As part of its succession strategy, the Eastern Caribbean Central Bank (ECCB) collaborated with CARICAD to deliver an Emerging Leaders’ Development Programme for 24 of its identified emergent leaders. The programme was aimed at developing in participants an increased capacity to confidently *Author their own Leadership Style*, and to apply improved strategic thinking, decision-making, innovative thinking, and interpersonal skills to execute current and future leadership roles to promote the strategic direction of the ECCB.

The programme was delivered in two modules between September and November 2019, and also included the completion of four innovative group assignments as major contributors to the implementation of the ECCB’s strategic plan. The programme approach was closely aligned with the organisational realities faced by the ECCB.

- Continues on page 2
In Grenada, for example, CARICAD facilitators led a senior manager’s retreat and a capacity-building exercise at the Ministry of Health. In Anguilla, an assessment for the readiness and scope of a Public Sector Transformation Programme was undertaken. CARICAD has also been instrumental in the development of a new Public Sector Transformation Strategy for Dominica, a Succession Plan for the Public Sector of Saint Lucia, a Strategic Plan for the Department of Finance in Saint Lucia, a post-hurricane Recovery Strategy for the Turks and Caicos Islands and a Strategic Plan for the Barbados Vocational Training Board.

**Continues on next page**

**Successful Emerging Leaders’ Development Programme for the ECCB**

Therefore, it introduced the participants to new concepts, approaches, and strategies, and then through dialogue, practical exercises, and group work, which will help them to work out the implications of these ideas within their organisation. Overall, the participants responded very well to the design and content of the programme. They were particularly pleased with the practical nature of the sessions which allowed them to draw on each other’s experience and made it easier for the concepts and ideas to be applied in their respective jobs. Throughout the programme, participants were required to apply their learning and insights to addressing real-life organisational challenges. It is anticipated that CARICAD will continue to partner with ECCB to support ongoing learning transfer and future leadership development initiatives both at the ECCB, and the wider region.
We have also offered leadership interventions for regional institutions as well as in-country support to Government Departments.

**Horizon:** What specific information can you provide in regard to Strategic Planning?

**Rowe:** Bearing in mind the dynamic global environment and our Caribbean realities, CARICAD remains a strong advocate for Strategic Planning in the public sector. We believe that it reaches the core of the government – the people. When strategic plans are in place, the directional focus of organisations tends to be much clearer. It provides leaders, managers and employees with a mechanism to assess alternatives and to make critical decisions about the effectiveness of their organisations, irrespective of a change in government administration.
There has also been an increase in talk of Transformation in the region. Can you enlighten our readers about CARICAD’s role in this area?

I am happy that you asked because it gives me an opportunity to highlight a new development important to the future of Transformation among our member states. All member states of CARICAD are engaging in Transformation, though they may be at varying stages and pursuing activities based on their particular circumstances.

In response and to support the effective delivery of improvement, CARICAD developed the **Public Sector Transformation Assessment Tool (PSTAT)**. PSTAT is a questionnaire to be completed by a team of carefully selected in-country public sector officials to rate the current status of the public service in relation to the six pillars of the Charter (Governance, Accountability, Standards, Capacity, Openness and Legislation).

Comparisons of the results of PSTAT every few years will provide a sense of progress or otherwise. The tool provides a means to examine critical functions and to determine best ways to engage public sector employees to identify and implement opportunities for improvement.

PSTAT is expected to be launched in CARICAD Member States very early in the new year. The implementation of the tool will be accompanied by targeted training in its use. While PSTAT is aimed at improving efficiency and effectiveness within regional public sectors, it is also driven by the need to inculcate and strengthen a culture of assessment, where continuous improvement is a part of the day-to-day *modus operandi* of conducting the work of government throughout the public sector. The application of this tool will bode well as leaders and their leadership capabilities catapult into the sphere of CARICAD’s objectives.

Integrating assessment and improvement in Public Sector Organisations is one of CARICAD’s major focal points for the future and will be conducted through the consistent implementation of the **Public Sector Transformation Assessment Tool**.

*Continues on the next page*
CARICAD Looking Towards 2020

 Horizon: That sounds quite exhilarating. We will listen out for more details on the launch of PSTAT in 2020. Now that we have looked at Transformation, another area that is closely related is Leadership and there has been some recent activity in relation to this with CARICAD. Tell us more.

