

CARICOM SECRETARIAT  
STRATEGIC PLAN

**2022-2030**

CARICOM Secretariat, Turkeyen, Greater Georgetown Guyana

# THE VISION OF THE COMMUNITY



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.

# ACRONYMS

CARICOM	Caribbean Community
CCH	Caribbean Cooperation in Health
C-HRD	Caribbean Human Resource Development 2030 Strategy
CYDAP	CARICOM Youth Development Action Plan
HIV	Human Immunodeficiency Virus
ICT	Information and Communications Technology
RTC	Revised Treaty of Chaguaramas
SDG	Sustainable Development Goals

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# FOREWORD



The Secretariat's strategy to achieve a viable, sustainable, and prosperous society for all the citizens of the Caribbean Community (CARICOM) is focused on ensuring that all our interventions contribute to the kind of Community we wish to have by 2030. The Secretariat will, in this planning period, continue to promote actions that enhance resilience across all facets of the Community.

As the principal administrative organ of the Community, the CARICOM Secretariat supports the achievement of the objectives of the Community. In accordance with Article 25 of the Revised Treaty of Chaguaramas (RTC), the Secretariat will, *inter alia*, seek to drive the Community's efforts to deepen economic integration, enhance the effectiveness of decision-making and implementation, strengthen the coordination of policies with third states, build robust platforms for effective functional co-operation amongst Member States, and strengthen strategic relationships with International Development Partners (IDPs).

The Secretariat's operations must take account of the social, political, and economic environment within our Member States. It is well documented that the Caribbean Region is one of the most vulnerable in the world economically and environmentally, including dealing with the existential threat of climate change.

Additionally, there is insufficient economic diversification. Most of our countries have limited or no access to development financing and are faced with other recurring concerns such as de-risking and blacklisting. Further, the COVID-19 pandemic since the beginning of 2020 has severely and negatively impacted the region's development.

In equipping itself to serve the Community, the Secretariat will focus on maintaining a staff complement that is of the highest standards of efficiency, competence and integrity and will continue to modernize and improve its operations, systems, and procedures. This includes, but is not limited to, strengthening communications to ensure that the work of the Community is seen and heard with consistency, clarity, and coherence across the Community. This includes investing in effective and contemporary technologies to better manage meetings of Community Organs and Bodies, and enhance how the Secretariat communicates and shares information with Member States.

The Secretariat grounds its Strategic Plan 2022 – 2030 in its experience and lessons learned in addressing the challenges that face the Community in our common effort to achieve the objectives set out in the RTC. After consultations with various stakeholders throughout the Community, the Secretariat has formulated this plan to reflect the imperatives of the Community. This Strategic Plan therefore presents the overall strategy which will guide the work of the Secretariat over the next eight (8) years.

Community Strategic Planning Process for 2020 – 2030 commenced in 2019 with the intention of preparing a Community Strategic Plan which, like the 2015 – 2019 Plan, would have attempted to present an overarching plan to be implemented across the Secretariat, Member States and Regional Institutions. However, the COVID-19 pandemic intervened to disrupt the preparation process. Additionally, with the transition to new leadership at the helm and in the Secretariat's Directorates, as well as the commencement of an organizational restructuring exercise, the need to focus first on the Secretariat's vision, mission and way of working took on the highest priority.

It also became clear that in the context of the ongoing Review of the Caribbean Community Regional Institutions, it would be logical to focus on the Secretariat's Strategic Plan first before moving to the completion of a Community-wide plan. There is a need to address the challenges in coordinating the implementation of a Community-wide Strategic Plan which were identified in the draft evaluation of the 2015-2019 Community Strategic Plan. It is expected that recommendations to address these challenges will be made in the reports emanating from the ongoing Review of the Regional Institutions.

A critical priority in implementation of this 2022 – 2030 Secretariat Strategic Plan will be the principle of working collaboratively across Offices and Directorates, and promoting the consultation and collaboration across the Organs and Bodies of the Community as set out in the Article 20 of the RTC. Consultation and collaboration are critical, not only to ensure that the widest range of stakeholders are aware of, and on board to promote implementation of Community decisions, it is absolutely necessary in the context of scarce resources, a reality which implies the urgency of eliminating any tendency to replication and duplication of effort.

Since becoming Secretary-General, I have been encouraging Secretariat staff to remain focused on our core objective of building an integrated Caribbean Community that improves the quality of life of all our citizens. As the Community's Secretariat, we are committed to doing our best to work together, in unity of purpose, to lead the wider Community towards even greater unity by the power of our example.

**Carla N. Barnett**  
Secretary-General

# OVERVIEW



A more proactive and efficient Secretariat that helps to strategically shape and steer alliances with Regional Institutions and international Development Partners towards critical Community priorities is essential. The Secretariat will effectively organize and support the Region in responding to the critical challenges facing the Region. It will strengthen the provision of technical and organizational leadership on major current issues such as post-COVID economic recovery; climate change and climate finance; digitization and the primacy of information and communication technology; de-risking and the unequal application of ever-changing rules to avoid blacklisting and more. The Office of the Secretary-General will actively support consensus building and coordination across the Community.

