As we approach another Christmas season, with all the joy, excitement and merriment that is part of the tradition I am delighted to extend Season’s Greetings to all of the stakeholders, friends, associates and partners of CARICAD. Your support during the year 2008 helped us on the journey to fulfil our Mission of being the catalyst for institutional change. We thank you for your support and endorsement of our efforts and we pledge to work even more closely with you as we seek to transform the public service in the Caribbean.

We wish you a very happy holiday season and an incoming year filled with peace, joy, productivity and prosperity.

Jennifer Astaphan
Executive Director
I assumed the chairmanship of the Board of Directors of CARICAD in July 2008. In my capacity as Chairman, I am pleased to be afforded this opportunity to extend Season’s Greetings and best wishes for the New Year 2009. I am confident that the spirit of support and cooperation displayed at our meeting (which we had the honour of hosting in Belize) will remain in evidence in the New Year.

May we be ever mindful of the spirit of caring, sharing, love and generosity that the Christmas season brings to the fore as we seek to improve the quality of public service delivery throughout the Caribbean Region.

Charles Gibson
Charles Gibson
Board Chairman
Representatives of Public Service Commissions in the Caribbean met together for the first time at a two-day Conference in St. Vincent and the Grenadines on June 11 and 12, 2008. The Conference was arranged by the Caribbean Centre for Development Administration (CARICAD). It was preceded by an Opening Ceremony at which Prime Minister of St. Vincent and the Grenadines Dr. the Honourable Ralph Gonsalves delivered the Key Note Address and declared the Conference open. Representatives from twelve countries/territories participated.

The primary purpose of the Conference was to bring representatives of Public Service Commissions (PSCs) together to review the role of the Commission in the management of Human Resources in the Public Services in the Region, within the context of Public Sector Modernisation.

A group of distinguished resource persons contributed to the Conference which identified a number of issues for follow up actions.

The objectives of the conference were:

- To explore issues relevant to the function of Commissions.
- To promote networking among Commissioners and other key officials in Human Resource Management (HRM).
- To allow for a sharing of experiences and lessons learnt.

**INTERPRETATION OF THE MANDATE:**

There is a need for countries to review and interpret the Constitutional Mandate of the PSCs in the context of Public Sector Modernisation.

**ROLE FOR THE COMMISSION IN HRM:**

Most participants felt that there is a definite role for the PSC in HRM.

**PERFORMANCE MANAGEMENT:**

There is a need to make performance management more systematic and sustained. Emphasis should be placed on more objective performance appraisal and training of supervisors in the conduct of appraisals.
POLITICAL INTERFERENCE AND POLITICAL INFLUENCE:
Ideally, political influence and interference should be removed from the Commission and its work.

IMPLICATION OF CHANGE OF GOVERNMENT WITH REGARD TO TENURE:
Participants expressed the view that changes of tenure of Commissioners with the assumption of office by a political party could lead to political interference.

The Conference re-affirmed the fact that the Human Resources function is critical in modernising the Public Service and the Commission. It also noted that adequate resources, training and the introduction of proper management approaches and systems must be emphasised. There was also the feeling that it was necessary to embrace modern technologies and methodologies, which must be integrated with the Human Resource Management Systems contributing to the realisation of human resource goals and efficiencies.

CARICAD has therefore identified follow up work with the Commissions as one of its areas of focus. (The full report of the PSC Conference Report is available at: http://www.caricad.net/UserFiles/File/Regional%20PSC%20Conference%20Report.pdf)

GRADUATE INTERNSHIP
“Personal Perspective” by Jo-Anne Beharry

I welcomed the opportunity afforded me and thank CARICAD for assisting in building my competence.

The Masters degree in International Trade Policy (MITP) offered at the Cave Hill Campus of the University of the West Indies was developed to address the need for Human Resource capacity building in the Caribbean Community (CARICOM) countries with respect to coverage of International Trade Negotiations, implementation and integration. This need has become increasingly important to the Region given the upsurge in Trade Agreements.

