ARICAD has collaborated with the Caribbean Telecommunication Union (CTU) and the CARICOM Secretariat, among others, to address the Single Information and Communications Technologies (ICT) Space for the Caribbean. The focus on the concept of 21st Century Government suggests that Digital Transformation will be an important aspect of initiatives under that concept.

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Informative ICT Week in Suriname

Digital Government aligns with several pillars of the Charter of Caribbean Public Services (CCPS) developed by CARICAD, specifically, the pillar of Openness while also contributing generally to the pillars of Accountability and Governance.

Under the theme, “Digital Transformation...Do It!” the Government of Suriname in collaboration with the Caribbean Telecommunications Union and Telecommunicatie Autoriteit Suriname (TAS) hosted ICT Week – in Suriname from September 16th to 20th this year. Information and Communications Technologies (ICT) Week offers an important series of activities for governments and the general public.

The week showcased Caribbean FutureScape, and was open to the public from September 18th to 20th. Facebook hosted its Boost your Business activity and GSMA Training on The Internet of Things, Facebook Train the Trainer workshop, and programmes on the use of Social Media and ICT for persons with disabilities. CTU’s statutory meetings were held and were open only to Ministers for ICTs and associated Senior Public Servants.

An exercise in Collaboration for Advancing the Single ICT Space was held. The meeting produced several ideas for collaboration and CARICAD agreed to arrange a future set of virtual interactions with participants to develop a template for regional collaboration.

Suriname’s Minister of Public Works, Transport and Communication, the Honourable Rajiv Chotkan indicated that, “The Caribbean region will only be able to reach its full potential if governments come together and create the e-Caribbean government space for all Caribbean citizens.”

During the week Minister Chotkan revealed that the Suriname has made progress with expanding ICT infrastructure and digital services across the country, including to typically remote areas.

Mobile connectivity is also expanding as the telecommunications infrastructure improves. Suriname has also established a unique Electronic Identification System (EID).

On the matter of digital transformation, the Minister stressed the need for work to be done in conjunction with full understanding of the need for citizen privacy and security.

In addition, he implored all to improve productivity with the use of technology. Suriname is also moving forward to examine opportunities for e-education and other e-services.

The CTU is an inter-governmental organisation dedicated to supporting the development of the Caribbean ICT sector.

The CTU also promotes coordination of ICT at the regional level, identifies and removes roadblocks to ICT development, keeps track of industry progress and responds to the needs of the ICT sector, all with the aim of creating a cohesive regional approach to an ICT agenda which embraces the needs of all stakeholders.

The CTU is committed to ICT development that reaches the citizens of the region, creating affordable access to ICT and helping citizens to use ICT effectively to transform their lives.
CARICAD was engaged by the Government of Grenada through the Secretary to the Cabinet, Mrs. Beryl Isaac, to undertake a comprehensive multi-pronged HR Services Project.

The Project, which is ongoing, includes various components: the Re-design of the Cabinet Office, Visioning and Action Planning Exercise for Senior Managers, a Senior Managers Board (SMB) development series, a Training Needs Assessment for Senior Managers, a Training Plan for Senior Managers, a comprehensive Succession Management Programme, as well as an Accountability Framework for Senior Managers.

Mrs. Rosemund Warrington, Assistant Director of CARICAD is the co-ordinator of the overall project, and continues to provide direct leadership on specific components of the project.

As part of the project, the Succession Management for Senior Managers workshop was conducted on June 19, 2019 at the National Stadium in Grenada, and was facilitated by Mrs. Warrington. There was almost full attendance from the senior public managers.

The workshop sought to:
- Discuss current trends in Succession Planning in Public Sector organisations
- Provide an understanding of what Succession Planning is and what it is not
- Present and discuss a practical model for Succession Planning
- Discuss the steps in Succession Planning
- Discuss the central role of Talent Management in Succession Planning
- Enable awareness of a Leadership Competency Framework

The workshop served as a very powerful tool for collaboratively sharing information and generating new ideas regarding succession management in the public service.
• Provide an understanding of Key Roles and Supporting Systems for the successful implementation of Succession Planning
• Provide an understanding of the role of Culture in Succession Planning

The workshop was also intended as a pre-cursor activity to the development of a Succession Planning framework for the Public Service.

The workshop served as a very powerful tool for collaboratively sharing information and generating new ideas regarding succession management in the public service.
Job Analysis and Job Description Training and Coaching Workshop was conducted during the period May 6-10, 2019 at the Corporate Affairs and Intellectual Property Office (CAIPO) Training Centre in Grenada, and was facilitated by Mrs. Rosemund Warrington, Assistant Director of CARICAD.

CARICAD was grateful for the opportunity to train a group of 20 public officers in such a critical area, specifically geared to supporting the HR objectives of the Department of Public Administration - to fit the right kind of talent in the right jobs, at the right time.

