
SIRI	System of Indicators for Regional Integration
SMC	Senior Management Committee (of the CARICOM Secretariat)
SME	Small and Medium-Sized Enterprises
SPRED	Strategic Plan for Regional Economic Development
SPS	Sanitary and Phyto-Sanitary Measures
TASU	Technical Action Services Unit (of the CARICOM Secretariat)
TEI	Trade and Economic Integration (Directorate of the CARICOM Secretariat)
TISA	Trade in Services Agreement
TTIP	Trans-Atlantic Trade and Investment Partnership (between the United States and the European Union)
USD	US Dollar
UWI	University of the West Indies
WEF	World Economic Forum
WB	World Bank
WTO	World Trade Organization

DEFINITION OF KEY TERMS

CARIBBEAN COMMUNITY	The Caribbean Community is an international organisation established by the Treaty of Chaguaramas (1973)
RESILIENCE	The ability to protect against and recover from any eventuality
PROPORTIONALITY	Competence is delegated in proportion to the need for collective regional action where national action is not sufficient to address the problem with the degree of effectiveness required
SUBSIDIARITY	Decisions which are best taken and implemented at the national level or local levels remain within the jurisdictions at those levels
TECHNOLOGICAL RESILIENCE	The ability to adapt and create new products in the future. The use of technology in all productive sectors with access available to citizens and visitors.

LIST OF FIGURES

- FIGURE 1: SIX INTEGRATED STRATEGIC PRIORITIES OF THE RESILIENCE MODEL
- FIGURE 2: THE STRATEGIC FRAMEWORK VALUE CHAIN
- FIGURE 3: DESCRIPTION OF THE IDEAL CARIBBEAN PERSON
- FIGURE 4: A STRATEGIC PLAN FOR A COORDINATED COMMUNITY

TABLE OF CONTENTS

	Page(s)
1.0 INTRODUCTION.....	1
1.1.1 The Global Context.....	2
1.1.2 The Regional Context.....	4
2.0 THE STRATEGIC FRAMEWORK.....	7
2.1 CARICOM's Vision, Mission & Core Values.....	7
2.1.1 Vision.....	7
2.1.2 Mission.....	8
2.1.3 The Core Values.....	9
2.2 The Strategic Priorities to 2019.....	10
2.2.1 Building Economic Resilience - Stabilisation and Sustainable Economic Growth and Development.....	14
2.2.2 Building Social Resilience - Equitable Human and Social Development.....	21
2.2.3 Building Environmental Resilience.....	26
2.2.4 Building Technological Resilience.....	29
2.2.5 Strengthening the CARICOM Identity and Spirit of Community.....	31
2.2.6 Strengthened Governance Arrangements within CARICOM.....	36
2.2.7 Enabling Resilience: Coordinated Foreign and External Relations and Research and Development and Innovation.....	44
3.0 STRATEGIC MANAGEMENT OF THE PLAN: IMPLEMENTATION, MONITORING AND EVALUATION.....	46
3.1 Strategic Management.....	46
3.2 Considerations for the Way Forward.....	49
3.3 The Role of the CCS Going Forward.....	54
3.4 Enabling Implementation: HR, Budget, Operating Systems, Monitoring and Evaluation.....	58
3.5 Monitoring, Evaluation & Reporting.....	59
3.5.1 Results Based Management.....	59
3.5.2 Measuring Integration - The SIRI Model.....	59
3.6 Change Management.....	61
CONCLUSION.....	61

I.0 INTRODUCTION

Our Caribbean civilization has taken a battering on the social and economic fronts largely on account of the global economic downturn of September 2008 and continuing, the frequency and severity of natural disasters, and the self-inflicted home-grown challenges arising from the regional insurance and indigenous banking melt-down, and unacceptable levels of serious crimes. It is evident to all reasonable persons of discernment that our region would find it more difficult by far to address its immense current and prospective challenges unless its governments and peoples embrace strongly a more mature, more profound regionalism. That ought to be a noise in the blood, an echo in the bone of our Caribbean civilisation.

Dr. The Hon. Ralph E. Gonsalves, Prime Minister of St. Vincent and the Grenadines & Chair of CARICOM, June 2014¹

“If we did not have CARICOM, we would have to invent it”

Participant at a Member State consultation for developing the CARICOM Strategic Plan 2015 - 2019, September 2013

Even as the Caribbean Community (CARICOM) celebrated its 40th year, the Member States of the Community stressed the need for a “refocusing, redirection, and reorganisation of the Community”² to move the Community forward and reignite the flames of regional integration. This mandate resonates with the decision and direction of the Heads of Government at their Twenty-Third Inter-Sessional Meeting in March 2012 “*to re-examine the future direction of the Community and the arrangements for carrying [it] forward which would include the role and function of the Secretariat*”; and further that a Strategic Plan for the Community should be prepared.

In response to this decision of the Conference, the Community has embarked on a Reform Process which anticipates two (2) major outcomes³, viz,

- (a) a 5-year Strategic Plan for the Community; and
- (b) a transformed Secretariat [and Community] with strategic focus, implementation capacity and strengthened corporate functions guided by the approved Community Strategic Plan.

¹ **“Free Movement of Community Nationals, the CCJ, Shanique Myrie, Community Law and Our Caribbean Civilisation”**. Distinguished Lecture Series Of The University Of The West Indies, St. Augustine, Trinidad And Tobago, June 17, 2014

² Terms of Reference: Change Facilitator, p.1

³ Ibid, p. 2

1.1 The Imperative for Getting Plan Implementation Right – Where Are We Now?

The significance of the timing of the preparation of the first Strategic Plan for the Community is not lost, as it coincides with one of the most challenging and dynamic economic and social epochs in the history of the post-independent sovereign States that comprise the Community.

1.1.1 The Global Context

The complexity of the global economic environment and the major transformations underway in the world economy cannot be ignored by CARICOM States. In the aftermath of the 2008-2009 global financial and economic crisis, the emerging global trends are unmistakable and marked by the differentiated performance of developed and developing countries and their responses thereto. These trends are coinciding with major shifts in geo-political economic dominance, astounding technological changes with implications for trade and production processes, the growing urgency of the climate change agenda, along with new challenges linked to the dynamics of social change.

The post-crisis weak economic recovery in the developed countries when juxtaposed with the slowdown in economic growth, in particular the emerging economies into the foreseeable future, signal a less favourable international context for small developing countries like CARICOM States into much of the next decade or so. Specifically, the global environment will be characterized by flagging international demand, flat commodity prices, the withdrawal of stimulus measures in both developed and developing countries resulting in rising interest rates, in addition to major structural deficiencies and constraints. As a consequence, traditional external resource flows (both private capital and official flows) upon which CARICOM States have become dependent to stimulate the growth process, will continue to dwindle over time.

Amidst an increasingly volatile and unpredictable world economy, a redistribution in the balance of global economic power is becoming apparent, with China likely to become the leading world economy in the coming years, followed by the United States and the major emerging developing economies - India, Brazil, Mexico and Indonesia. These emerging economies led by those in Asia are fast becoming the main drivers of global growth, resulting in significant changes in the distribution of global output and demand in the future which have considerable implications for CARICOM's future trade and investment relations.

Indeed, the shift in geo-political economic dominance has been aided by the transforming effect of scientific innovation and technological change over the last few decades. It is acknowledged that the greatest influence of innovation and technology on the world, is being exerted by information and communication technologies (ICTs), advanced manufacturing and automation technologies, energy and natural resource technologies and healthcare technologies. The dynamic impact of such technological change is driving the reorganisation of production structures and corporate strategies around the world, with critical success factors involving the quality of human capital and access to scientific and innovation networks.

Driven by the transformational effect of ICTs, the lowering of trade barriers and transport costs worldwide, most of global production is now increasingly taking place in what is referred to as “value chains”. These global value chains⁴ are distinctive by their close relationship with foreign direct investment, their heavy reliance on trade in intermediate goods, the high import content of exports and the important role of a vast array of services (financial, legal, logistical, design, communications, etc.) delivered via outsourcing to countries with the required competitive/comparative advantage. The integration into global value chains can be extremely beneficial for developing countries but there are some inherent risks relating to a country’s position in the production process which have to be managed carefully.

These huge production networks currently being negotiated, have begun to spawn the creation of mega-markets by transforming the face of traditional regional integration processes. The proposed Trans Pacific Partnership (TPP) involving, inter alia, North and Latin America and Asia, the Regional Comprehensive Economic Partnership (RCEP) in Asia, the Trans-Atlantic Trade and Investment Partnership (TTIP) between the United States and the European Union and the Trade in Services Agreement (TISA) among major industrialized countries and some developing countries, are among initiatives aimed at harmonizing the rules governing the operations of the various production networks. However, they can also be seen as a response to the growing dominance of the emerging economies in world production and trade and their rules could considerably erode the policy space of developing countries like CARICOM States which are outside of these mega-markets.

This transformation of production and trading strategies is occurring at a time when the process of climate change has emerged as a global issue thus raising issues related to energy

⁴ It has been estimated by UNCTAD that over 80% of the world’s exports of goods and services occur through trade among multi-national enterprises.

generation and usage, as well as the nature of the technologies deployed in the production processes. Evidence of the acceleration in the process of global warming has not resulted in any noticeable efforts to achieve the agreed target of limiting global temperature to a rise of 2 degrees. In the meanwhile, the increased frequency and severity of climatic events, along with the growing incidence of health pandemics and the threat of terrorism and war, are threatening to retard the development gains achieved overtime by developing countries in particular.

1.1.2 The Regional Context

Given its susceptibility to external shocks, global realities and challenges are either mirrored or heightened in the CARICOM Region. While most developing countries weathered the global financial and economic crisis and were able to record higher growth rates than the developed world, CARICOM States were faced with the reality of persistent low growth rates and crippling external debt. This situation coincided with only a 64% implementation level of the CSME which, with its emphasis on removing dis-economies of scale and creating complementarities, is being established as the mechanism to allow Member States to build economic resilience and respond to the threats posed by the global environment. However, the level of intra-regional trade and production remains below expectation and critical elements of the macro-economic policy coordination agenda have not been sufficiently advanced by CARICOM States.

Member States economic performance is at variance with that of the Region's neighbours in Latin America, as well as other developing countries and has resulted in growing unemployment especially among youth, threats to economic stability and disenchantment of the international community with the economic management of some Member States, in particular, debt and fiscal management. The response of Member States has initially been the adoption of either home-grown or multilateral supported stabilization and structural adjustment programmes which have not yet resulted in sustained growth in those Member States experiencing significant macro-economic imbalances. Revitalizing economic growth is therefore of critical importance to preventing further deterioration in the Region's human development gains and a regional approach is now being promoted to remove significant micro-economic constraints on competitive production.

The redistribution in the balance of global economic power, the shifting priorities of traditional partners along with geo-political changes in neighbouring regions, constitute major challenges as the Region seeks to reposition itself. It is apparent that such repositioning should involve stemming the erosion of CARICOM's diplomatic and economic strength and effective insertion in

the major shifts occurring in the world economy - the per capita income convergence process occurring between the emerging developing economies and the developed world, the growing share of developing countries in world trade, foreign direct investment flows and technological capability, as well as the global value chain networks and mega-markets.

This repositioning of CARICOM economies is, however, occurring in a highly volatile and uncertain global economic environment as traditional partners in the industrialized world are unlikely to provide the growth push as in the past. Notwithstanding, there is scope for CARICOM States to transform their production structures into endogenous growth drivers, thereby requiring that emphasis be given to macro-economic stability, increasing investment and boosting levels of productivity as a platform for future growth.

The trend towards the creation of value chains as drivers of production and trade, as well as the growth of mega markets, underscore the importance of the regional space in achieving scale economies, enhancing productivity and increasing trade among CARICOM States. Moreover, enhancing participation in global/regional value chains will require that CARICOM States adopt policies which promote sustainability while enhancing the synergies between trade and investment measures; address infrastructural gaps and deficiencies; stimulate the production capability of domestic firms and ensure that the labour force acquires the relevant specialized knowledge and skills.

The strategies to transform the production structures in CARICOM States must also take into account critical social development issues prevailing in the Community. Specifically, the rising levels of youth unemployment existing alongside skill shortages in several key areas are indicative of a mismatch between the output of our education and training systems and that required for economic competitiveness. Robust systems for Labour Market Information and intelligence to both assess skills requirements and inform Member States' education and training systems must therefore be a priority with greater emphasis on science, technology, engineering and mathematics; entrepreneurship education as well as on technical and vocational education and training. The strategic direction must therefore be one which reviews in a holistic manner, the content and focus of our education and training systems and places emphasis on addressing the relevance of the existing structure and content of the curricula at all levels. In so doing, specific focus should be placed on innovation and creativity; digital literacy, entrepreneurship; issues of gender and inclusiveness; teacher preparation; and the optimum use of resources among others.

However, generating the skills base to support competitive production in CARICOM States can be compromised by the existence of several social issues which threaten to erode the gains achieved in human development in the Region. These include the continuing prevalence of HIV, notwithstanding the decline in the rate of new infections; the high incidence of Non Communicable Diseases (NCDs); obesity; significant levels of poverty especially among women; increasing crime; adolescent pregnancy; drug abuse; violence and injuries; as well as gender-related concerns, such as violence against women and poor participation and performance of males in education. These issues must continue to remain in the forefront of social development strategies in CARICOM.