An integral component of the MITP programme is a five-month practicum attachment to a CARICOM/OECS country or an International organisation.

My attachment was completed at CARICAD and after collaboration with the Institution formulated a proposal for “Implementing a Quality Management System” in the public sector which sought to address an issue of relevance to the Institution’s work. The proposal and accompanying slide presentation presented an option for resolving the challenges arising from CARICAD’s mandate of facilitating PSM.

The practicum designed in coordination with the University added a pragmatic exposure in a serious development work setting which was of great benefit to me. Along with gaining valuable experience, the attachment also provided assistance in completing my final University research project on ‘The National and Regional Governance of Trade Facilitation’. Institutional operating deficiencies diminish opportunities for the CARICOM region and certainly CARICAD’s PSM efforts are deemed to be an important conduit to facilitate trade. I welcomed the opportunity afforded me and thank CARICAD for assisting in building my competence.
The Twenty Eighth Meeting of the Board of Directors of CARICAD took place in Belize on July 25, 2008. Although there was a high level of attendance regrettably, Guyana, Suriname, St. Kitts and Nevis could not be represented. Ms. Arlene Mc.Comie of Trinidad and Tobago was succeeded as Chairman by Mr. Charles Gibson of Belize. The Agenda included:

- The Executive Director’s report
- The Annual Work Plan
- The Budget
- The Financial Statements
- Amendments to Financial Regulations

There was an innovation during the Meeting. Six Member Countries made presentations on PSM efforts in their respective countries. Presentations were made by Barbados, Trinidad and Tobago, Jamaica, Dominica, Montserrat and the British Virgin Islands. The Board approved several documents:

- Annual Report of the Executive Director
- Annual Work Plan 2007-2008
- Annual Budget 2008 – 2009
- Financial Statements 2007 -2008
- Amendments to Financial Regulations
- Accounting Policies and Procedures
The Board warmly commended the Executive Director and staff of CARICAD for the quality and extent of the work reported on at the time.

The Management Sub-Committee MSC of CARICAD met on July 24th 2008 just before the Board of Directors Meeting. The MSC took place in Belize also. At that time the Committee Members were:

- Mrs. Arlene McComie, Chairperson, (outgoing) Trinidad and Tobago
- Mr. Michael Archer, Barbados
- Mr. Charles Gibson, Belize (incoming chair)
- Mrs. Daphne Cassell, Montserrat
- Ms. Arlene Smith, British Virgin Islands

The proposed composition for 2008 – 2009 is:

- Belize: Chair
- Guyana: Member
- Trinidad and Tobago: Member
- Dominica: Member
- Barbados: Member

Membership of the Committee is based on a formula which rotates Membership with the exception of Barbados, the host country. Barbados is the only permanent Member.

The MSC functions as an Executive Committee of the Board of Directors making Board Meetings more efficient by deliberating on a range of policy matters and then providing recommendations to the Board.
The Executive Director of CARICAD, Mrs. Jennifer Astaphan met with the Right Honourable Mr. David Thompson, Prime Minister of Barbados in March of this year during a courtesy call. They discussed wide-ranging public sector issues including the progress of Public Sector Reform (PSR) in the Region, training, the possibility of a regional Civil Service College, a harmonised Civil Service Code of Ethics, Leadership Development and the Caribbean Single Market and Economy (CSME).

As part of its mandate, CARICAD is responsible for facilitating the transformation and modernisation efforts of Caribbean Member Countries while enabling them to deliver a quality service in a changing global environment.
Executive Director of CARICAD, Mrs. Jennifer Astaphan and Senior Advisor, PSR, Mr. Richard Madavo, recently conducted a consultation with the newly-elected Government of Belize.

The CARICAD team travelled to Belize from May 5th-6th to pay a courtesy call on the Right Honourable Mr. Dean Barrow, Prime Minister of Belize. There were discussions about CARICAD’s future activities in the country, particularly in the area of good governance and anti-corruption initiatives.