The objectives of the workshop were for participants to be able to:

- Demonstrate an understanding of the importance of job descriptions in the wider context of Human Resources
- Understand and conduct a comprehensive job analysis to obtain information for the preparation of job descriptions and other purposes

Although most of the trainees, had no prior background in HRM, they demonstrated genuine interest in learning how Job Analysis and Job Description fit within the broader framework of HRM.

They were keen to learn about the important role that Job Analysis and Job Description play in recruitment and selection, job evaluation, job designing, deciding compensation and benefits packages, performance appraisal, analysing training and development needs, assessing the worth of a job and increasing staffing, as well as role clarity and organisational productivity.

- Write output-focused job descriptions to cover the wider results requirements

The trainees responded fairly well to all the methods of Job Analysis including applying the questionnaire, conducting interviews and observation. The synergy of the team was fantastic; their commitment to work individually and together to achieve the stated outputs of 20 job descriptions for the Houses of Parliament and the Ministry of Finance-Rural Development Unit was phenomenal.

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Various techniques for training were used to involve participants in learning. For example, the trainees were afforded the opportunity by the Clerk of Parliament to observe first-hand how work was being conducted by the staff of the Houses of Parliament. That experience was truly inspiring and the trainees benefited from the visual illustrations which resulted in a better understanding of the jobs.

**The following testimonials from trainees speak to their learning experiences and the success of the workshop.**

"At a time when the world is emphasising the implementation of modern HR practices, this training in Job Analysis and Job Description was extremely relevant. Mrs. Warrington enthusiastically used various training techniques to deliver a very informative and practical session on a seemingly complex topic.

At the end of the course, participants had a clear understanding of the role of Job Analysis and Job Descriptions and its relationship with other HR functions within the organisation. The one-on-one coaching along with numerous tips/advice and handouts received further equipped us to effectively conduct an analysis and write an adequate Job Description.

I am indeed grateful for the opportunity to be part of such an excellent training and to gain from the expertise of the learned facilitator.

**Odessa Amada-Sylvester**
HR Officer
Department of Public Administration

"Participating in the Job Analysis and Job Description Writing and Coaching workshop conducted by Mrs. Rosemund Warrington of CARICAD has afforded me the skills and tools to effectively support various officers in their roles and responsibilities for the efficiency of their office. The practical nature of the course has enabled participants to apply directly what was learnt. This process of clearly defining jobs is critical to the achievement of a department’s tasks.

**David Hopkins**
Policy Director, Cabinet Office

"The Deputy Permanent Secretary (DPS), Mrs. Abraham, sent me a correspondence indicating that I was to attend The Department of Public Administration’s Job Analysis Training, as an observer. She was deliberate in stating that I ought to attend the theoretical component ONLY just for knowledge in the event that I would have to share information pertinent to my newly developed unit, Rural Development Unit.

My background is in Accounting, completely unrelated to Human Resources but I obliged with an open mind and attended the training with the single goal of accumulating knowledge.

What a riveting first day! Rosemund Warrington, the facilitator, made Human Resource Management and by extension, Job Analysis seem so inviting. It was by the end of day 2, I called the DPS to get her approval to complete the full course and she exclaimed, "Carlene, you’re sure! ….” She couldn’t imagine my interest in this but yes Rosie got my feet wet and stimulated my mind to explore how I can fuse my profession in accounting with HR Management.

The Job Analysis Training was so practical and comprehensive, solely due to excellent delivery by an excellent trainer.

**Thank you for the experience Rosie!**

**Carlene Sandy-Lewis (Mrs.)**
Finance Manager, Rural Development – SAEP/BNTF, Grenada

"Due to the enlightenment provided by this workshop I have been able to effortlessly design four specific Job Analysis Questionnaires and conduct a random sample of 12 job analysis interviews. The outcome of these was used to develop four measureable Job Descriptions within the Prosecution Department which I presently command. Consequently, as a result of the cognitive and practical applications of the workshop’s content and delivery, I comfortably attest that Mrs. Warrington is an accomplished facilitator on the subject.

**Damian Michael Lee**
Superintendent in Charge (Ag) Prosecution Department, Royal Grenada Police Force
Capacity-building programme for select top and middle-level staff at the Barbados Vocational Training Board (BVTB) is nearing completion.

During sessions conducted on the final Tuesday and Thursday of each month, the BVTB engaged CARICAD’s services to deliver training in a range of related topics. The programme started in May and will end in November.

The objectives of the programme are:
- The creation of a high performance team culture at the BVTB
- Building Strategic Planning and Leadership capacity to meet the challenges of an evolving Technical and Vocational Education and Training (TVET) system in Barbados
- Promotion of high levels of professionalism, motivation and teamwork

It is a Modular Programme of personal development aimed at facilitating a strengthening of the knowledge, skills and attitudes of staff of the BVTB so that they can better contribute to making their respective units high performance teams.