Additionally, crime and insecurity, which rank high among the principal threats and obstacles to social and economic development in CARICOM, rob societies of creative potential and energies and cause resources to be redirected to non-productive activities. Social development strategies should therefore address the reduction in the incidence of illegal trafficking in drugs and small arms and light weapons; rising crime against persons and property - especially youth on youth and gang violence, criminal deportees, corruption and cybercrime.

Other major threats to the sustainable economic growth and social development in CARICOM Member States are climate change and natural disasters. While the Region is prone to natural hazards, over the last decade there has been increased exposure to these events due to the effects of climate variability and change. These events have affected entire populations causing severe hardship and dislocation. They have also damaged or destroyed critical physical infrastructure such as airports, ports, telecommunications facilities, roads, coastal protection structures, hospitals and schools; and major productive sectors, such as agriculture and tourism. This requires repeated disaster-related expenditure in infrastructure and in the productive sectors. Natural disaster management is therefore of critical importance to the Region.

As it relates to climate change, CARICOM States contribute less than 1% of global greenhouse gas (GHG) emissions but are expected to be among the earliest and most impacted by climate change. These impacts include more frequent weather events; sea level rise which will magnify the impact of storm surges and waves in coastal areas; water shortages; and weakened protective eco-systems like coral reefs and mangroves. Climate change has been described as an existential threat to small-island and low-lying coastal states. Analysis has shown that the

impact of exogenous shocks, such as natural disasters and the global economic and financial crisis, on the economies of most CARICOM States has exacerbated the debt and fiscal challenges they face.

Given the issues outlined above, the Environmental Scan pointed to the need for priority action in a number of areas such as: implementation of the CSME; macroeconomic stabilization; ensuring an enabling business environment for growth; youth development, entrepreneurship and innovation; improved citizen security and health; human capital development; mainstreaming diversity; reduction in environmental vulnerabilities; diversification and development of energy resources; ICT access; strengthening governance; and building the Regional identity.

These key policy issues give context to the Resilience Model and the six point Strategic Framework elucidated at Section 2 of this Executive Plan to be implemented over the planning period to 2019.

2.0 THE STRATEGIC FRAMEWORK

2.1 CARICOM's Vision, Mission & Core Values

2.1.1 Vision

A Caribbean Community that is integrated, inclusive and resilient; driven by knowledge, excellence, innovation and productivity; a Community where every citizen is secure and has the opportunity to realise his or her potential with guaranteed human rights and social justice; and contributes to, and shares in, its economic, social and cultural prosperity; a Community which is a unified and competitive force in the global arena.⁵

⁵ Vision Statement developed through consultation among Member States Change Drivers on 9 April 2014

2.1.2 Mission

The Community works together to deepen integration and build resilience so as to:

- ⦿ affirm the collective identity and facilitate social cohesion of the people of the Community;
- ⦿ realise our human potential as defined by the Ideal Caribbean Person,⁶ full employment and full enjoyment of human rights;
- ⦿ ensure that social and economic justice and the principles of good governance are enshrined in law and embedded in practice;
- ⦿ systematically reduce poverty, unemployment and social exclusion and their impacts;
- ⦿ mainstream all aspects of sustainable development, including the environmental, economic and social dimensions;
- ⦿ create the environment for innovation, the development and application of technology, productivity and global competitiveness, in which the collective strength of the Region is unleashed;
- ⦿ promote optimum sustainable use of the Region's natural resources on land and in the marine environment, and protect and preserve the health and integrity of the environment;
- ⦿ encourage citizens to willingly accept responsibility to contribute to the welfare of their fellow citizens and to the common good, practice healthy living and lifestyles, respect the rule of law, protect the assets of the Community, and abhor corruption, crime and criminality in all its forms;
- ⦿ project 'one voice' on international issues;
- ⦿ increase savings and the flow of investment within the Community.

⁶ See Figure 4, p.

2.1.3 The Core Values

- ⦿ **Unity/Togetherness** We commit to winning hearts and minds to work towards a robust and inclusive Caribbean Community, able to work together to preserve the gains of regional integration and address the current challenges of economic recovery and growth and sustainable human development. We celebrate the strength of both the shared and diverse aspects of our culture, heritage, and communities.
- ⦿ **Equity** We emphasize the reach of services and benefits to all stakeholders across the Community.
- ⦿ **Integrity** We practice a consistent commitment to honesty, trustworthiness and that which is morally correct in our relationships and operations. We are passionate about what we do and what we believe in - the value of regional integration to enable the development of our Member States.
- ⦿ **People-centeredness** We emphasize the pivotal role of the peoples of the Community at all levels and in all spheres of endeavour to embrace regional integration and the benefits it continues to offer.
- ⦿ **Performance-Driven/Results Focused**

We emphasize the importance of targeted results in achieving sectoral/cross sectoral as well as institutional strengthening goals.

We value productivity and we pursue good management practice with planning and implementation of our work and effective monitoring, evaluation and reporting to ensure the desired results are achieved.
- ⦿ **Good Governance**

We have an abiding respect for human rights, the rule and law, and take action to ensure social and economic justice for the people of the Community.

We provide proactive, visionary leadership for promoting and reinforcing the spirit and commitment to regional integration, emphasizing transparency, accountability and operational excellence within all organs and institutions in the Community. We rely on research for evidence-based decision-making at all levels, with a systematic approach to monitoring and measuring policy outcomes and impacts.
- ⦿ **Good Environmental Management** We are committed to good environmental management and the protection of the Region's natural assets across all sectors of development; and empowering the peoples of the Community in their preparation for and management of the impacts of natural and man-made hazards and the effects of climate change.

2.2 The Strategic Priorities to 2019

A range of targeted interventions will be applied to address critical gaps over the planning period; for example, to mitigate and overcome the high debt, low growth, vulnerabilities to environmental shocks and the general need for re-balancing intra-regional trade between Member States, as articulated by the DESIRED OUTCOMES (see **Figure 1**) viz,

- ⦿ Strong Economic Growth and Reduction in Poverty and Unemployment;
- ⦿ Improved quality of life;
- ⦿ Reduced environmental vulnerability;
- ⦿ An integrated Community with Equity for All.

To address the broad development objectives over the planning period to 2019, the set of **integrated Strategic Priorities within the context of a resilience model** are proposed (see **Figure 1**) viz,

- ⦿ Building Economic Resilience;
- ⦿ Building Social Resilience;
- ⦿ Building Environmental Resilience;
- ⦿ Building Technological Resilience;
- ⦿ Strengthening the CARICOM Identity and Spirit of Community;
- ⦿ Strengthening Community Governance.

AN INTEGRATED APPROACH

The six priorities are interoperable, each enabling of the other, with the overall outcome of enhanced resilience of the Community. In that regard, the strategic initiatives proposed, as outlined in the Matrix at **Figure 2** which lays out the strategic framework value chain, target key sectors during the planning period, focusing on building resilience through a range of cross-cutting initiatives which take account of the relationships among the six thematic areas, for example, the specific human capacity development or ICT requirements to unleash the growth sectors for building economic resilience; or the actions to strengthen Community governance and institutional arrangements that will engender higher levels of efficacy, responsiveness and results for social and environmental resilience. *Therefore, to ensure economic, social, environmental and technological resilience, a unified Community with strong, efficiency Community instructions are requisite.*


FIGURE 1: SIX INTEGRATED STRATEGIC PRIORITIES OF THE RESILIENCE MODEL





Further, in implementing these six (6) Strategic Priorities, there is ready acknowledgement of critical enablers for success, where specific action must be taken. Also shown in the Matrix at Figure 2, among these enablers is **coordinated foreign policy** - an essential tool for promoting the interests of the Region both internally and externally and mobilising resources for implementation. A second key enabler for success is **research and development and innovation**.

The six point Strategic Framework follows.

FIGURE 2: THE STRATEGIC FRAMEWORK VALUE CHAIN

VISION	A Caribbean Community that is integrated, inclusive and resilient; driven by knowledge, excellence, innovation and productivity; a Community where every citizen is secure and has the opportunity to realise his or her potential with guaranteed human rights and social justice; and contributes to, and shares in, its economic, social and cultural prosperity; a Community which is a unified and competitive force in the global arena.					
ULTIMATE OUTCOMES	<ul style="list-style-type: none"> • Strong Economic Growth and Reduction in Poverty and Unemployment • Improved Quality of Life • Reduced Environmental Vulnerability • An Integrated Community with Equity for All 					
						
INTEGRATED STRATEGIC PRIORITIES	Building Resilience				Strengthening the CARICOM Identity and Spirit of Community	Strengthening Community Governance
	Economic Resilience Stabilisation and Sustainable Economic Growth and Development	Social Resilience - Equitable Human and Social Development	Environmental Resilience	Technological Resilience		
GOALS	<ul style="list-style-type: none"> • To engender sustainable growth of the economies of Member States 	<ul style="list-style-type: none"> • To ensure sustainable human and social development in the Region with reduced levels of poverty and equitable access by vulnerable groups and significant improvement of citizen security by facilitating a safe, just and free community 	<ul style="list-style-type: none"> • To reduce vulnerability to disaster risk and the effects of climate change and ensure effective management of the natural resources across Member States 	<ul style="list-style-type: none"> • To engender innovative, technology-driven economies and societies in the Region. 	<ul style="list-style-type: none"> • To refine and intensify the promotion of the 'CARICOM Identity' that binds the people of Member States together and engenders a sustained sense of belonging. 	<ul style="list-style-type: none"> • To ensure effective and efficient governance arrangements that support good decision-making, successful implementation of the regional agenda and accountability by all actors.
STRATEGIES	ECN 1: Accelerate implementation and use of the CARICOM Single Market and Economy	SOC 1: Advance Human Capital Development: Key Skills, Education Reform and Youth Development	ENV 1: Advance Climate Adaption and Mitigation	TEC1: Develop a Single CARICOM ICT Space	UNY 1: Enhance Public Education, Public Information, Public Relations and Advocacy	GOV 1: Reform of Organs, Bodies and Governance Arrangements to enhance Decision-Making, Implementation and Accountability and Enforcement
	ECN 2: Integrate into the Global Economy	SOC 2: Mainstream inclusiveness in Public Policy: Gender, Persons with Disabilities, Age	ENV 2: Advance Disaster Mitigation and Management	TEC 2: Bring Technology to the People and Transform them to Digital Citizens and Digital Entrepreneurs	UNY 2: Refine and Promote the CARICOM Identity and Civilization	GOV 2: Develop Arrangements for Participatory Governance
	ECN 3: Introduce Measures for Macroeconomic Stabilisation	SOC 3: Advance Initiatives for Health and Wellness	ENV 3: Enhance Management of the Environment and Natural Resources	TEC 3: Strengthen Cyber Security	UNY 3: Facilitate opportunities for the people of the Region to build social and economic relationships	GOV 3: Develop Governance Arrangements for Community Institutions
	ECN 4: Build Competitiveness and Unleash Key Economic Drivers to Transition to Growth	SOC 4: Enhance Citizen Security and Justice		TEC 4: Mobilise Resources and Commitment of Member States to Invest in ICT	UNY 4: Strengthen Relationships among Member States	GOV 4: Strengthen Relationships and Build Partnerships with IDPs
						GOV 5: Develop and Agree on the Desired Governance Arrangements for the Future

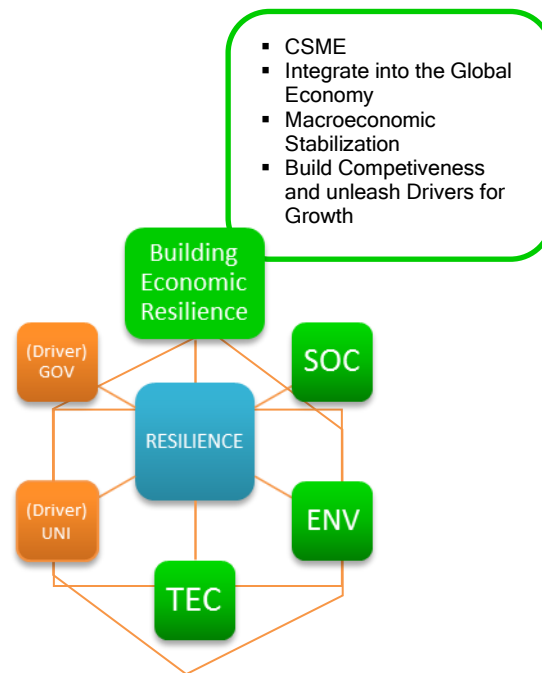
						
STRATEGIC OBJECTIVES	<p>To restore confidence in CARICOM economies</p> <p>To reverse negative perceptions about economic management and governance in the Caribbean Community</p> <p>To lay the foundation for innovative resource mobilization strategy to support the Growth Agenda</p> <p>To engender growth of the economies of Member States</p>	<p>To build the capacity of Caribbean people to create regenerative societies</p> <p>To forge a culture of innovation and entrepreneurship</p> <p>To eliminate the significant wastage occurring in the education systems</p> <p>To ensure that the diverse needs of the people of the Community are understood and met</p> <p>To ensure universal access to basic health services</p> <p>To reduce mortality and morbidity related to NCDs and HIV</p> <p>To disrupt, dismantle and defeat transnational organised crime</p> <p>To enhance human resource capabilities and strengthen regional security systems</p> <p>To improve the economic viability of the Region</p>	<p>To increase the use of clean and renewable energy</p> <p>To build capacity to manage adaptation and mitigation to climate change</p> <p>To enhance resilience to natural disasters</p> <p>To mainstream environmental sustainability into policy, planning and public education and public awareness of sustainable environmental management</p>	<p>To use technology to build a competitive regional economy</p> <p>To create opportunities for the people of the Community to participate actively in the Digital Economy</p> <p>To increase public sector use and citizen adoption of e-government</p> <p>To increase job creation entrepreneurship and new business development in ICT</p> <p>To support the creation of 'Smart' (i.e. digitally enabled) communities</p>	<p>To create internal cohesion, and ownership of, and support for the work and the goals of the Community</p> <p>To advance the development agenda of the Community</p> <p>To build and foster a positive image of the Community</p> <p>To position CARICOM as a brand in the regional and international community</p> <p>To accelerate the integration of the People of the Community</p> <p>To establish and maintain productive engagements and partnerships with the stakeholders</p> <p>To engender commitment, pride and a sense of belonging among CARICOM citizens</p> <p>To increase awareness and appreciation of CARICOM Members States among the people of the Community</p> <p>To create viable social and economic relationships among the people of the Community</p>	<p>To enhance the practice of effective governance in the Community</p> <p>To improve the efficiency of Community organizations</p> <p>To improve the rate of implementation of Community decisions and the CARICOM agenda</p>
						