The Ministry of Public Service, Governance Improvement, Elections and Boundaries was also briefed about CARICAD’s mandate and CARICAD’s work in the Region. An update of CARICAD’s in-country activities was provided.
The CSME Implementation Unit of the CARICOM Secretariat recently launched the Project ‘Students Engaging the CSME through Field Promotions’ in an effort to facilitate a more hands-on approach to learning about the CSME. CARICAD was invited to participate in the Project by providing its CSME Coordinator Mrs. Andrea Symmonds as a facilitator and resource person for the groups of students. CARICAD participated in two missions of the Project – students from Belize to Trinidad and Tobago and students from Dominica to Jamaica.

The groups of 20 students each from Belize and Dominica who participated in the initiative described it as a wonderful idea and one that should be continued. The enthusiasm for the Project was exhibited by all students and expressed during receptions held on their behalf in host countries Trinidad and Tobago and Jamaica.

Mr. Ivor Carryl, Programme Manager of the CARICOM Secretariats CSME Unit, also expressed satisfaction that the objectives of this year’s Field Promotions were achieved.

While in the host countries, the students met key personnel in public and private sector organisations and learned more about the workings of the CSME. In addition to the educational component of the Field Promotions, the students also had the opportunity of sampling the culinary and cultural delights of each host country. Our CSME Coordinator provided support for students in relation to the Movement of Goods, Rights of Establishment and Movement of Capital.

The Project, which was administered by the CARICOM Secretariat, was facilitated through the financial support from the 9th European Development Fund (EDF) Caribbean Integration Support Programme (CISP). Its objective was to engage the next generation in identifying career opportunities in wage employment, self employment and starting a business within the CSME.

Now that the initial Field Promotions have been completed, each student will write a report as well as make presentations to their peers in their home country in an effort to ensure as many people as possible benefit from the exercise.

The activities are part of the CARICOM Secretariat’s Public Education Programme and on-going collaboration with CARICAD. The Project will continue next year with young people from nine other CARICOM Member States participating in the Project.
The Executive Director of CARICAD, Mrs. Jennifer Astaphan and Senior PSR Adviser, Mr. Richard Madavo met with newly appointed Prime Minister of Grenada, the Right Honourable Mr. Tillman Thomas.

The Prime Minister expressed appreciation for CARICAD’s assistance and stressed that his Government is very committed to Human Resource training and development in the public service so they can be able to deliver quality services.

The Executive Director expressed CARICAD’s readiness to assist Grenada in the implementation of its PSM Agenda, particularly within the context of CSME.
During the year 2008 CARICAD made steady progress in the area of PSM through the use of information and communication technology. Work in that regard included interventions at the local and regional levels.

Work progressed from the awareness phase to implementation. CARICAD and the CARICOM Secretariat are jointly implementing a Government of Korea funded e-Government Project which will enable the Institutions to respond readily to the needs of Member Countries. An e-Government Advisor has been contracted and is based at CARICAD.

Additionally, emphasis was placed on Capacity Building especially Human Resources, Management and Development as is shown in the summary below:

- **CARICAD** conducted a job classification/salary review exercise in St. Kitts and Nevis. The exercise involved a review of all job categories, salary scales and Non-Established employees, now referred to as Government Auxilliary Workers. The results of the Job Evaluation and Classification will inform the compensation component of the exercise.

- Collaboration between CARICAD, the CSME Unit and Technical Assistance and Support Unit continues. Free Movement is the primary focus of the collaboration based on the fact that this component of the CSME implementation is one of the more complex requirements which necessitate a high degree of inter-ministerial coordination in Member Countries.

### Networking

**Caricom Secretariat**

**Organisation of East Caribbean States Secretariat (OECS)**

CARICAD continued to work in close collaboration with the OECS Secretariat. The focus of joint efforts currently is e-Government.

**Caribbean Regional Technical Assistance Centre (CARTAC)**

CARTAC and CARICAD are in the process of formalising collaboration arrangements. Joint efforts will focus on integrating Strategic Planning and Programme Budgeting.