 Rowe: CARICAD views “Leadership” as being at the core of public sector transformation. Consequently, CARICAD absorbed the outputs from the Canadian funded Caribbean Leadership Project (CLP) which ended in July 2019. The outputs have been converted to become the CARICAD Leadership Development Programme (CLDP) within CARICAD as of August 2019. A transition plan was developed and is being executed for CARICAD to ensure that it is well positioned to support the future leadership and professional development needs of the region.

 CARICAD will be building on the leadership development tools and methods already developed by the CLP. A Course Brochure is available and may be accessed from the CARICAD website.

 *Continues on the next page*
CARICAD Looking Towards 2020

In addition, specific in-country/in-organisation customised solutions and courses are now possible. Since August, several interventions have been delivered, including our virtual Mid-Level Leadership Development Programme, our virtual Meetings as a Strategic Leadership Tool workshop, a customised Leadership Capacity-Building Workshop for the executive team at the Caribbean Court of Justice and a customised Emerging Leaders’ Development Programme for the Eastern Caribbean Central Bank.

Finally, it should be noted that by CARICAD absorbing CLP we have created sustainability within an institution for a project that by all measures was successful.

**Horizon: How will these new developments affect CARICAD’s relationships with stakeholders?**

**Rowe:** It can only benefit the region as a whole. Transformation, Leadership and Strategic Planning are not restricted to the region’s public sector, but are major focal points for CARICAD as it seeks to develop a new strategic plan for 2020-2022.

A critical component of the new CARICAD strategic plan is the closer alignment with CARICOM’s mission with the inclusion of the CARICOM Results Based Management (RBM) plan at the core of our planning processes.

As you may be aware, CARICOM rests on four main pillars: economic integration; foreign policy coordination; human and social development; and security. Thus, the CARICOM RBM Approach and CARICAD’s work are intricately linked to the human and social development of member states.

According to the CARICOM RBM Procedures Manual, RBM, “allows governments, agencies and organisations to systematically plan, manage and monitor results”. CARICAD is therefore determined to encourage and promote a commitment to RBM among member states, in keeping with its focus on strategic planning and leadership initiatives in public sector organisations.

**GRENADA: Job Analysis Trainees and Mrs. R. Warrington (front row, second at left) at the front of the Houses of Parliament during the Job Analysis and Job Description Training and Coaching Workshop.**
CARICAD Looking Towards 2020

There has been a notable increase in the technical assignments on strategic planning and leadership in which CARICAD is involved which are justifiably expected to multiply in 2020. A significant amount of time has been spent in member states to ensure that workshops facilitated by CARICAD are successful.

Horizon: Mr. Rowe, you have provided us with a considerable amount of information in this brief interview. The year 2020 appears to be full of promise and exciting developments for CARICAD. Do you wish to offer any closing comments to give our readers more food for thought?

Rowe: As it relates to the leadership of CARICAD, at the 36th Meeting of the Board of Directors of CARICAD in August this year, Antigua and Barbuda was elected as the new chair, while Barbados remains Deputy Chair. This will remain in place until our next Board Meeting, which will be an opportunity for us to make future decisions as CARICAD celebrates its 40th Anniversary.

Before the fireworks begin on our celebrations, so to speak, as Executive Director of this resilient organisation, I want to take this moment to sincerely thank the staff at CARICAD for the time, commitment and sacrifices they have made in the past year to ensure the success of many initiatives, ensuring the steady resurgence of the organisation. All the best in 2020 and beyond.
The CARICAD Horizon is a regular publication of the Caribbean Centre for Development Administration (CARICAD).

The Horizon has superseded the “Chronicle”. The Editor-in-Chief is CARICAD’s Executive Director, Devon Rowe.

The Production Team comprises: Franklyn Michael, Rosemund Warrington, Dr. Lois Parkes, Trudy Waterman, Angela Eversley and Petra Emmanuel.

Previous editions can be viewed at:

October 2019: https://publizr.com/caricadsec/horizon-oct-2019-final
December 2017: https://publizr.com/caricadsec/caricad-december2017-newsletter

Season’s Greetings

On the behalf of the Board of Directors, staff and Operational Focal Points of CARICAD, we wish you all the best for the Holiday Season and for the New Year.