ENABLING STRATEGIC PRIORITIES	<p>1. Coordinated Foreign and External Economic Relations: These policies are integral to achieving CARICOM'S Strategic Objectives, Integrated Strategic Priorities and Ultimate Outcomes. They will also contribute to CARICOM being an active player in the international environment. In this regard action will be taken to:</p> <ul style="list-style-type: none"> ▪ Promote and defend the interest of CARICOM ▪ Develop strategic alliances in the changing international environment ▪ Maintain and strengthen relations with traditional partners ▪ Strengthen the collaboration and cooperation with third countries and groups ▪ Secure the recognition, acceptance and implementation of CARICOM positions and initiatives ▪ Mobilise resources externally to address CARICOM'S priorities <p>2. Research and Development and Innovation - To mainstream R & D and Innovation on the work of CARICOM viz</p> <ul style="list-style-type: none"> ▪ Consistent use of an evidenced-based approach ▪ Advocacy for resources (state and private sector) to finance R & D in business development ▪ Facilitate an enabling legislative environment for R & D and Innovation ▪ Identify and promote opportunities for functional cooperation in R & D and Innovation ▪ Advocate for national school-based programmes that drive, enable and reward R & D and Innovation 					

2.2.1 Building Economic Resilience - Stabilisation and Sustainable Economic Growth and Development

2.2.1.1 Introduction

Current analyses predict that difficult economic times may persist for several Member States over the planning period to 2019. Because of this and the Region's other vulnerabilities, Building Economic Resilience will be primary among the six Strategic Priorities, enabled by all others. This Priority will focus on creating an enabling environment for stabilization and transitioning to growth of the economies of Member States viz,

- ⦿ Accelerating implementation and use of the CARICOM Single Market and Economy;
- ⦿ Integration into the Global Economy;
- ⦿ Introducing Measures for Macroeconomic Stabilisation;
- ⦿ Building Competitiveness and Unleashing Key Economic Drivers to Transition to Growth.



2.2.1.2 Goal

- ⦿ To engender sustainable growth of the economies of Member States

2.2.1.3 Strategies

1. **ECN 1- Accelerate Implementation and Use of the CARICOM Single Market and Economy** - The fundamental rationale for implementing the CSME, is to achieve sustained economic development based on international competitiveness and coordinated economic policies and enhanced trade and economic relations with Third States. The CSME is intended to *inter alia*, provide larger market opportunities; take advantage of greater economies of scale; stimulate increased competitiveness; and increase opportunities for investment. This strategy will address:

- (a) Full implementation of the five regimes⁷ under the CSM (e.g. advancing free movement of Community Nationals and free movement of Skilled Community Nationals in keeping with Articles 45 and 46 of the Revised Treaty; with a focus on youth and emerging skills) and advancing the macro-economic policy agenda to support production, growth and development including:
 - i. Market integration and removing barriers and gaining compliance across all Member States with the various arrangements;
 - ii. Harmonisation of the legislative and regulatory environment to enhance/enable regional integration as per Article 74 of the Revised Treaty;
 - iii. Advancement of other areas under Article 239 e.g. electronic commerce;
 - iv. Macroeconomic convergence and policy coordination and harmonization;
- (b) Address the constraints to intra-regional trade with a view to increasing the level of intra-CARICOM trade beyond the current level which presently accounts for between 13% to 16% of total intra-regional trade;
- (c) Promotion for increased utilization of CSME arrangements by target beneficiaries;
- (d) Fuller participation by the private sector especially for production integration.

2. **ECN 2 - Integrate into the Global Economy** (enhanced Trade and Investment);

Position the Region to meet the challenges and opportunities of the changing global environment and to achieve one of the objectives articulated in the Revised Treaty, namely the expansion of trade and economic relations with third states. The strategies will therefore be to:

- (a) Attract foreign direct investment through promotion of joint ventures and public private partnerships;
- (b) Address the conditions/factors for creating an enabling environment to facilitate the private sector taking advantage of the opportunities presented under the

⁷ The five regimes viz. free movement of skills, free movement of goods, free movement of services, movement of capital and rights of establishment

Trade Agreements which CARICOM has concluded with third countries, as well as to expand trade generally to all countries.

3. **ECN 3 - Introduce Measures for Macroeconomic Stabilisation** - which will include addressing financial stability and debt management in Member States and establishing an advisory mechanism for Member States on debt management - as proposed by the CARICOM Commission on the Economy.

The CARICOM Commission on the Economy in its Preliminary Report (February 2014) has proposed Immediate-term and Medium-term programme of action as follows: **Immediate-term:** Macro-economic stability, specifically fiscal sustainability and the management of the domestic and external debt; promoting a conducive environment for private sector growth and development; formulation of a proactive resource mobilization strategy. **Medium-term:** defining a production integration model for the Community with supportive frameworks for trade facilitation and finance; and addressing 'labour market issues' within the context of the CARICOM production integration model; determining a regional public private partnership model along with a set of regional public goods in respect of the targeted sectors;

4. **ECN 4 - Build Competitiveness and Unleash Key Economic Drivers to Transition to Growth and Generate Employment** - Enabling a Competitive Business Environment within the Region through promoting and enabling research and development, innovation, ICT and entrepreneurship (special emphasis on youth entrepreneurship); promoting productivity and the social dimensions of labour in collaboration with labour representatives; and stimulating and creating an enabling environment for the private sector, particularly the regulatory environment to enhance intra-regional and external trade,⁸ for example:

- (a) Harmonization and simplification of business regulations and processes in Member States and in the Community, including advancing work on the Single Jurisdiction for the Registration and Incorporation of Companies (within the CSME arrangements);

⁸ Specific initiatives within this strategy will adjust based on the work of the CARICOM Commission on the Economy

- (b) Establishing a framework for engagement and partnership with the private sector.

Unleash Key Economic Growth Drivers viz,

- (a) **Creative, Manufacturing and Services Industries** - with an emphasis on Tourism Services in the immediate term (initiatives recommended by the CARICOM Commission on the Economy). Also this strategy will build on the preparation of strategic plans for the following service industry sectors: Tourism Services, Financial Services, ICT Services, Professional Services, Construction Services, Education Services, Health and Wellness Services and Cultural, Entertainment and Sporting Services;
- (b) **Leveraging the regional integration arrangements to develop resource-based (natural resource and value added) products and promote production integration;**
- (c) **Agriculture (Food and Nutrition Security and Export Development)** - positioning the regional agricultural and fisheries sector as one economic space for growth and export development and enable food and nutrition security taking in account existing strategies to remove key binding constraints and to deliver on the Common Agriculture Policy, the Regional Food and Nutrition Policy, the Common Fisheries Policy viz,
 - i. Establishing a system of regional indicators for Agriculture targeted at reducing the food import bill within specified time frames. Select commodities based on their potential competitiveness and contribution to import substitution, exports, alleviation of food security risks, production integration, and increased contribution to economic development and GDP;
 - ii. Advancing initiatives for exports through promoting an enabling environment in Member States for attracting investment in small and large scale agri-food initiatives, while encouraging entrepreneurship among youth, women and small farmers (linked to building Social Resilience);
 - iii. Developing a fully integrated and harmonized Regional Agricultural Health and Food Safety System;
 - iv. Advancing initiatives for sustainable expansion and intensification of fish production through responsible aquaculture development in both coastal waters and inland, particularly in the countries with large land masses and

fresh water resources such as Guyana, Belize, Suriname, Haiti, Jamaica and Trinidad and Tobago;

- v. Stabilize and gradually enhance the contribution of fish catches from marine and inland waters, while ensuring long-term sustainability through improved, cooperative management and conservation measures using an ecosystem approach to fisheries, as well as through adoption of proper legal, regulatory and institutional measures, and technological innovations, to develop underutilized and unutilized species, address overfishing, and eradicate illegal, unreported and unregulated (IUU) fishing in the CARICOM Member States;
 - vi. Developing a risk mitigation framework to reduce the impact of climate change;
 - vii. Develop programs to provide alternatives for the traditional agriculture;
- (d) **Developing the Air/Maritime Transport Infrastructure and Services** - to improve accessibility and mobility for people and goods; enhance competitiveness at a global level; improve access to traditional and non-traditional markets; improve maritime and air transport reliability, efficiency, safety and security; establish a single/integrated airspace; harmonize the regulatory, institutional and administrative environment. In that regard, specific interventions will include:
- i. Developing the framework for effective delivery of air and maritime transportation, including implementation of the Aid for Trade Strategy for Modernization of Freight Logistics, Maritime Transport, Trade Facilitation and Maritime Cargo and Passenger Services;
 - ii. Addressing cost and sustainability of transportation in the Region;
 - iii. Addressing ease of travel in the Region.

Initiatives over the Plan period to 2019 will be guided by the programme of action developed by the Regional Transport Commission.

- (e) **Energy Efficiency, Diversification and Cost Reduction** - Focused on optimizing existing assets, reducing the high cost of energy inputs (particularly in production) through enhanced functional cooperation, and development of alternative energy to meet CARICOM's target of 20% by 2017 for the contribution of renewable energy to the total electricity supply mix. Therefore this strategy will address energy efficiency across all sectors, development and use of renewable energy,

legislative and market reform to allow for access of renewable energy to the electricity network, building awareness and capacity within Member States, and facilitating public private partnership in energy development and build on the CARICOM Energy Policy adopted in 2013;

- (f) **ICT** - Developing the ICT Sector and promoting ICT in public sector management, business development and economic growth (in alignment with the Regional Digital Development Strategy at Strategic Priority 4 - Building Technological Resilience);
- (g) **Resource Mobilisation**⁹ - Developing innovative approaches to resource mobilisation to support economic growth including Foreign Direct Investment, public-private partnership, new sources of financing and an enhanced CARICOM Development Fund.

2.2.1.4 Key Considerations

1. **The CSME** will remain a primary platform for building international competitiveness and economic resilience for the Region. A critical success factor is to create an enabling regional business environment and address significant cost factors to production, such as transportation and energy.
2. Specific actions of the strategies outlined above will be developed over the Plan period through the work of various **Commissions/working groups** viz. the CARICOM Commission on the Economy, the ICT Cluster, and the Regional Transport Commission.
3. **Private sector** participation and leadership are vital for building resilience. Initiatives to stimulate and engage the private sector underpins the four resilience priorities and are linked with those initiatives to engage the private sector in the governance and decision making of the Community (Strategic Priority 6).
4. **Information and Communication Technologies** is fundamental to building resilience and in that regard underpin the achieving of strategies related to economic, social and environmental resilience. To that end, there are focused ICT initiatives that are

⁹ Specific initiatives to be developed over the Plan period through the CARICOM Commission on the Economy

recommended in these priority areas, e.g. development of a regional labour market information system (e.g. to facilitate free movement of skills), an improved and harmonised energy information system, and a regional agricultural market information system linking CSME initiatives.

5. **Developing a supporting/enabling legislative/regulatory environment** is also essential for building resilience. One area of special focus will be the harmonisation of legislation, standards and procedures to facilitate the specific initiatives recommended.

6. **Human Resource Development** is another critical success factor in building resilience. Specific initiatives are proposed to facilitate the initiatives recommended, with a special focus on youth e.g. skills for accessing and optimising business opportunities created through regional integration efforts; developing skills for new and existing productive sectors; strategic use of specialist training facilities, for example, the Caribbean Maritime Institute; continuous training and development of public officers; and developing specialists skills in key areas such as climate change, security, public sector management (legal and managerial), and ICT. Further, human resource development initiatives should be linked to advancing the implementation of Articles 45 and 46 of the RTC with a view to ensuring that the Region has access to skills needed for the development of target sectors and industries.