**Caricom Implementing Agency for Crime and Security (IMPACS)**

The establishment of the CSME and the subsequent introduction of a CARICOM Travel Card Regime not only imply increased movement of people and goods, but a requirement to facilitate hassle free travel for CARICOM Nationals across the Region. This has necessitated extensive changes to Member States’ legislation and will require improved and harmonised procedures in border-security and law enforcement, especially from Immigration and Customs. This is the basis for the cooperation between IMPACS and CARICAD.

**Caribbean Development Bank (CDB)**

CARICAD and the CDB continue to work closely together especially with regard to public policy and the integration of non-government sectors in national planning.
CARIBBEAN REGIONAL FISHERIES MACHINERY (CRFM)

CARICAD was chosen as the lead agency to reconceptualise, review, edit and format the Operations Manual for the CRFM.

DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID)

DFID has changed the focus of its support and is now providing resources to enable CARICAD to play a significant role in supporting the implementation of the regional CSME Agenda.

CANADIAN INTERNATIONAL DEVELOPMENT AGENCY (CIDA)

The Government of Canada has articulated its strategy towards the CARICOM in its programme document which states “To strategically address root causes of vulnerability and institutional weakness by supporting the Region as a whole that it can be more self-reliant in ten years”

CARICAD has already been identified as an important institution with regard to the implementation of some CIDA Projects.

COMMONWEALTH ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT (CAPAM)

In 2003, CARICAD and the CAPAM formalised inter-agency cooperation. CARICAD played a significant role in the planning and management of the CAPAM Conference which took place in Barbados from October 19 – 22, 2008.

COMMONWEALTH SECRETARIAT (COMSEC)

CARICAD and COMSEC continued their long-standing collaboration. CARICAD has sought assistance from COMSEC to obtain the services of a Human Resources Management Specialist. The request is still under consideration.

UNITED NATIONS PUBLIC ADMINISTRATION NETWORK (UNPAN)

CARICAD has been a member of UNPAN for the past eight (8) years and has benefited tremendously from being part of such a network in terms of visibility as the on-line resource centre for the English-Speaking Caribbean. CARICAD has maintained a presence on the UNPAN portal by supplying up-to-date information from the Region, on PSM. This information is generally gathered from the countries or generated from CARICAD’s programming and related activities.

CARIBBEAN CHILD SUPPORT INITIATIVE (CCSI)

The CCSI Project has now been extended to 2011. Most of the activities for 2008 focused on continued consolidation of experiences from Phase I and on Capacity Building with its various partners in both the public and Non-Governmental Organisations (NGO) sectors. Increased attention was therefore paid to the development of a Policy/Advocacy Agenda. Consequently, a Regional Policy/Advocacy Advisory Group was established with the participation of the CARICOM Secretariat, United Nation’s Children Fund, University of the West Indies (UWI) and NGO representatives.

COUNTRY-SPECIFIC ACTIVITIES

ANTIGUA AND BARBUDA

- Conclusion of the Service Improvement Programme for the Department of Labour including Service Charter.

- Documentation of the transfer of CASE software from Jamaica.
THE BAHAMAS
- Development of a Strategic and Associated Action Plan for the Department of the Public Service.
- Delivery of a Service Improvement Programme.

BELIZE
- Monitoring the implementation of the Strategic Plan for Office of Governance (2005-2007).
- Development of a new 5-year Strategic Plan for the Office of Governance.
- Delivery of training for public officers on “Performance Management” and “Effective Management of People”.
- Development of Service Charters for six departments.
- Delivery of a Service improvement programme.

DOMINICA
- Development of a Strategic Marketing Plan for the Dominica Broadcasting Service (DBS).
- Training of DBS management and staff in techniques that would make DBS more financially viable.

GRENADA
- Facilitation of the Module on “Strategic Thinking and Planning” as part of a modular Management Development Programme for senior and middle-level officers in the Ministry of Health.
- Continued participation in the World Bank-funded consultancy assignment to strengthen the Reform Management Unit.

JAMAICA
- Assisting in the establishment of a Community Access Points Network.
- Participation in CARICOM-CIDA Trade and Competitiveness Project.