Participants are being trained to manage and lead more effectively and explore ways to make the work climate and culture at the BVTB even more conducive to change and innovation in a results-driven setting. The fundamental ethos is the team-approach to work.

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It is a practical hands-on programme and the methodology used by CARICAD relies on the following approaches and techniques:

- Presentation and discussion of concepts, theories, principles and practices
- Use of audio/visual support materials such as short videos
- Sharing of personal perspectives and experiences
- Use of instruments and mini-case studies presented as original scenarios written by CARICAD
- Consolidation of the outputs of small group discussions
- Brainstorming to generate ideas and suggestions for real-work situations at the BVTB

CARICAD’s lead facilitator for this initiative is Programme Specialist Franklyn Michael, who facilitated the majority of the sessions.

The Assistant Executive Director of CARICAD, Mrs. Rosemund Warrington will lead the upcoming facilitation of the Strategic Human Resources topics and has provided specialist subject matter support for other topics. Both Michael and Warrington have extensive experience (more than 30 years each) in facilitating capacity-building training sessions in many Caribbean countries.

The topics include:

- Leadership
- Leadership in Crises
- Change Management
- Team Concepts
- Team Processes
- Team Membership & Team Leadership
- Emotional intelligence
- Developing Emotional Competence
- Emotional Intelligence in the workplace
- Strategic Human Resources Management
- Performance Management
- Managing People for High Performance

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To date, the programme has been very well received by the more than 25 participants as there have been consistently high levels of attendance, participation and engagement. Participants are enthusiastic and completely committed to all training activities as seen in the photographs, constantly expressing their great satisfaction with the efforts of CARICAD.
Antigua and Barbuda’s Ministry of Tourism and Investment has completed its draft Strategic Plan. The plan was developed by a working group in the Ministry led by Permanent Secretary Walter Christopher.

The team was supported by Franklyn Michael, CARICAD’s Programme Specialist, as Lead Facilitator for the process. He used the well-established CARICAD Goals-based Methodology for Strategic Planning as the basis for the process but took cognisance of the regional thrust towards a Results-Based Management (RBM) approach to long-term planning.

The Ministry of Tourism and Investment comprises two portfolios – Tourism and Investment. The Tourism industry is supported by three pillars: Accommodations (hotels and other properties), Yachting and Cruise Tourism. The Ministry is also developing opportunities in niches such as Agro-tourism, Sports Tourism and Cultural tourism.

CARICAD provided expertise to assist in developing a strategic framework that is the foundation of a three-year Strategic Plan. CARICAD also facilitated four interactive in-country practical working sessions in Antigua which included consultations with stakeholders.

The process was intensely consultative and participatory, with the work being produced by teams. Staff and stakeholders were afforded opportunities to make meaningful input with regard to critical areas of action that must be done going forward.

The Plan is laid out in a manner consistent with the CARICAD methodology. Information and data derived from research, analysis and consultation are followed by a strategic direction-setting, establishment of priorities, and priorities for implementation.

The Plan will be supplemented during each budget cycle by an annual implementation matrix. The matrix will identify the ongoing and new initiatives as well as the projects and programmes that the Ministry will implement.

The Ministry stressed that the document is a strategic Plan for the whole Ministry and not a Tourism Development or Product Development Plan. The Plan will be used to ensure strategic and operational alignment not only within the Ministry but also with strategic partners.

The Draft Plan will shortly be submitted to the Cabinet of Antigua and Barbuda for approval.
CARICAD Leadership Development programming began in 2018 and up to July 2019, has trained 140 leaders. These include senior leaders in the Senior Leadership Development Programme for the Government of St. Lucia, leaders in Caribbean Statistics Offices in partnership with the Project for the Advancement of Statistics in the Caribbean (PRASC), Secondary School Principals and Deputy Principals in Barbados and participants from two intakes of our Leading Change & Transition workshop.

We currently have 20 participants enrolled in our Mid-Level Leadership Development Programme which was launched on September 12th, 2019, as well as 13 participants in our Meetings – A Strategic Tool for Leadership Effectiveness Workshop.

We are also pleased to be partnering with the Eastern Caribbean Central Bank (ECCB) in the delivery of its Emerging Leaders’ Development Programme for rising leaders within the ECCB, which commenced on September 23rd, 2019. This month, we will also partner with the Caribbean Court of Justice (CCJ) to deliver a leadership capacity workshop for its senior leaders.