7. **Research** and dialogue will be at the forefront of efforts to become more proactive in meeting the economic development needs of Member States. As an example, the CARICOM Commission on the Economy will continue work to define the production integration model for the Community.¹⁰

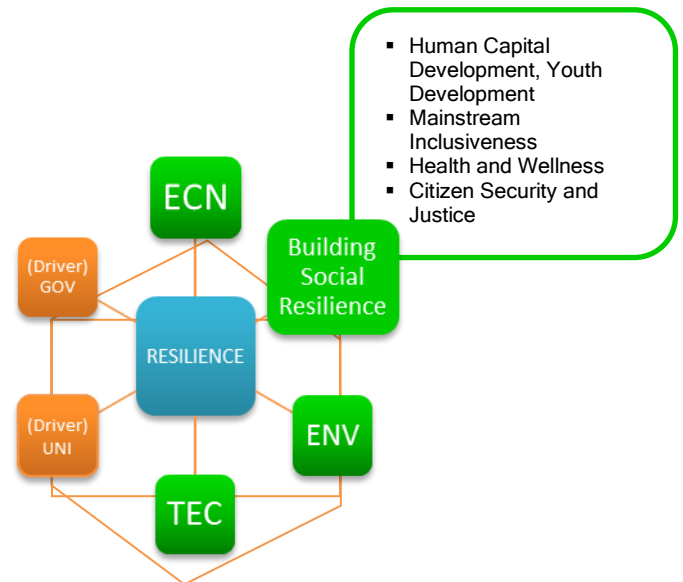
¹⁰ Preliminary Report of the CARICOM Commission on the Economy 2014

2.2.2 Building Social Resilience – Equitable Human and Social Development

2.2.2.1 Introduction

Building social resilience complements, and is complemented by, economic resilience. The Region's efforts to improve the quality of life of its people's will be advanced through the following strategies in the planning period:

- ⦿ Advancing Human Capital Development: Key Skills, Education Reform and Youth Development;
- ⦿ Mainstreaming Inclusiveness in Public Policy;
- ⦿ Advancing Initiatives for Health and Wellness;
- ⦿ Enhancing Citizen Security and Justice.



2.2.2.2 Goal

- ⦿ To ensure sustainable human and social development in the Region, with reduced levels of poverty and equitable access by vulnerable groups and significant improvement of citizen security by facilitating a safe, just and free Community.

2.2.2.3 Strategies

1. **SOC 1- Advance Human Capital Development: Key Skills, Education Reform and Youth Development** - This Strategy will address the following:
 - (a) Develop a holistic Regional Education and Human Resource Development Strategy to 2030 which would focus inter alia, on enabling knowledge based growth through demand led education and training at all levels; addressing the linkages between culture, sport and education; the social and personal skills necessary for the 21st Century economy and society; leveraging new

technologies; appropriate teacher development, leadership at all levels of the System; quality and equity imperatives; and financing, efficiency and sustainability¹¹;

- (b) Facilitating training and development to build capacity in key skills, and the movement of skills identified as required for successful implementation of regional integration initiatives and advancement of the CARICOM agenda (for example, for implementation of strategies in the Strategic Plan);
 - (c) Youth development initiatives to address youth entrepreneurship, employment, multilingualism, healthy lifestyles, leadership skills, citizenship, regional identify, and preparation for participation in governance;
2. **SOC 2 - Mainstream Inclusiveness in Public Policy** - Focused on furthering mainstreaming inclusiveness, Gender, Persons with Disabilities, Age, in the work of the public sector in Member States.¹²
3. **SOC 3 - Advance Initiatives for Health and Wellness** - Focused on i) working towards the development of a regional health insurance system¹³ with a basic package of services¹⁴ that includes Non-Communicable Diseases (NCDs), HIV/AIDS treatment services, and basic mental health screening; and which is based on a costing of services; ii) health education and prevention initiatives re NCDs and HIV/AIDS; iii) regional management of pandemics; and iv) creating an enabling environment and facilitating inter-sectoral actions for improved health and wellness across the Community.

¹¹ Decision of the Heads of Government at the 25th Inter-Sessional Meeting, March 2014

¹² “Mainstreaming” will involve a range of initiatives to build the capacity of the public sector officers to conduct requisite analyses, collect and use disaggregated information, and integrate gender/disability/aging sensitive approaches in policy, planning, implementation, budgeting and monitoring

¹³ Under active consideration of the COHSOD. Follows on the mandate of Heads from the July 2013 Meeting to look at financing of health care

¹⁴ Basic package may include - primary care services, prevention, treatment and care for NCDs, HIV, mental health

4. **SOC 4 - Enhance Citizen Security and Justice** - The strategy will involve:
- (a) **Disrupting, Dismantling and Defeating Transnational Organised Crime** viz. the development of mechanisms to identify and facilitate the tracing of criminal assets and to strengthen the Region's capacity in investigation methods and techniques in the field of asset recovery;
 - (b) **Enhancing Human Resource Capabilities and Strengthening Regional Security Systems** - In the Plan period, action will be taken to develop training programmes for law enforcement and security officials, including train-the-trainers and to seek to commence the establishment and expansion of regional Centres of Excellence for training and will seek to standardise training and operating procedures of law enforcement agencies in priority areas;
 - (c) **Strengthening CARICOM's Resilience to Cyber Crime** - focusing on strengthening regional human resource and infrastructural capacity to deal with cyber security threats. This will be done through a coordinated regional approach aimed at enhancing capacities and an enabling policy and legislative environment. The first step will be a CARICOM Cyber Security Strategy followed by training of ICT professionals. Prosecutors, judges, investigators, security and intelligence analysts, policy analysts, security operations personnel and network administrators. It will also explore the resources needed to develop equipment and infrastructure for the establishment of a CARICOM Cyber Crime Centre, as well as incorporate the establishment of a central CARICOM Emergency Response Team to provide support to CARICOM Member States in the investigation and prosecution of cybercrimes;
 - (d) **Strengthening CARICOM Borders and Enhance Maritime and Airspace Awareness** - This will be done primarily through the expansion of the existing Advance Passenger Information System (APIS) to all CARICOM Member States and the establishment of the Advance Cargo Information System (ACIS) in addition to the training of border security personnel;

- (e) **Increasing Trans-border Intelligence and Information Sharing - This will focus on enhancing** information sharing with foreign partners and closer cooperation among intelligence, law enforcement, and other applicable agencies regionally. Main areas of focus would include the promotion and utilization of a network of Liaison Officers and national points of contact (NPCs) in Member States and with the establishment of National Joint Operational Centres which will serve as a national intelligence focal point for information and communication, incorporating and maximizing the use of existing resources of law enforcement, military, coast guard, customs, immigration, financial units, intelligence and civilian organizations;
- (f) **Pursuing Functional Cooperative Security Engagements to tackle and manage shared risks and threats.** This will strengthen cooperation with international law enforcement and security agencies to facilitate cross border cooperation;
- (g) **Deepening Crime Prevention Initiatives and Programmes** - the strategy will involve the rollout of crime prevention initiatives across the Region, in collaboration with Member States. Programmes will target children/youth in schools and communities and will focus on addressing the major risk factors for crime and violence at the individual, family and community levels. It will also address capacity building of institutions such as schools, faith based organizations, youth groups, and others to address building of resilience in 'at risk' youths and vulnerable communities. The CARICOM Social Development and Crime Prevention Strategy provides a template for addressing these issues;
- (h) **Facilitating Justice Reform** - modernized and efficient court systems and procedures, including the use of technology to facilitate case management and the efficient filing, disposition and tracking of court matters; reduction of backlog in the judicial system; training and retaining skilled personnel in the justice system - judges, lawyers, police officers, investigators and counselors; structured cross-border/regional systems to bolster national and regional efforts in justice protection, mutual legal assistance, law enforcement, enforcement of judgements; and improved access by the legal profession and the public to legislation, case-law and other legal information.

2.2.2.4 Key Considerations

1. **Determining the critical skills needed** for undertaking specific interventions, projects and programmes towards building resilience will be critical going forward over the Plan period. Specific action must be taken in collaboration with regional universities and tertiary institutions to close gaps, for example, public sector management, ICT, energy, fiscal management, business development and investment (including language skills) and public health.
2. **The leadership of youth** is vital to ensuring the relevance and sustainability of initiatives for building resilience. Adopting appropriate mechanisms, youth representatives must be at the forefront of planning and implementation.
3. **The role of leadership** is vital to building social resilience, social cohesion and the moral fabric of the Community. In particular, the enhanced leadership role of Faith Based Organizations and institutions of learning is emphasized.
4. **Integrated policy management** is fundamental to building resilience. Bearing in mind the interoperable aspects of economic and social resilience, for example linking nutrition with agriculture development; fora that bring together stakeholders in both sectors must be undertaken, for example, joint meetings of the COTED and COHSOD .
5. Over the Plan period, steps will be taken to bring alignment between the Strategic Plan and the **Post 2015 Development Agenda and Sustainable Development Goals**. In the period leading up to the development of the Agenda, a coordinated foreign policy approach will be an important tool to ensure the special needs of CARICOM and SIDS are central to the development agenda.

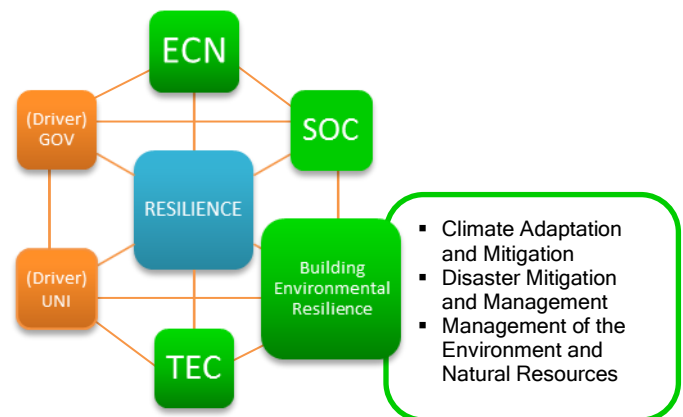
2.2.3 Building Environmental Resilience

2.2.3.1 Introduction

Every Member State within CARICOM is vulnerable to the effects of climate change and poor environmental management. Climate change is a significant threat to Member States within the Community and the Caribbean Sea itself. The Region is prone to an increased incidence of severe weather, coastal zone erosion, effects on flora, fauna and agriculture and other concerns. In that regard, CARICOM will strongly advocate for the Region's special needs and considerations as it relates to building environmental resilience, in the context of the global discourse on SIDS (in 2014) and the UN Post 2015 Development Agenda and Sustainable Development Goals.

Further, over the plan period, the following strategic initiatives will be pursued:

- ⦿ Advancing Climate Adaptation and Mitigation;
- ⦿ Advancing Disaster Mitigation and Management;
- ⦿ Enhancing Management of the Environment and Natural Resources.



2.2.3.2 Goal

- ⦿ To reduce vulnerability to disaster risk and the effects of climate change and ensure effective management of the natural resources across Member States.

2.2.3.3 Strategies

1. **ENV 1 - Advance Climate Adaptation and Mitigation** viz.
 - (a) Ensure the periodic updating of the Regional Framework for Achieving Development Resilient to Climate Change and the Implementation Plan 2011 - 2021 to guarantee continued currency with national and regional development imperatives;

- (b) Pursue the full operationalization of the Implementation Plan and secure complete integration of its elements into national and regional development agendas;
- (c) Prepare Member States to be in a state of climate finance readiness;
- (d) Support the development of a compendium of projects of Member States for action by the CCCCC and its partners to leverage the financing to support implementation of national resilience-building initiatives;
- (e) Promote actions to derive benefits from the international response to climate change.

2. **ENV 2 - Advance Disaster Mitigation and Management** - Focusing on a comprehensive approach to disaster management which involves the management of all hazards, throughout all phases of the disaster management cycle and involving all peoples and sectors of the economy. This integrated risk management approach will center on:

- (a) Integrating Comprehensive Disaster Management (CDM) into national policies, strategies and legislation;
- (b) Strengthening national and regional institutional capacities for effective support of CDM implementation, monitoring and evaluation (including mobilisation of resources);
- (c) Enhancing preparedness and capacity for effective and efficient coordination of response and recovery at the national and regional levels (including public awareness and education);
- (d) Building an infrastructure for fact-based policy and decision-making;
- (e) Improving integrated risk management at the sectoral level for key priority sectors.

3. **ENV 3 - Enhance Management of the Environment and Natural Resources** - Legal and Regulatory reform to improve land use planning and management; pollution prevention and control; waste management; building national and institutional capacities to conduct and use environmental and social impact assessments (including climate change screening/prooing); promoting energy efficiency and renewable energy options (linked to Climate Adaption interventions above); promoting sustainable use and management of biodiversity; promoting integrated Coastal Zone Management; promoting conservation, management and sustainable use of the marine living and forest resources; and enhancing regional capacity to address ocean governance issues associated with, inter alia, proliferation of alien and exotic species, marine litter and biodiversity beyond national jurisdiction.

2.2.3.4 Key Considerations

1. **Building capacity of critical skills** will remain a focus over the Plan period. Gaps in expertise still exist in Member States; for example, as it relates to change adaption, natural resource and environmental management in public sector and resource mobilization. These gaps will be addressed through training and development as well as improved transfer of skills from Community Institutions.
2. Climate change and environmental and natural resource management present a significant opportunity for the Region to access resources for development. Building capacity for, and adopting a coordinated approach to, **resource mobilization** as a Region, will be important in the Plan period.
3. The Region needs access to appropriate technologies that will enhance climate change adaptation, resource efficiency and measuring and monitoring of environmental changes. The issue of transfer of, and access to, affordable technology is critical in this regard.