MONTSERRAT
- “Visioning exercise” for the Ministry of Agriculture, Trade, Lands and Housing.
- Food Production Strategy for the agricultural sector.
- Business Communications training for clerical officers.

SAINT LUCIA
- Rapid Internal Assessment of the Ministry of Public Service.

ST. VINCENT AND THE GRENADINES (SVG)
- Situation analysis for the Government Printery.
ST. VINCENT AND THE GRENADINES (SVG) (continued)
- Facilitated a 3-day attachment of two officers from the Training Division in SVG to the Training Administration Division in Barbados.
- Conducted a Human Resource audit for the Royal St. Vincent and the Grenadines Police Force
- Conducted a Service Improvement Programme

SURINAME
- Concluded negotiations with Suriname on Accession to membership of CARICAD
- Participation in CARICOM-CIDA Trade and Competitiveness project

TURKS AND CAICOS
- Initiated work to review and redraft Public Service Regulations and General Orders

CARICAD APPOINTS e-GOVERNANCE COORDINATOR
CARICAD has enhanced its capacity in one of its core service areas with the appointment of Mr. Adam Montserin to the newly-created position of e-Governance Advisor. Mr. Montserin brings to CARICAD a wealth of academic and professional expertise having headed the Trinidad and Tobago e-Government Programme for six years. Mr. Montserin managed the implementation of the Government Communication Machinery –GOvNETT and its e-Government portal –ttConnect among many other projects. Mr. Montserin holds a BSc in Management from the UWI and an MBA from the UWI Institute of Business specialising in Human Resource Management and Organisational Development and Change.

PAMELA MCDONALD
Pamela McDonald has been with CARICAD for the past three years. One of her specific responsibilities was to improve the efficiency in the preparation of Papers for the Board of Directors Meetings.
Mrs. McDonald has significantly contributed to the positive transformation of CARICAD during the past three years and received an award as a token of her contribution to CARICAD on the eve of the Twenty-Eighth Board of Directors’ Meeting held in Belize July 25th, 2008

During the calendar year a number of significant staff changes took place within CARICAD:

Mr. Adam Montserin was appointed e-Governance Advisor.
Mrs. Charmaine Thomas was appointed Documentalist.
Professor Charles Cambridge ended his term as Special Advisor to CARICAD.
Mr. Jeffrey Gellineau assumed responsibility for coordinating the OECS Institutional Strengthening Project.
Mrs. Angela Eversley and Mrs. Angela Isaac returned to core administrative functions.
CARICAD and the Korean Agency for Digital Opportunity and Promotion (KADO) recently signed a letter of intent pledging to explore opportunities to work together to bridge the Global Digital Divide.

KADO is a specialised government subsidiary devoted to providing comprehensive support for domestic and international digital divide closure. They provide the disabled, the elderly and farming and fishing villagers with easy and affordable access to information and communication service, so elevating life quality of the public and achieving balanced development of national economy.

CARICAD’s e-Government focus looks at ways to bridge the Digital Divide in the Caribbean. As a result the partnering of KADO and CARICAD is seen as an excellent opportunity to advance efforts and initiatives aimed at ensuring universal access to all e-Government information and services and to bridge the Digital Divide for the development of all the People of the Caribbean.

CARICAD/KADO signs letter of Intent

STAFF AWARDS

Five members of CARICAD’s staff were recognised for having completed at least ten (10) years of service to the organisation. They were presented with awards during the Twenty-Eighth Board of Directors’ Meeting in Belize. They are all still employed at CARICAD.

Mrs. Cynthia Bleau-Blackett   Mrs. Susan Branker-Lashley   Mrs. Bonita Cox
Mr. Mark Knight   Ms. Angela Skeete

OFFICE EXPANSION

CARICAD’s office space has been expanded. The office now includes the previous premises occupied by CARTAC.

Our Technical Offices can now be found in the new section, while the Executive and Administrative Units remain in the previous location.

Our telephone numbers remain the same.