Efforts to secure a viable, sustainable, and prosperous Community for all will be futile if the global temperatures rise above 1.5 degrees of preindustrial levels. As the Region charts its way to a sustainable future and continues to build its resilience, CARICOM must increase its global advocacy for effective action to address climate change caused by human activity, primarily in the industrialized countries who historically have the largest greenhouse gas emissions, and accelerate demands for honouring pledges to cap emissions.

The Secretariat will vigorously pursue agreements for a Multidimensional Vulnerability Index, Loss and Damage payments and Climate Finance. The Secretariat will seek to ensure that adequate support is provided for the Community to undertake climate negotiations that are underpinned by clear, common Community positions across all aspects of the Climate Change – Climate Finance agenda.

The aforementioned challenges are largely not of the Region's making and are real risks to achieving the Sustainable Development Goals (SDG) by 2030, as the Community is in one of the most vulnerable regions in the world due to its sensitivity to existential threats, particularly the susceptibility to the effects of Climate Change. The diversity, assertiveness, and creativity of the Caribbean identity compel the Region, notwithstanding its small size, to build on the work of the architects of CARICOM, not only to solve the problems of the present, but to outline new paths for the future of the integration process.

It is important to strengthen the focus on sustainability and inclusiveness of the Secretariat's work by mainstreaming youth and gender issues across agreed regional integration priorities. The Secretariat will work to raise awareness of the Charter of Civil Society for the Caribbean Community, and will streamline how the Community engages with the broad range of CARICOM stakeholders in a more efficient and inclusive manner. When the Charter of Civil Society was developed, it was felt that "there was widespread yearning for giving the Community a qualitative character-- values beyond the routine of integration arrangements..." It was further felt that "the Charter can become the soul of the Community, which needs a soul if it is to command the loyalty of the people of CARICOM". This work will be anchored in the Office of the Secretary-General and will enhance the impact of the wider work of the Secretariat across the Community and strengthen inclusive engagement and communication with the region's publics.

On the cusp of the 50th Anniversary of the establishment of the Caribbean Community and Common Market, while it is agreed that the Community has come a long way, there is much more to be done. The signing of the RTC in 2001 signalled the Community's commitment to deepen economic integration through the establishment of the CARICOM Single Market and Economy to effectively respond to the emerging challenges and opportunities of globalization, heralding a new phase in the evolution and deepening of integration. As the Community continues to pursue efforts to further deepen its integration and achieve the objectives set out in the RTC, CARICOM must confront new and emerging challenges.

The CARICOM Secretariat Strategic Plan 2022-2030 sets out how the Secretariat will work in creative, collaborative, relevant, efficient, and effective ways to secure a viable, sustainable, and prosperous Community for all. It represents a shift in thinking, planning, and approach that will ensure enhanced cross-directorate collaboration, accountability, transparency, communication, both internally and with stakeholders across the Community, and strengthened partnerships with all relevant regional and international institutions. These efforts will require strengthened strategic partnerships with external stakeholders and International Development Partners in strategic coordination and mobilization of resources to meet the pressing challenges faced by the Community and its citizens.

## 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 realize 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.

## MISSION

1

Affirm the collective identity and facilitate social cohesion of the people of the Community

Realize our human potential as defined by the Ideal Caribbean Person, full employment and full enjoyment of human rights

2

3

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

4

5

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

6

7

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

8

9

Project 'one voice' on international issues

Increase savings and the flow of investment within the Community

10



## Professionalism

We demonstrate the highest level of competence, leadership, and transparency in the execution of our duties.



## Integrity

We demonstrate the highest personal and Secretariat values in our daily behaviour.



## Respect

We treat others as we would like to be treated and value and appreciate diversity.



# Community Core Values



## Commitment

We dedicate ourselves to promoting regional integration and persistently pursue organizational values and goals.



## Good Governance

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



## Sound Environmental Management

We are committed to good and sustainable blue and green environmental management

VALUE  
01

VALUE  
02

VALUE  
03

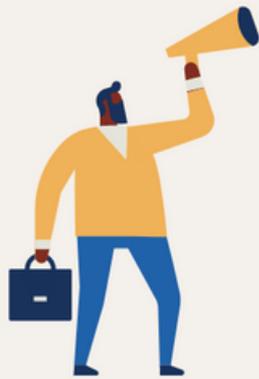
VALUE  
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VALUE  
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VALUE  
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# NORMATIVE PRINCIPLES

## DEEPER LEVELS OF CARICOM UNITY



Over the 2022-2030 period, the Secretariat will support Member State's engagement and participation in the regional integration process by adopting more collaborative and cohesive approaches. This will involve strengthening and modernizing communication with Member States as well as other stakeholders at the national level.

## STRENGTHENED COMMUNITY GOVERNANCE

The Secretariat will improve its own capacity to carry out its mandate efficiently and will promote governance reforms at the Community level that will lead to more effective decision-making and implementation by Community Organs and Bodies.