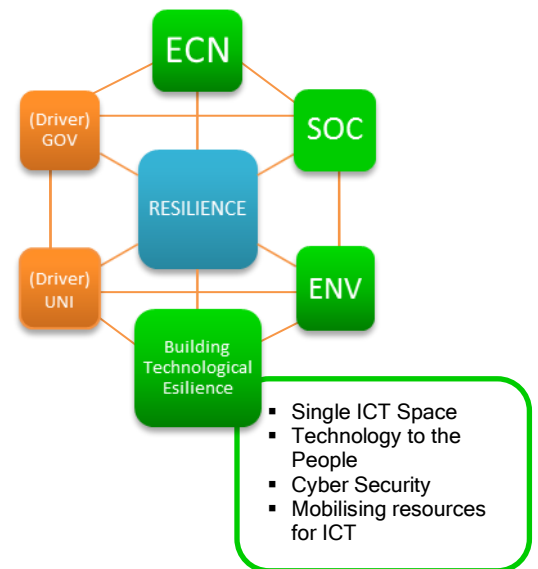
2.2.4 Building Technological Resilience

2.2.4.1 Introduction

The importance of building technological resilience to ensure that CARICOM Member States are innovative and globally competitive is well embraced by all stakeholders in the Region. Over the Plan period, bearing in mind the differing levels of readiness of Member States, steps will be taken to develop a CARICOM Digital Economy within the framework of a CARICOM Digital Agenda 2025.

In pursuit of same, focused attention will be given to:

- ⦿ Developing a Single CARICOM ICT Space;
- ⦿ Bringing Technology to the People and transforming them to Digital Citizens and Digital Entrepreneurs;
- ⦿ Strengthening Cyber Security;
- ⦿ Mobilising resources and commitment of Member States to invest in ICT.



2.2.4.2 Goal

- ⦿ To engender innovative, technology-driven economies and societies in the Region.

2.2.4.3 Strategies

1. **TEC 1 - Develop a Single CARICOM ICT Space** - to enhance the market and environment for investment and production thereby improving efficiencies and exploiting opportunities with respect to telecoms/connectivity such as broadband development, lowering costs for consumers (e.g. data, roaming charges), improving the legal/regulatory framework, spectrum management, deepening use of technology to support research and innovation, stimulating new ICT business.

2. **TEC 2 - Bring Technology to the People and Transform them to Digital Citizens and Digital Entrepreneurs** - This will focus on:
 - (a) Bringing Technology to the people viz. e-government and m-Government; Open data to stimulate innovation; Development of sector specific applications e.g. Tourism, Health, Cultural Industries;
 - (b) Creating Digital Natives and Entrepreneurs: Capability and awareness building, paths to professional development; e-inclusion (access to all), strengthening of financing solutions (e.g. e-payments, digital wallets), re-skilling of the society.
3. **TEC 3 - Strengthen Cyber Security** (linked with Social Resilience - Citizen Security) - This will focus on initiatives to fully secure the single ICT space.
4. **TEC 4 - Mobilise Resources and Commitment of Member States to Invest in ICT** - To ensure adequate resources for ICT development including commitment of the Region's governments, other sources (national, regional and international), public-private-people partnerships, engagement of the diaspora, other initiatives proposed by the Commission on the Economy.

2.2.4.4 Key Considerations

1. There are a range of **national and regional initiatives already underway** upon which the ICT strategies will build. For example, CSME, CKLN/Caribbean Research and Education Network (C@ribNET), Regional Digital Development Strategy (RDDS), ICT in Education, Aid for Trade Strategy, ICT Services Strategy.
2. **Adequate and timely resources** are needed for success - financial, technical and human. A determination of these resources, including key skills, will require a firm commitment among stakeholders to ensure that they are made available.
3. **Member States are at differing levels of readiness** as it relates to developing the digital economy. This will be taken into account, with opportunities for collaboration and cooperation between Member States to ensure that all will benefit for ICT development.

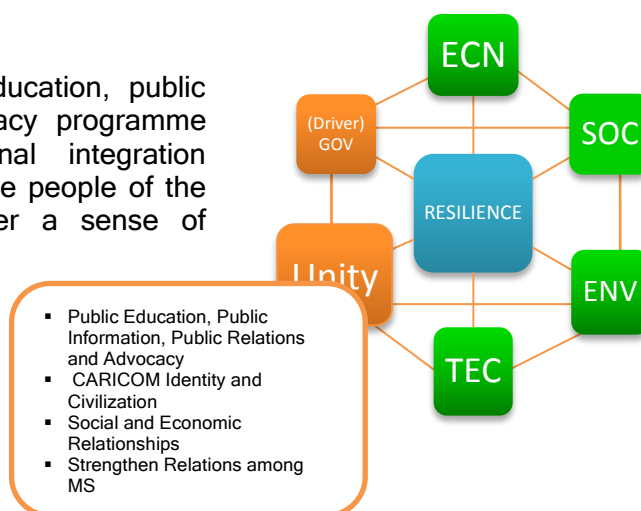
4. **Partnerships between the public sector, private sector and civil society** are essential for ensuring equity of access to all and for overall success in building technological resilience. Appropriate incentives would be needed to enable investment by the private sector and development of ICT businesses.
5. Parity of attention will be given to ensuring there is an **enabling environment for ICT** development, taking account of the need to address exiting market constraints, infrastructure needs and the legal/regulatory framework at the regional and national levels.
6. Opportunities for collaboration and cooperation between Member States should be promoted and facilitated.
7. **A research agenda** will emerge as the planning process for the Digital Economy continues, which would need the support of both private and public research entities, in particular, the Region's universities and tertiary institutions.

2.2.5 Strengthening the CARICOM Identity and Spirit of Community

2.2.5.1 Introduction

To recapture and strengthen the spirit of Community as envisioned, four primary strategies are proposed:

- ④ Undertaking a comprehensive public education, public information, public relations and advocacy programme that positions CARICOM, the regional integration movement, in the hearts and minds of the people of the Community and in so doing, engender a sense of belonging and commitment to the Region;
- ④ Refining and promoting the CARICOM Identity and Civilization;
- ④ Facilitating opportunities for the people of the Region to build social and economic Relationships;
- ④ Strengthening relationships among Member States.



2.2.5.2 Goal - Strengthening the CARICOM Identity (UNY)

- ① To refine and intensify the promotion of the 'CARICOM Identity' that binds the people of Member States together and engenders a sustained sense of belonging.

2.2.5.3 Strategies

1. **UNY 1 - Enhance Public Education, Public Information, Public Relations and Advocacy -**
Strong, consistent, effective communications is the 'lifeblood' of any community, more so regional communities. In that regard, over the Plan period, CARICOM will seek to attain operational excellence in this area. The proposed four tier Communication Strategy being finalized by the CCS, will act as a framework for enhanced communications among all the CARICOM entities - Organs, Bodies, Institutions and Member States. The Strategy will address both 'internal' communications, strengthening the communications among CARICOM entities, as well as external communications with people of the Community and other stakeholders. Strengthening external communications over the Plan period, is likely to bring significant returns with respect to stakeholder engagement, building commitment for regional integration and the CARICOM agenda, building a strong, vibrant 'Community for all', and establishing CARICOM as an 'integrated force in the global arena'. This strategy will address:
 - (a) Building an efficient, multilingual communications network;
 - (b) Promoting regional integration, the work/services/opportunities of the Community, the benefits of CARICOM;
 - (c) Optimizing opportunities to showcase the Region - its people's, enterprise, achievements, assets;
 - (d) Positioning CARICOM at the forefront of global issues affecting the Region and Member States;
 - (e) Strengthening the CARICOM 'brand' and perception among the people of the Region and internationally;

- (f) Promoting the symbols of the Community to engender a sense of belonging and commitment to the Region;
 - (g) Engendering and maintaining public awareness and interest in the regional integration agenda.
2. **UNY 2 - Refine and Promote the CARICOM Identity and Civilization** - this strategy will focus on building the strong sense of Community unity and pride that is essential for regional integration and the CARICOM Agenda. This will involve facilitating dialogue across the Community; refine and then promote the “CARICOM Civilization”; promoting the Ideal Caribbean Person (See **Figure 3**); identifying appropriate ‘symbols’ of CARICOM around which to reignite pride, the spirit of integration e.g. the CARICOM Song, CARICOM Day, marquee events, sports (e.g. West Indies Cricket); redefining and reorienting the CARICOM related curriculum in schools; and integration of the Disapora.
 3. **UNY 3 - Facilitate Opportunities for the People of the Region to Build Social and Economic Relationships** - through professional, academic and cultural exchanges, e.g. apprenticeship and on the job training opportunities for youth, worker exchange programmes, student exchange programmes, CARICOM Youth Volunteer Programme; organized tours and greater promotion of intra-regional travel and tourism. A major enabler of this strategy will be initiatives to ensure ease of travel/hassle free travel for citizens of the Community in alignment with Article 45 of the RTC (*linked with the Transportation Infrastructure and Services strategy in Strategy Priority 1*).
 4. **UNY 4 - Strengthen Relationships among Member States** - deepening trust and unity among Member States and advancing intra-Community relations which will involve promoting specific opportunities for bilateral and multilateral cooperation and social and economic development.

2.2.5.4 Key Considerations

1. **Heads of Government, the Secretary-General, Heads of Regional Institutions** and other leaders across the Region (faith based, private sector, labour, NGOs, opposition parties) must be **consistent advocates for building the CARICOM Identity** and Spirit of Community.
2. **Universities** across the Region as environments for learning and social interaction must also continue to play their role to unify the people of the Region.
3. **The media** (traditional and non-traditional) has played, and must continue to play, a vital role in strengthening the Community.
4. **Communications** will provide a framework for coordinated action for all CARICOM entities to contribute to creating awareness and building regional unity - Member States, Secretariat, Institutions.
5. Social Cohesion across the Community must be underpinned by **multi-language, culturally customized engagement and communications**.
6. **Projecting One Voice as a Community through coordinated foreign policy** as a symbol of unity both within the Region and in the International arena. Also as a means for deepening trust and relationships between the People of the Region and the Member States.
7. **Mobilise resources** to sustain a communications programme which itself is essential for building the unity/ 'mind set' for successful regional integration.

FIGURE 3: DESCRIPTION OF THE IDEAL CARIBBEAN PERSON¹⁵

THE IDEAL CARIBBEAN PERSON

Ideal Caribbean Person, defined by CARICOM as someone who, among other things:

- ◆ is imbued with a respect for human life since it is the foundation on which all the other desired values must rest;
- ◆ is emotionally secure with a high level of self-confidence and self-esteem;
- ◆ sees ethnic, religious and other diversity as a source of strength and richness;
- ◆ is aware of the importance of living in harmony with the environment;
- ◆ has a strong appreciation of family and kinship values, community cohesion, and moral issues including responsibility for and accountability to self and community;
- ◆ has an informed respect for the cultural heritage;
- ◆ demonstrates multiple literacies independent and critical thinking, questions the beliefs and practices of past and present and brings this to bear on the innovative application of science and technology to problems solving;
- ◆ demonstrates a positive work ethic;
- ◆ values and displays the creative imagination in its various manifestations and nurtures its development in the economic and entrepreneurial spheres in all other areas of life;
- ◆ has developed the capacity to create and take advantage of opportunities to control, improve, maintain and promote physical, mental, economic, social and spiritual well-being and to contribute to the health and welfare of the community and country;
- ◆ nourishes in him/herself and in others, the fullest development of each person's potential without gender stereotyping and embraces differences and similarities between females and males as a source of mutual strength.

¹⁵ "Creative and Productive Citizens for the Twenty-first Century", www.caricom.org Informed by the Regional Cultural Policy, The West Indian Commission Report, The Caribbean Charter for Health Promotion, The Special meeting of SCME, May 1997.

2.2.6 Strengthened Governance Arrangements within CARICOM

2.2.6.1 Introduction

“... the Member States transformed the erstwhile voluntary arrangements in CARICOM into a rule-based system, thus creating and accepting a regional system under the rule of law. The rule of law brings with it legal certainty and protection of rights of states and individuals alike, but at the same time, of necessity, it creates legal accountability. Even if such accountability imposes some constraint upon the exercise of sovereign rights of states, the very acceptance of such a constraint in a treaty is in itself an act of sovereignty.”¹⁶

The Community recognises that good governance encompasses the rule of law, democratic governance, effective citizen participation, and efficient public services in the context of a diverse Region. The rule of law is one major aspect of a governance framework which provides a foundation for sustainable development - a principle which is illustrated by quote above.

The Community law or rules-based system which governs the functions of the Community, its Organs and Bodies, comprises the Revised Treaty and related Agreements, Policies and Protocols adopted by the Community, and binding decisions of the Organs and Bodies. There is a formal structure, established by Treaty for decision-making, and monitoring of implementation. The Revised Treaty also provides for a dispute settlement mechanism, including recourse to the Caribbean Court of Justice (CCJ). The CCJ in its original jurisdiction has the exclusive and compulsory jurisdiction to determine disputes on the interpretation or application of the Revised Treaty and thereby provides, in addition to dispute resolution, definitive guidance on the application of Community law.

