A New Planning Framework: Rebooted and Re-focused
Draft Version 1
September 14, 2016
The Strategic Framework provided below is intended as a document for reflection for the development of a new Strategic Plan for CARICAD. It was developed against the background of recent in-house discussions for the purpose of clarifying the way forward for CARICAD in the context of the challenges imposed by resource limitations but mindful of the opportunities that exist in relation to CARICAD’s mandate and the expectations of Member States.

CARICAD operates in a context-hierarchy which extends from the international to the institutional. The context presented below attempts to identify the most significant contextual elements of all levels of the hierarchy that impact the work and sustainability of CARICAD.
An examination of the strategic foundation of CARICAD such as the mandate, vision, mission and values suggest that they all remain relevant despite the many changes that have taken place within CARICAD’s operational and institutional environment. These elements are therefore reproduced below in their existing form with the suggestion that they should be used as a strategic underpinning for the new plan.

**Mandate**
To render assistance to the countries of the Caribbean for the purpose of improving their administrative capability to accelerate their social and economic development.

CARICAD’s core business is public sector transformation with the following definition:

> Deliberate changes to the structures and processes of public sector organisations with the objective of getting them to run better. Structural change may include merging or splitting public sector organisations while process change may include redesigning systems, setting quality standards and on capacity building.

**Products and Services**
The following are identified as the products and services that should be used in support of CARICAD’s core business:

- Policy Development
- Human Resource Management and Development including Performance Management
- Organisational Development
- Public Financial Management
- Strategic Planning and Management
- Individual and Organisational Change Management
- E-Government
- Business Process Analysis
- Leadership Development
- Capacity Building through Training
- Contingency and Business Continuity Planning

**Vision**
To be the model of organisational excellence and the premier catalyst for institutional change and development.

**Mission**
To facilitate and enhance the development and sustainability of a strong leadership and governance framework within the Public Sector of the Caribbean Community effectively encouraging social partnerships in the process.

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1 Cited in the CARICAD Implementation Guide: Caribbean Public Service Charter
REBRANDING AND RE-DIRECTION FOR THE NEW CARICAD

Our logo which was developed as part of a rebranding exercise provides a conceptual basis and an enduring symbol of the efforts that are required to redefine, restructure, redevelop and reinvent CARICAD. The logo emphasizes leadership, unity, advancement and networking. Those words are the inspiration for the visual elements: the beacon symbolizing leadership; the honeycomb symbolizing unity and networking; and the forward-facing beams of light represent advancement.

This suggests that CARICAD should direct its efforts in a well-defined and focused manner recognizing the limitations imposed by the realities of its context and the opportunities that exist by virtue of the level and nature of development of CARICAD member states to address their needs. In that regard the following are proposed as Key Results Areas (KRAs): KRA 1 – Governance and Policy Advocacy; KRA 2 – Outreach and Engagement; KRA 3 – Knowledge Management and ICT; KRA 4 – Organisational Management and Development

**Governance and Policy Advocacy**

This KRA encompasses the manner in which public sector organisations acquit their responsibilities of stewardship by being transparent, accountable and prudent in direction setting, decision making, performance management, issue and risk management and other
compliance activities, in providing advice and in managing and delivering services, programmes and projects.

**Outreach and Engagement**

This KRA focuses on systematic, ongoing, meaningful and mutually beneficial collaboration with partners in research, education and training, business, the non-state sector and public service organisations in the development and implementation of public policy. It also includes an emphasis on the sharing of information about work of CARICAD and its value as a focal point for good organisational practice.

**Knowledge Management and ICT**

This KRA encompasses the following: an integrated approach to identifying, capturing, evaluating, retrieving and sharing all information assets. The focus on Knowledge Management will create increasing opportunities to use information and communication technologies (ICTs) to improve the processes, systems and performance of organisations including the CARICAD Secretariat and those in Member States.

**Organization Management and Development**

This KRA relates to successful individual and organizational change in the context of performance. OM&D also focuses on the management of human resources, organizational structures and processes that influence worker behaviour and motivation. OM&D also includes aligning organizations with their rapidly changing and complex environments through leadership development, organizational learning, knowledge management and transformation of organizational norms and values.

In considering the prioritization of work that will be required in the context of the identified KRAs it must be borne in mind that priorities identified will ultimately, in a strategic and working planning sense, stretch from programmes and projects to activities and tasks. The identification provided here is at the broad operational level:
<table>
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<tr>
<th>Key Results Areas</th>
<th>Strategic Priorities</th>
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| Governance and Policy Advocacy | • Policy formulation and implementation  
• Ratification and application of the Caribbean Public Service Charter to work planning  
• Modernizing Legislation and Regulations (general orders, staff orders, Public Service Act and PSC regulations)  
• HRM practices in the public sector (Public Service Commissions and Departments of Public Administration)  
• Customer Service Standards  
• International and regional standards |
| Outreach and Engagement      | • Engagement with Member States  
• Establishing Memoranda of Understanding (MOU)  
• Re-engagement with strategic partners  
• Implementing the provisions of MOUs  
• Regional and national Stakeholder Consultations  
• Publicity and Promotion of CARICAD’s work |
| Knowledge Management and ICT | • Information and Records Management  
• e-Governance (connected government, Business Process Reengineering, ICT-enabled discussion platforms)  
• Case Studies |
| Organisation Management and Development | • Human Resource Management (workforce planning, competency frameworks, performance management etc)  
• Transformational Leadership  
• Capacity Development (coaching, mentoring, internships, attachments, skills-focused training)  
• Results-oriented planning (strategic, contingency, climate change adaptation)  
• Monitoring and Evaluation |