Additional information will be provided as the Programme unfolds, as we continue to LEARN, NETWORK, SUCCEED.
My name is Dario Richards and I am completing a Master of Science, Integration Studies, at the University of the West Indies, Cave Hill Campus. One of the requirements of the programme was an internship. As a result, I had the privilege of working at the Caribbean Center for Administrative Development (CARICAD).

My experience at CARICAD was well-rounded. In my estimation, the greatest value came from the spontaneous and intentional times of mentorship and coaching I received from the senior staff. Coupled with this, the various assignments I worked on enhanced my technical skills and provided opportunities for me to think critically and creatively about applying integration theories to address the day-to-day challenges CARICAD faced.

Some of the assignments I worked on included creating a Country Profile of social and economic indicators for all member states and critically analysing and responding to new initiatives in the region, such as the CARICOM Results-Based Management system. Additionally, I participated in webinars and workshops, which significantly contributed to my development.

Furthermore, participating in this internship has cemented my interest in leadership development, with a focus on the public service. Prior to this internship, I was still contemplating the aspect of regional integration that I wanted to concentrate on in the Caribbean. I was not sure how my interests in leadership development could contribute to the integration efforts in the Caribbean.

However, my time at CARICAD reinforced the importance of public sector transformation for the strengthening of regional integration and the holistic development of the region. As a matter of fact, I am now convinced that the public service is the ceiling of development in any country.

In other words, a nation’s growth, development, innovation and global success are determined by the quality and capacity of its public service. This has reinforced the value of leadership development for leading public sector transformation.

My time at CARICAD was a tremendous success and a pivotal step in my journey. In many ways, this internship has exceeded my expectations. The workplace culture at CARICAD embodies the standard required to transform the Caribbean public sector into a productive, outcome-based community, where workers feel valued and are motivated to work effectively and efficiently.

Although I was an intern, I felt that my presence and opinions were valued, and I enjoyed the autonomy and trust extended to me to complete my assignments. CARICAD has provided me with significant clarity as it relates to my next steps. Upon completing my degree, I want to focus my attention on public sector transformation across the region.

I believe my time at CARICAD contributed in some way to the development of the Caribbean and it is my intention to continue to contribute to our growth as a region.

With these snippets alone, I would definitely recommend future internships at CARICAD.
Inaugural CARICOM Competition Commission (CCC) Secondary School Essay Competition 2019

Eligibility
Participants must be secondary school students in a CARICOM Member State within one of the following age categories as at the deadline date for entries:
Ages: 12-15 and
Ages: 16-19

Essay must be written on one of the topics and must be an individual submission.

Topics:
1. How does fair competition among businesses benefit me and my region? or
2. How does consumer protection law benefit me and my region?

Deadline for submission:
Friday 13th December 2019
Selection of winners:
17 January 2020

Evaluation Criteria
The judges will be looking for quality essays with the following factors considered:
1. Originality and communication - knowledge about the topic
2. Content - clear and concise arguments to support your view
3. Presentation - spelling, punctuation, grammar and clear structure of the essay (introduction, body and conclusion)
4. Style - overall quality of writing and use of graphic arts, images or videos

Submit your entry to: registry@ccc.sr

FOR MORE INFORMATION ON THIS COMPETITION

CONTACT:
CARICOM Competition Commission
Hendrikstraat #69
Paramaribo; Suriname
Tel:+(597)491439

Prizes
1st place students: US$1,000.00
2nd place students: US$750.00
3rd place students: US$500.00

The school(s) which the winning students attend will also be awarded book prizes valued at US$1,000.00.
The Caribbean Centre for Development Administration (CARICAD) and the Caribbean Catastrophe Risk Insurance Facility (CCRIF) recently signed a Memorandum of Understanding (MOU) to promote and facilitate comprehensive risk management within the Caribbean.

This MOU will lead to collaboration on regional studies concerning programmes and projects that contribute to improving the quality of public services in member countries, improved technical capacity of public officers, implementation of capacity development initiatives for leaders and officers in the public sector, enhanced public sector governance as well as peer-to-peer exchange of knowledge, expertise and best practices related to risk management in public administration.

It is also expected that the provision of assistance to the institutions for education and training in public administration in the countries of the region will result in improved teaching programmes and the implementation of sustainable national plans for economic and social development.

Additionally, the development and implementation of collective strategies to promote post-disaster recovery action plans and a standardised integrated risk management framework for use throughout the Caribbean are also projected.

After the debilitating 2004 hurricane season, CARICOM Heads of Government requested World Bank assistance in improving access to catastrophe insurance. The CCRIF was the result of two years of collaborative work between the region’s governments, key donor partners, and a team of experts from the World Bank.

CCRIF, which functions as a mutual insurance company, also has MOUs with eight other organisations in the region, all designed to help build capacity and knowledge bases for the development of disaster risk management and climate adaptation strategies in the Caribbean.