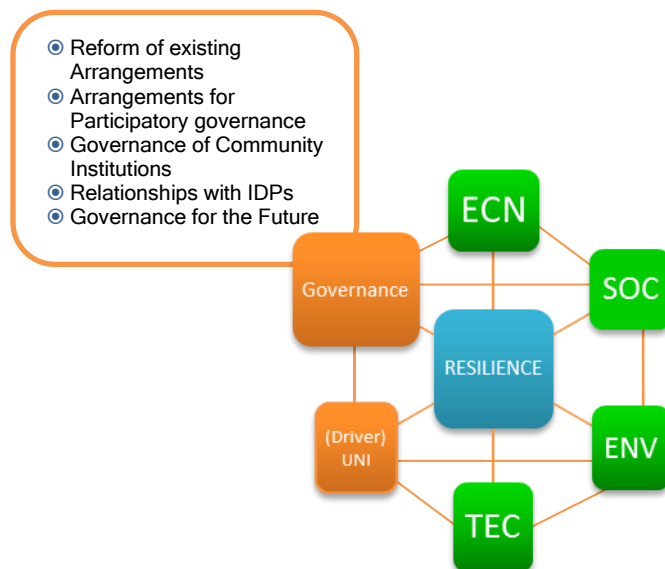
This strategic priority seeks to close gaps as it relates to governance of the Community and ensure effective and transparent decision-making and decision-taking, accountability and compliance with agreements and Community Law, including respect for the rule of law.

¹⁶ *Trinidad Cement Limited v. The Caribbean Community* ([2009] CCJ 2 (OJ) at para 32).

There is recognition that the emerging policy responsibility would require a diverse competence which cannot be readily provided by the CARICOM Secretariat alone. In this context, it will be important to draw from the competence residing across the Community, particularly Member States, regional Institutions, regional private sector, regional labour representatives, and subject matter specialists amongst others.

Over the Plan period, the strategy will involve:

- ⦿ Reforming existing arrangements to enhance decision making, implementation, accountability, compliance and enforcement;
- ⦿ Developing arrangements for participatory governance;
- ⦿ Developing governance arrangements for Community Institutions;
- ⦿ Strengthening relationships with IDPs;
- ⦿ Developing and agreeing on the desired governance arrangements for the future.



2.2.6.2 Goal - Strengthening Governance Arrangements in CARICOM (GOV)

- ⦿ To ensure effective and efficient governance arrangements that support good decision making, successful implementation of the regional agenda and accountability by all actors.¹⁷

¹⁷ Reforming and strengthening governance is seen as vital for improving success in CARICOM. Stakeholders note that the governance arrangements should be based on and be consistent with strengthening the operation of the rule of law in the governance arrangements for the Community. All parties need to know the rules and the consequences of their conduct with a greater degree of certainty, and all actors including states actors, Organs and Institutions of the Community and persons, need to operate according to these rules and procedures laid down. Business enterprise, commercial activity, investment, trade, the entrepreneurial spirit, and economic growth will be enhanced and promoted by the certainty that is created when there are clear and predictable governing rules, clearly defined rights and obligations that are easily accessible to all, under which all parties must operate. There is a strong desire to do the things we need to, as a community, to achieve growth and prosperity. The reform process offers a unique opportunity to address these matters.

2.2.6.3 Strategies

1. **GOV 1- Reform of Organs, Bodies and Governance Arrangements to Enhance Decision-Making, Implementation and Accountability and Enforcement** - This strategy involves improving existing arrangements to desired levels of efficiency and effectiveness viz.:

- (a) Enabling improved decision-making and implementation through:
 - i. *Improving the operations of the Organs and Bodies of the Community*, in particular the Community Council as it relates to the strategic role of this organ and the reform of the CCS. Among the initiatives will be establishing a performance framework for the Organs to assess their results, improving the conduct of meetings, improving coordination across Councils, gaining commitment for ministerial representation at meetings, formalizing the participation/consultation with non-state actors, the use of think-tanks to support the Councils;
 - ii. *Improving the decision-making process* through reviewing, refining and promoting decision-making protocols, strengthening the preparatory process, including feasibility/resource/cost-benefit analysis; improving the management of meetings by focused discussion and taking of strategic decisions.

Further to (i) and (ii) above the following arrangements are proposed:

- iii. *Introducing the Committee of Ambassadors* as the nexus between national/Member State needs and the regional agenda, a requirement for successful transposition in CARICOM.¹⁸ Working with the Secretary-General and the CCS, the Organs of the Community, their Ministers, Senior Officials and CARICOM Units in their Member States, the Ambassadors will bring the issues to bear in the agenda setting and policy formulation and with a mandate to ensure the implementation of the regional agenda at the national level, including addressing challenges and 'breaking log jams' that stymie implementation; as well as monitor and

¹⁸ Noted in the Discussion Paper on Governance, based on the deliberations of the TWG on Governance, 2010

track the results and the benefits which accrue. In that regard, the Committee is intended to provide a range of services which will complement the work of the Organs and of the Secretariat (the best practice example of the OECS Commissioners is noted);

- iv. Formalise the current Forum of the Secretary-General and Heads of Community Institutions to facilitate coordinated implementation of the Strategic Plan. This Forum will be convened by the Secretary-General and can be expanded to include the Committee of Ambassadors, and the Private Sector and Civil Society as needed, for consultation, strategic discussion and guidance on specific issues (committee of the whole).

Further to the reform of operating procedures and governance structures, the following is proposed to strengthen decision making and implementation:

- v. *Strengthening the executive role and function of the Community Council and Secretary-General* as intended by the RTC. For the Community Council, the executive function will be strengthened as it relates to its role in monitoring the policy and decision-making process, as well as implementation of mandates, ensuring compliance to Treaty obligations and mandates among Member States and ensuring the efficiency of the Conference of Heads of Government. Similarly, the Secretary-General will need to act and take decisions regarding the approach to and optimal use of resources in pursuit of mandates. The development of the Strategic Plan for the Community provides the opportunity for a Community-wide approach to managing the regional integration process. However, a key consideration is the role of the Secretary-General, in the capacity of CEO of the Community, providing oversight to the work of the Community Institutions;

- (b) **Support Implementation in Member States** by harmonizing functions and responsibilities and building capacity of CARICOM Units in Member States (building on previous initiatives to develop a model for Regional Integration Implementation Units) as well as other 'partner' public sector ministries or institutions. These Units should be headed by the CARICOM Ambassador. Additional measures to support implementation in Member States include

creating fora for engaging Permanent Secretaries and Senior Officials, well as private sector and civil society partners; deepening the role of the Assistant Secretaries General of the CARICOM Secretariat as a 'bridge' with Member States; improving access to CARICOM institutions; and providing critical support services through a reformed CCS;

- (c) **Enable Compliance, Accountability and Enforcement** by fully utilising mechanisms for dispute settlement, agreeing on appropriate sanctions, and enforcement through the CCJ;¹⁹ bearing in mind the Community is moving increasingly towards a rules based system.

2. GOV 2 - Develop Arrangements for Participatory Governance in the Community

In the Plan period, action will be taken to develop mechanisms for participatory governance arrangements in CARICOM. Three primary undertakings will be i) Forum for Parliamentarians; ii) Promoting discussion on CARICOM Issues at national parliamentary assemblies and iii) Fora for Civil Society and the Private Sector.

- (a) ***Forum for Parliamentarians*** - Over the planning period, consideration would be given to re-engineering the Assembly of Caribbean Community Parliamentarians (ACCP), or a similar Forum could be developed comprising government and opposition representatives from each Member State. Such a Forum will have the benefits of:
- i. Ensuring inclusive, participatory engagement and decision-making across the Community on Community matters;
 - ii. Facilitating the inclusion of CARICOM and regional integration matters in the strategic documents of political parties in Member States;

¹⁹ Stakeholders have emphasized that special attention should be given to the role of the CCJ in strengthening and optimizing the governance arrangements. In that regard, Governments need to signal greater commitment to the CCJ and improve utilization of the Court, for example to: i) resolve disputes in a speedy manner on the basis of regional and international law; ii) draw on the competence of the Court in interpreting and applying the RTC and related decisions of the Organs of the Community; and/or iii) develop the regional legal framework to achieve greater clarity and certainty regarding the rights and duties of all actors of the Community.

- iii. Demonstrating tangibly the viability of regional development to the people of the Community through inclusive, participatory dialogue and decision making;
 - iv. Engaging the people of the Community;
- (b) *Promote discussion on CARICOM Issues at national parliamentary assemblies.*
This may include advocating for Member States to agree to set aside a time period each year for discussions on CARICOM Issues. It is noted that these debates can also be used to engage the people of the Community on issues;
- (c) *Fora for Private Sector, Civil Society* - Establishing a permanent arrangement for engagement/consultation with the regional representatives of private sector and civil society (NGOs, Labour, Youth, Media etc.) at the meetings of Councils. Ongoing information sharing and engagement of these stakeholder groups will also be facilitated, using technology, as well as through the CARICOM Ambassadors in Member States;

In addition, the development of national level consultative mechanisms will be facilitated, for example, to establish inter-ministerial consultative committees, business and labour advisory committees, and fora for civil society for regular consultation with stakeholders. The fora at the national level will support and facilitate a consultative mechanism at the regional level.

3. **GOV 3 - Develop Governance Arrangements for Community Institutions** - This strategy will focus on reviewing and developing the governance arrangements for the Community Institutions in order to create an enabling environment for coordinated management across the Regional Integration Architecture. The objective is to ensure that the Community Institutions are best positioned to contribute to the effective implementation of the resilience building agenda within the context of the Strategic Plan. This strategy will address:

- (a) Strengthening of accountability mechanisms and harmonization of institutional arrangements;²⁰
- (b) Development and application of a shared performance framework based on the Community Strategic Plan;
- (c) Mechanisms for greater collaboration among Institutions and with the CCS;
- (d) Use of relevant tools to support collaboration, coordination and accountability e.g. MOUs, Service agreements;
- (e) Use of ICT tools to support information sharing, and development and implementation of collaborative programmes and functional cooperation initiatives.

The development of governance arrangements will occur in the wider review of the Institutions to be conducted in the plan period.

4. **GOV 4 - Strengthen Relationships and Build Partnerships with International Development Partners (IDPs)** to support CARICOM priorities and positions. The Community will hold regular and structured engagements with IDPs, both traditional and new Partners, guided by the priorities set out in the Strategic Plan. Such engagements would involve Member States, the CARICOM Secretariat and Community Institutions. Additionally, the Community will take steps for greater coordination and effectiveness in the use and management of IDP resources.
5. **GOV 5 - Develop and Agree on the Desired Governance Arrangements for the Future -** Over the Plan period, there should be fora for consultation and dialogue among stakeholders and Community nationals, to develop a long term view of the integration for the Region, as it relates to both economic and political integration. Part of this discussion will take account of the governance arrangements required for the desired form of integration and the steps to be taken in that regard.

²⁰ Harmonization of institutional arrangements such as operational policies and procedures, including accounting, procurement, as well as human resource management policies etc across regional institutions. The aim would be to have minimum standards that are consistent with internationally recognized best practice

2.2.6.3 Key Considerations

1. The strategies outlined above are mutually supportive and action in one area is likely to contribute to progress in all other areas. It is critical that there is an acceptance at the outset of the need for major changes in the principles and practices that underpin governance in the Community.
2. The Community will be guided by principles of **good governance** including transparency, accountability, respect for human rights, participation by all stakeholders, equity, justice, respect for the rule of law and clearly defined roles and responsibilities.
3. The Community must **speak with one voice** in the global arena as well as within the Region and harmonise relevant policies and legislation.
4. The OECS **sub-regional grouping** is further along with its integration process than the wider CARICOM grouping and, in that regard, may choose to act as one on matters of exclusive competence by the Economic Union, which must be accommodated in the initiatives outlined to strengthen the governance arrangements.
5. **Participatory governance** will require strengthening of civil society representative organizations, with formal mechanisms to engage these organizations on a regular basis, recognizing that consultation begins at the national level.
6. The **roles and responsibilities** of community institutions must be clear to guide their review and rationalisation and formalise their relationship with the Principal Organs, Organs and Bodies to reinforce their position as part of the Regional Integration Architecture.
7. There must be **continuing review of the Revised Treaty of Chaguaramas** to reflect new arrangements.
8. The governance arrangements proposed will inform the **performance framework** for actors within the Community.
9. The initiatives proposed will mean new ways of working, and a **change management approach** will be adopted to support the required shifts in thinking and behavior. The Change Management Strategy going forward is further discussed in Chapter 7 of the full Plan (see also Section 3.6 of this Executive Plan).

2.2.7 Enabling Resilience: Coordinated Foreign and External Relations and Research and Development and Innovation

2.2.7.1 Introduction

Effective foreign policy coordination will be an important enabler of building resilience by favourably positioning CARICOM and the Member States in the global arena; facilitating collaboration, cooperation and strategic alliances with like-minded countries and groups; promoting and protecting the interest of CARICOM and other small states to mitigate vulnerability and leveraging resources for external sources for regional priorities.

A second, 'cross cutting' enabler for success is research and development (R & D) and innovation. These elements need to drive the development process going forward and in that regard, should be infused and mainstreamed into every aspect of the planning and implementation.

2.2.7.2 Goal - Enabling Building Resilience

- A coordinated approach to international relations that facilitates CARICOM being an active player in the international environment and advances the development of the Region.
- To engender innovative, knowledge driven development within the Community, and unleash the creative talent of the people of the Community.

2.2.7.3 Strategies

1. **FOR 1 - Deepen foreign policy coordination to support the achieving of CARICOM's strategic priorities and desired outcomes.** This strategy will involve:
 - (a) Securing recognition, acceptance and implementation of CARICOM positions, interests and initiatives;
 - (b) Developing strategic alliances in the changing international environment;

- (c) Maintaining and strengthening relations with traditional partners;
- (d) Strengthening the collaboration and cooperation with third countries and groups;
- (e) Mobilising resources externally to address CARICOM's priorities;
- (f) Optimizing sharing of foreign missions.

2. RDI 1 - Mainstreaming Research and Development and Innovation in all aspects of development of the Region. This strategy will involve initiatives to :

- (a) Consistently adopt an evidenced-based approach in managing the affairs of the Community, building a research agenda in collaboration with regional universities;
- (b) Advocate for resources (state and private sector) to finance R & D in business development;
- (c) Facilitate an enabling legislative environment for R & D and Innovation e.g. protection of intellectual property, incentives for the private sector, incentives for innovation which capitalize on indigenous knowledge and resources;
- (d) Identifying and promoting opportunities for functional cooperation in R & D and Innovation;
- (e) Advocate for national school based programmes (primary, secondary and tertiary) that drive, enable and reward R & D and Innovation.

3.0 STRATEGIC MANAGEMENT OF THE PLAN: IMPLEMENTATION, MONITORING AND EVALUATION

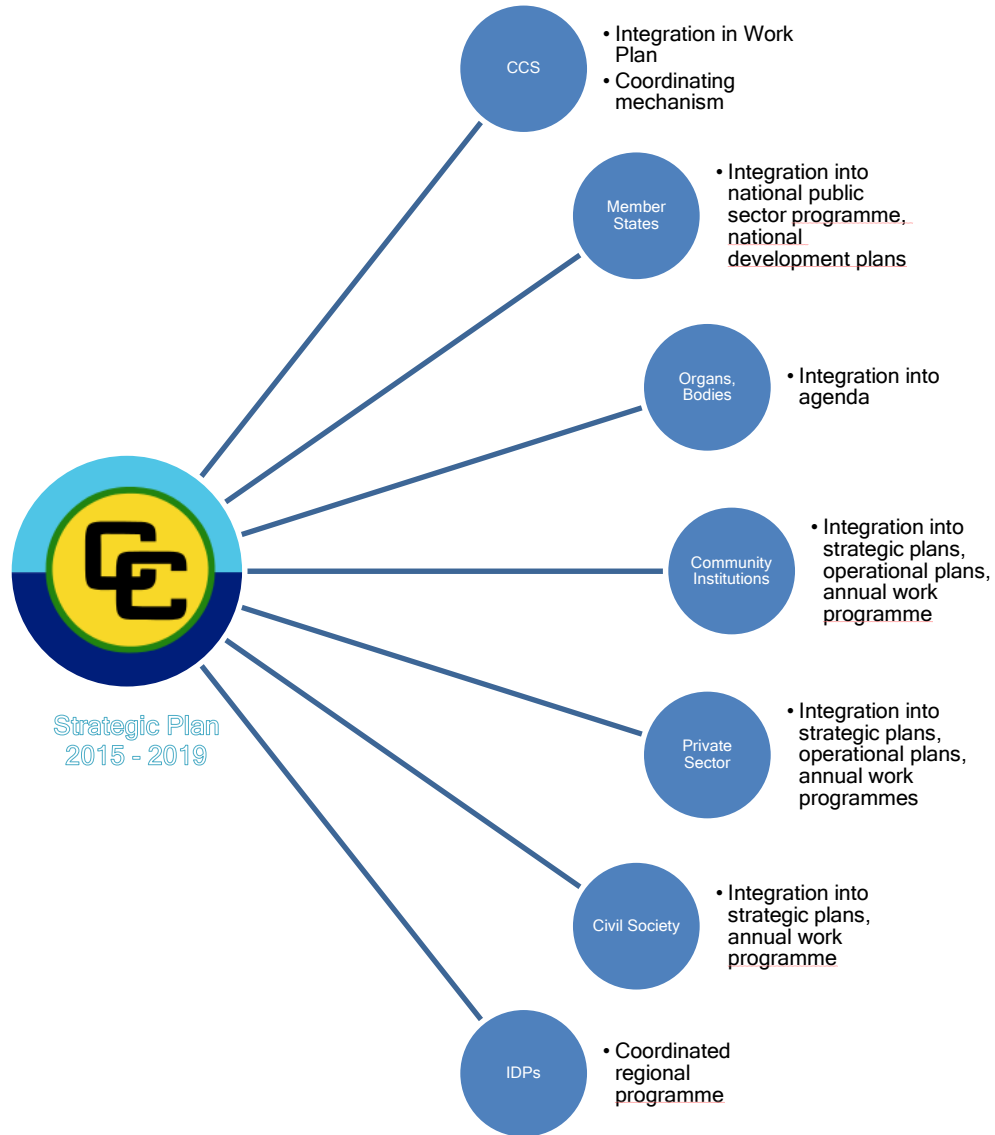
3.1 Strategic Management

As noted above, the CARICOM Strategic Plan 2015 - 2019 provides a framework for collective and coordinated action of CARICOM's entities (that is, the Organs, the Secretariat, the Institutions and Member States) as well as its partners, around shared goals and objectives. Therefore, the Plan is a main driver of reform for the CARICOM architecture, in particular the reform of the governance and institutional arrangements. For example, the Strategic Plan will enable an alignment of the Strategy and Work Programmes of the Community Institutions towards agreed goals as shown in **Figure 4**.

The anticipated benefits of this new approach to strategic management of the Community includes improved monitoring and measurement of the results produced by CARICOM; coordinated efforts across institutions and, in that regard, optimization of resources (including funding). Other key benefits of this approach will be strengthened, more effective Organs; results that are 'felt on the ground' by the people of the Region, and the full realization of the objectives of the Treaty of Chaguaramas.

As a framework for action, the Plan *does not* give full details of how the strategies will be fully operationalised. This 'translation' is expected as the lead agencies develop their implementation/operational/work plans in sync with the Plan. In the process of 'operationalization', the Strategic Implementation Framework will be elaborated to include the activities and targets to be pursued by the implementing agencies towards the achievement of the goals and objectives laid out in Chapter 4 of the full Plan. The timelines, performance indicators and indicative budget will also need to be elaborated. This adopts/adapts the model of the UN where each UN agency develops strategic agenda and annual programme of work in response to the MDGs.

FIGURE 4: A STRATEGIC PLAN FOR A COORDINATED COMMUNITY



The Strategic Implementation Framework which follows initiates this process of collaborative work planning across community institutions and partners. In that regard, the framework lays out the goals, objectives, key measures to be pursued in relation to the six strategic priorities. The framework also suggests the lead agencies responsible for each initiative and timelines.

Going forward, implementing agents for the Plan viz. Community Institutions, Member States, CCS, will work in collaboration to develop and agree on the key performance indicators and targets as well as the budget to implement the initiatives to be undertaken annually. This planning activity will be a formal, routine corporate activity which will produce the annual Work Programme for the Community for approval by the Community Council.

The Framework, as a key tool for ongoing strategic management, assists in selecting among initiatives/key measures that will be undertaken each year over the Plan period. Moreover, in determining the initiatives/key measures to be pursued, a number of factors are considered:

- (a) The principle of subsidiarity - the measures focus on regional initiatives that will add value to national or sub-regional initiatives, avoiding doing what can be done at the national or sub regional level;
- (b) Resource management/limited resources (human, financial) - limited resources are expected to characterise the Plan period, and, in that regard, limits the number and scope of initiatives that can be pursued annually;
- (c) Lead/support responsibilities - the organisation best able to implement having lead responsibility, with support of other organisations;
- (d) The basis for strategic management of the Community - which the framework provides, given the shift to shared objectives and a shared performance framework.

The Strategic Implementation Framework is laid out in Vol. II - The Strategic Plan 2015-2019.

3.2 Considerations for the Way Forward

Implementing the CARICOM Strategic Plan will be a considerable undertaking given the need to bring into alignment, the work of a wide range of institutions. The Plan is a bold step which can revolutionise the regional development 'infrastructure' and really move the CARICOM agenda forward. With this in mind, the following are important considerations for successful implementation.

1. **DEMAND FOR SERVICES FROM THE COMMUNITY** - Over the Plan period and beyond, it is anticipated that the demand for the services provided by CARICOM²¹ - for example research, capacity building, information, public education, legal advice, policy advice, and resource mobilization - will intensify as Member States seek support in terms of critical skills and guidance to advance regional initiatives at the national level. In that regard, the services of CARICOM Institutions and especially of the CCS will be in high demand and will need to be accessible and available to Member States. This emphasizes the importance of strengthening these institutions to respond to the needs of Community stakeholders.

In addition, the demand for 'new' services is also likely to increase given the changing needs of Member States in a highly dynamic global environment. Some examples of services that would be required²² include:

- ⦿ The facilitation of critical thinking through the promotion of 'Think Tank' organizations and 'Centres of Excellence';
- ⦿ Enabling of creativity and innovation - e.g. through transforming the school system and tertiary institutions' curricula and instructional systems, as well as through specialized programme;
- ⦿ Sharing of 'best fit' experiences between Member States and with third parties;
- ⦿ Promotion and facilitation of Public Private Partnership (PPP) between governments, private sector (local, regional and international), and civil society organizations;
- ⦿ Database development and management and Information Sharing;

²¹ See Section 2.4 of the full Plan (Vol II)

²² Emerging from the national consultations in Member States

- ⦿ Quality Management;
- ⦿ Mediation/Conflict Management - between Member States, institutions, partners and citizens;
- ⦿ Advocacy for good governance, effective public sector management/public sector reform, and human rights.

Shifts in demand for services will need to be monitored regularly to ensure that needs are being met in keeping with the vision for reform of the Community. This level of monitoring will be made possible through the strengthening of the consultative process at the national level as envisaged in Strategic Priority 6. However, to respond effectively, given likely constraints in resources, new and innovative ways must be found to provide these services sustainably (which include ensuring access to funding). For example, i) greater cooperation among institutions will optimize existing resources; and ii) developing the means to access to key skills for the Diaspora.

2. **MANAGING THE TRANSITION TO A NEW COLLABORATIVE WAYS OF WORKING ACROSS MULTIPLE ENTITIES** - The transition to 'corporate' management across the Community will be a major plank of successful implementation of the Strategic Plan and the reform process in the Community. With that in mind, ensuring that the change management initiatives outlined in Chapter 7 of the full Plan are implemented, supported by adequate resources, is a critical factor for success. This period of transition will require time, patience and a willingness to work together among key stakeholders. Fortunately, the governance arrangements to be pursued in Strategic Priority 6 as well as the reform within the CCS will give structure to the transition process. It must be emphasized however, that CCS will be the 'hub' for the reform and must be *given the space* to arrange its programme of work to include this vital undertaking.

3. **PRINCIPLES OF IMPLEMENTATION** - Strategic, participatory management should be the hallmark of implementation as this approach addresses the widely acknowledged challenges of the regional integration 'decision making and implementation deficits'. This would equate to the following enabling principles:

a. A focus on set goals and targets with on-going research and scanning of the environment to enable adjustments as necessary;

b. Equitable access to beneficiaries of all Member States, thus extending the reach of the benefits of the Community;

c. Differentiation with harmonization in terms of differentiating among the contributions required from, and benefits to devolve to each Member State, while at the same time harmonizing actions across Member States i.e. it would not be necessary to have all actions take place in all Member States at once, given the realities of differing states of readiness. It can be agreed that implementation of specific aspects of the Plan may need to take place at different speeds in different Member States;

d. Resource sensitivity and thus functional cooperation and collaboration across community actors, including Member States and the Regional Institutions, to make the best use of skills, services and products, wherever these reside within the Community;



Figure 5: PRINCIPLES OF IMPLEMENTATION

- e. Transparency, openness, accountability facilitated by on-going, constant communication to ensure maximum participation of all stakeholders.

These principles must undergird the implementation of the Strategic Plan and, more generally, the initiatives of the Community, thereby giving life to the Core Values laid out at Section 2.1.3 viz. Unity, Equity, Integrity, People-centeredness, Performance Driven/Results Focused, Good Governance, and Good Environmental Management.

- 4. **STRATEGIC MANAGEMENT AND 'ROLLING THE PLAN'** - Fundamental to successful implementation of the Strategic Plan is a robust strategic management function within the Community. The function of coordinating implementation of the Strategic Plan across the Regional Integration Architecture (viz. CCS, Community Institutions, Member States and other partners) will be vested in the CCS, with the understanding that each agent will need to do its own operational planning in the context of the expert mandate that it is required to perform; in alignment with the overall strategic goals and targets the Community must achieve.

The strategic management function will include ongoing scanning of the environment, forecasting, strategic review, planning, coordination of and consultation with implementing agents, monitoring and reporting. The ongoing scanning and review will be important for 'rolling' the Strategic Plan forward each year over the planning period, as it informs the development of, and reporting on, annual work programmes for implementing the strategic priorities; and enables regular reporting on progress including mid-term and end of term evaluations. Good strategic management is vital for ensuring that the Plan will remain relevant and responsive to changes in the environment over its five year life span.

- 5. **NEED FOR TECHNOLOGY SUPPORT** - Technology has been cited by many stakeholders as the 'game changer' for CARICOM. Certainly, appropriate technology will enable cost effective collaboration and coordination across Community institutions, for example with respect to information sharing, virtual teamwork and multi-agency management of projects. The opportunities for the use of technology must be fully realized, bearing in mind some constraint with resources. To support the integration of technology in implementation, an assessment and 'mapping' of the technology

infrastructure across all Community Institutions will be a useful starting point for strengthening the overall system.

6. **MEMBER STATE ASSESSMENTS** - As a mechanism for improving services as well as for ensuring good implementation of regional initiatives at the national level; profiles/portfolios of Member States should be developed. The portfolios would track the progress of Member States with respect to key indicators for development and regional integration such as status of implementation of key mandates, capacity/readiness to implement regional decisions, shifts in the socioeconomic environment (positive and negative) affecting development, and regional programmes (from Community Institutions, IDPs) being implemented nationally.

The portfolio/profile will be a basis for providing 'customized' services to each Member State that will ultimately ensure that all stakeholders do benefit as envisioned from regional integration. These profiles will be a vital tool, providing rich data for good management, monitoring and reporting.

7. **ROLE OF CHANGE DRIVERS** - The corps of Change Drivers was initiated as part of the reform process, in the first instance to facilitate the development of the Community Strategic Plan. The mandate is now expanded bearing in mind the vision for the reform of the Community, which has been made clearer by the Strategic Plan. The Change Drivers have proved themselves invaluable providing a critical link with between the national and regional architecture. Going forward, it is likely that the role of the Change Driver and the CARICOM Ambassador, as defined at Strategic Priority 6, will 'merge'. In some instances this has already begun as some Change Drivers have created teams to support action at the national level.

Altogether, the Change Drivers must continue to play their vital role as it relates to mobilizing the national community in the 'rolling' implementation, adjustment, monitoring and evaluation of the Strategic Plan; and the reform of the Community, over the plan period.

8. **ROLE OF INSTITUTIONS** - As noted above, the Strategic Plan provides a framework for collaborative action for the range of Community Institutions. In that regard, *the Community institutions play a vital role as primary implementing agents for the Plan*, and therefore are essential to successful implementation.

Working towards common goals and outcomes presents a significant change to the way the work is done in the Community. Through the Secretary-General, opportunities for collaboration and dialogue have deepened. Going forward, the Secretary-General will continue to work with colleagues in the Community Institutions to develop the mechanisms for 'corporate' management of the Community, as outlined at Strategic Priority 6. It is noted that the Institutions will need the 'space' to, among other things: i) develop harmonized systems of operation and management as envisaged; ii) nurture mechanisms for working collaboratively; and iii) adopt a shared system for monitoring and evaluation.

9. **ROLE OF COMMISSIONS** - The CARICOM Commission on the Economy and the Regional Transport Commission are two key mechanisms that will continue to play a significant role over the plan period in terms of guiding action as it relates to Strategic Priority 1. The role of these Commission and similar mechanisms for planning, management and implementation of strategic initiatives must be well defined further to the governance arrangements laid out at Strategic Priority 6.
10. **OECS and CARICOM** - The OECS offers best practice example for the wider CARICOM in a number of areas given the accelerated process of integration among these Member States. Over the Plan period, a deepening of the symbiotic relationship between the OECS and CARICOM is desired, beginning with enhanced collaboration between the Secretariats.

3.3 The Role of the CCS Going Forward

The role to be played by the CARICOM Secretariat is deemed vital for successful implementation and management of the Regional Integration Agenda. Reform of the Secretariat will prepare the organisation to fulfil its evolving mandate that will take it beyond administration to strategic management of the Community, and provide key services expressed by stakeholders, in collaboration with Community Institutions where appropriate:

1. Strategic Management of the Community - Forecasting, Planning, Coordination, M & E and reporting;
2. Community Governance, including regional consensus building, compliance, mediation;

3. Regional public policy development including policy research and information dissemination, policy coherence and policy advocacy, research and technical advocacy, data and information management and technical advice;
4. Legal Assistance - Legal Drafting, Legal Leadership and Advice (support to Member States, the Principal Organs, Councils, Organs and Bodies, in collaboration with Institutions);
5. Servicing of Organs and Bodies; related meeting/conference management;
6. Public Education, Corporate Communications (including 'Brand' Management);
7. Resource Mobilization;
8. Capacity Building/Support for Member States.

Recommendations for the development of key areas within the CCS to allow the institution to take up its enhanced role going forward, in particular, as a coordinating mechanism for the Strategic Plan have been identified.²³ These recommendations should guide the development of the Transition Plan for the CCS in the wider reform project, along with the more general considerations below:

- (a) **Creating the Desired Culture** - Perhaps the critical aspect of the reform process for the CCS will be bringing the desired culture into being. Building on its strong attributes of commitment and technical expertise, the CCS must seek to enhance its customer orientation, results orientation, and strategic outlook. A team based/collaborative culture must be developed. The desired culture must be supported by the practice of the core values, strengthened leadership of the senior management cadre, development of the performance management system to take account of desired behaviours, the development of efficient supporting systems and enhancing the terms and conditions of work;
- (b) **Human Resource Management and Development** - This will be an area for immediate and comprehensive development for the CCS. Work must continue and accelerate to treat with recruitment and working conditions as well as retention and talent management. The CCS is severely challenged with the number of vacancies in key

²³ See recommendations in Vol. II, Section 5.4, Table 2

positions that remained unfilled. In addition, staff are leaving the organization at an unacceptable rate. Concerns with staff terms and conditions of work, training and development, job enrichment, and timely resolution of HR concerns are critical for improving staff morale. In addition, managers at the CCS must be strengthened to take on their HR responsibilities to enhance supervision, coaching, mentoring and staff motivation and improved performance management.

The reform of the Secretariat must be accompanied by a strategic HR plan which will involve:

- Further development of the competency framework for the CCS given the services and role for the organisation going forward;
 - Conduct of a work force analysis which will assess the current staff in relation to the complement, skills and competencies required. The work force analysis is informed by the competency framework being developed;
 - Restructuring and realignment of departments taking account of the findings of the work force analysis;
 - A strategic training and development plan to close gaps in skills required (outside of recruitment of new staff);
 - Further development of HR related policies, procedures and practices (being undertaken by the HR Programme Unit and the Human Resource Sub Group of the Internal Change Team);
- (c) **Leadership Development** - In anticipation of the enhanced strategic role of the Executive Management team, the recent reconstitution of the Senior Management Committee (SMC) through the Office of the Deputy Secretary-General is welcomed. Initiatives to further enhance the leadership role of senior managers in terms of operations management, as well as staff supervision and development are critical going forward. It is noted however, that the enhanced role of senior managers will be enabled by the strengthening of the work teams in the Directorates.

All managers, EMC and SMC, must have personal development plans which will inform the leadership development programme for the CCS. The competency framework developed for managers will guide this important initiative;

- (d) **Customer Care Orientation** - A deeper commitment to customer care in relation to the Member States and stakeholder must be a hallmark of a reformed CCS. Structures, systems and behaviours must be aligned to ensure that the services of the Secretariat are relevant and moreover, meet/surpass the expectations of clients and stakeholders. The development of country assessment/profiles will enable the envisaged new level of customer orientation and ensure that *services are linked to results*.

Another initiative recommended is to redesign the CCS offices in Barbados and Jamaica to serve as 'satellite offices'. This initiative coupled with others, such as the corps of CARICOM Ambassadors, can create a living presence of CARICOM in Member States. This satellite arrangement can also be used to bring services of the Community Institutions closer to Member States;

- (e) **Technology and re-engineering of systems and operating processes** - The need for technology supports raised at Section 3.2 above are mirrored for the CCS. The IT infrastructure is greatly outdated and therefore limited in the capacity to facilitate the range and improved level of services the CCS must provide to Member States. IT based solutions must be integrated into the operations of the Secretariat in a manner that would optimize efficiency and effectiveness. A significant investment is needed to upgrade the IT infrastructure of the CCS, but this is a critical success factor for reform of the organization.

In addition, the CCS main business processes must be reviewed and, where needed, be re-engineered for improved efficiency. It is likely that some business processes are now obsolete while new ones are required. A business process review is a key initiative in the reform of the CCS.

3.4 Enabling Implementation: HR, Budget, Operating Systems, Monitoring and Evaluation

Article 9 of the RTC provides general direction to Member States for faithful implementation of mandates viz. *“Member States shall take all appropriate measures, whether general or particular, to ensure the carrying out of obligations arising out of this Treaty or resulting from decisions taken by the Organs and Bodies of the Community”*. Nonetheless, implementation is perceived by many as slow and/or ineffective. In that regard, successful implementation of the plan of action set out in the Strategic Implementation Framework²⁴, will require an enabling environment with a range of features.

These ‘success factors’ were highlighted throughout the stakeholder consultations in Member States, CARICOM Institutions, and the Secretariat; as vital for good strategic management going forward. They include: human resources capacity and capability; sustained financing; efficient operating systems and effective monitoring and evaluation and reporting.

Moreover, effective implementation is assured if consideration is given to:

- (a) Changes in the demand for services from the Community;
- (b) Managing the transition to a new collaborative way of working across multiple entities/change in mindset;
- (c) “Rolling the Plan” - need for strategic management;
- (d) Principles of implementation;
- (e) Need for technology support and capacity building;
- (f) Role of Change Drivers and Community Institutions.

²⁴ See 5.1 of the full Plan (Vol II) - Strategic Implementation Framework for CARICOM 2015-2019

3.5 Monitoring, Evaluation & Reporting

Monitoring and measurement mechanisms are required to show: i) what the indicators of the progress of the change will be over specified periods; and ii) how monitoring and reporting will work across multiple implementing agents. In that regard, it should be noted that monitoring and measurement indicators are to deal with both the development objective (e.g. food and nutrition security for the people of the Region, especially the poor) and the regional integration objective (e.g. Harmonization of raw material production and manufacturing across Member States; and common services).

The development of a monitoring and evaluation framework for CARICOM draws on two models - Results-Based Management and the System of Indicators for Regional Integration (SIRI).

3.5.1 Results Based Management

The results-based management (RBM) approach is promoted internationally by several development organizations including the United Nations, as a preferred method for strategic planning and management. The model has several attributes that make it particularly relevant for use in CARICOM in that it is results-driven, evidence based, developmental and anticipates collaboration.

The RBM model encourages planners and policy developers to make a continual link between daily operations and outputs and development objectives, that is, the desired improvements in the quality of life of beneficiaries and the society. With budgets tied to these 'outcomes' and 'impacts', the expectation is that expenditure will be more effective and produce tangible results that positively affect the lives of persons.

3.5.2 Measuring Integration – The SIRI Model

Monitoring and measuring of regional integration has been an elusive necessity. An attempt has been made in developing the Strategic Plan to identify and propose modalities that may be used to achieve that end. To date research has identified a model, the System of Indicators for Regional Integration (SIRI), which is being developed by the United Nations University, Institute for Comparative Regional Integration Studies.

The SIRI is a recent initiative that has had significant attention from one of its chief proponents and researchers, Phillipe De Lombaerde and Van Langenhove. Notwithstanding the fact that there has been significant interest in measuring integration since the turn of the millennium, up to 2005, “a SIRI able to monitor RI worldwide and based upon sound methodological premises [did] not exist yet.”²⁵ Indicators in a SIRI should reflect the specific characteristics of the integration process. A SIRI should be able to reflect expressions of both “positive” and “negative” integration (Tinbergen, 1954). “Negative” integration refers to the elimination of barriers; “positive” integration refers to the formulation of common policies.

The evaluation of integration policies and their implementation is an essential part of any SIRI. This requires the incorporation of indicators of policy implementation and effects of regional integration. The assessment of the developmental impact of regional integration processes and policies could be done by incorporating regional development and (social) spending indicators in the SIRI.

Adequate monitoring tools for regional integration processes would allow better (regional) policy design and implementation, better scrutiny and participation by all stakeholders and affected groups and individuals, as well as more in depth academic analysis of these complex social transformation processes. Lombaerde and Van Langenhove conclude with a warning that the attempt to implement a SIRI will only have a chance to succeed if conceptual, technical, political, institutional and organizational aspects are simultaneously addressed.²⁶

It is noted as well that the OECS is well advanced in the development of a monitoring and evaluation framework for economic integration which provides a good benchmark for the wider CARICOM. Bearing in mind the work already underway in the OECS, the goal would be to develop a RBM/SIRI model for CARICOM from which an M&E Framework would be developed for this Plan.

²⁵ De Lombaerde, Phillipe & Van Langenhove, Luk (2005). Indicators of Regional Integration: Conceptual and Methodological Issues. *IIIS Discussion Paper, 64,2*.

²⁶ De Lombaerde & Van Langenhove, p. 27

3.6 Change Management

The priorities for regional integration proposed in the Community's Strategic Plan 2015 - 2019 require strategic mindset shifts in ways of thinking and relating, on the part of Community Organs, Bodies, Institutions, the CCS, Member States and non-state partners; who must work in concert to implement the Plan and deliver the desired results.

A goal of change management is to have the Member States, Organs, Institutions, the CCS and wider CARICOM citizenry adopt/adapt the Plan's new vision, mission, core values, as well as new ways of working and relating, and to that end, treat with the range of reactions to the changes which will come with implementing the agreed upon priorities articulated in the Plan.

In view of the stated purpose, the change management framework maps the steps to be taken to effect the institutional, organisational, and behavioural change needed for successful implementation of the Community Strategic Plan. The framework is laid out in Chapter 7 of the full Plan (Vol. II - The Strategic Plan 2015-2019).

CONCLUSION

The Plan as designed lays out the reasons for concerted action and a radical process of reform for the Community at this time and, in response, outlines the model for economic, social, environmental and technological resilience, strengthened unity and governance reform.

As well, the Plan outlines the implementation imperatives, strategic and change management modalities with the necessary monitoring, measurement and evaluation frameworks. The critical action now is 'buy in' and onward movement.