## STRENGTHENED GLOBAL INFLUENCE



Strengthened global influence can lead to an enhanced position of CARICOM in the global arena. This will require agreement on and advocacy of Community positions on major hemispheric and international issues; and stronger external/international strategic relationships to advance the development of the Region.

# Commitment to **Organisational Reform**

01

## **People**

The ability to attract and retain expertise from across the Community

02

## **Technology**

Being able to fully access and utilize modern technologies to enhance the corporate functions of the Secretariat

03

## **Financial Resources**

Ensuring that the resources of the Secretariat are utilized in a purposeful, timely, and cost-effective manner

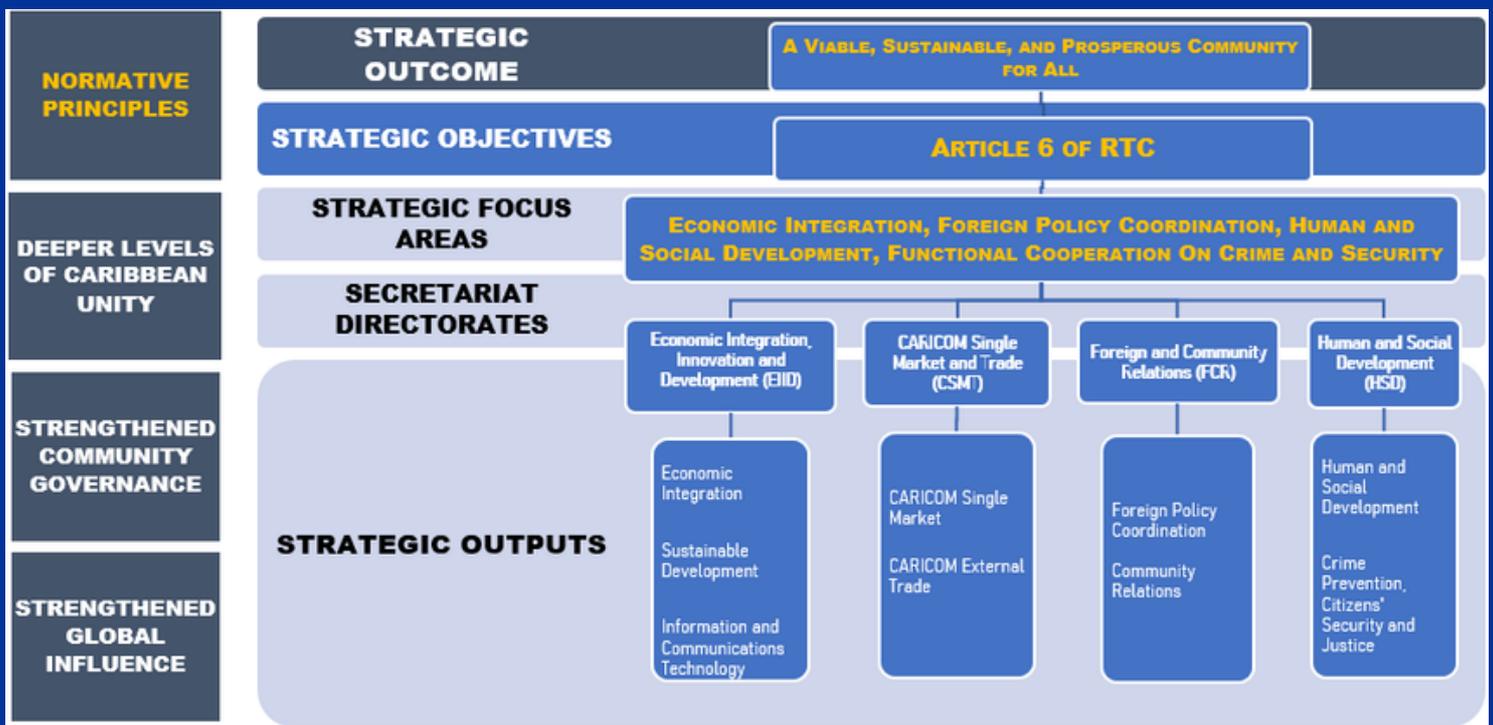
# CARICOM SECRETARIAT STRATEGIC FRAMEWORK 2022-2030

The roles and responsibilities of the Secretary-General and the Secretariat are laid out in Article 23 -25 of the RTC. During the period of this Strategic Plan, the Secretariat will be guided by its Strategic Outcome - A Viable, Sustainable, and Prosperous Community for All. The Secretariat undertakes to deliver results that make a difference in the lives of the citizens of the Community.

Article 6 of the RTC sets out the Objectives that define the purposes for which the Community was established and these objectives consequently constitute the Strategic Objectives that will guide the design and operation of the Secretariat's programmes over the period. The RTC also provides the framework for the technical work of the Secretariat to be constructed around four overarching themes: Economic Integration; Foreign Policy Coordination; Human and Social Development; and Functional Cooperation on Crime and Security. The programmatic work that flows from these themes is the shared responsibility of the Secretariat's four technical Directorates:

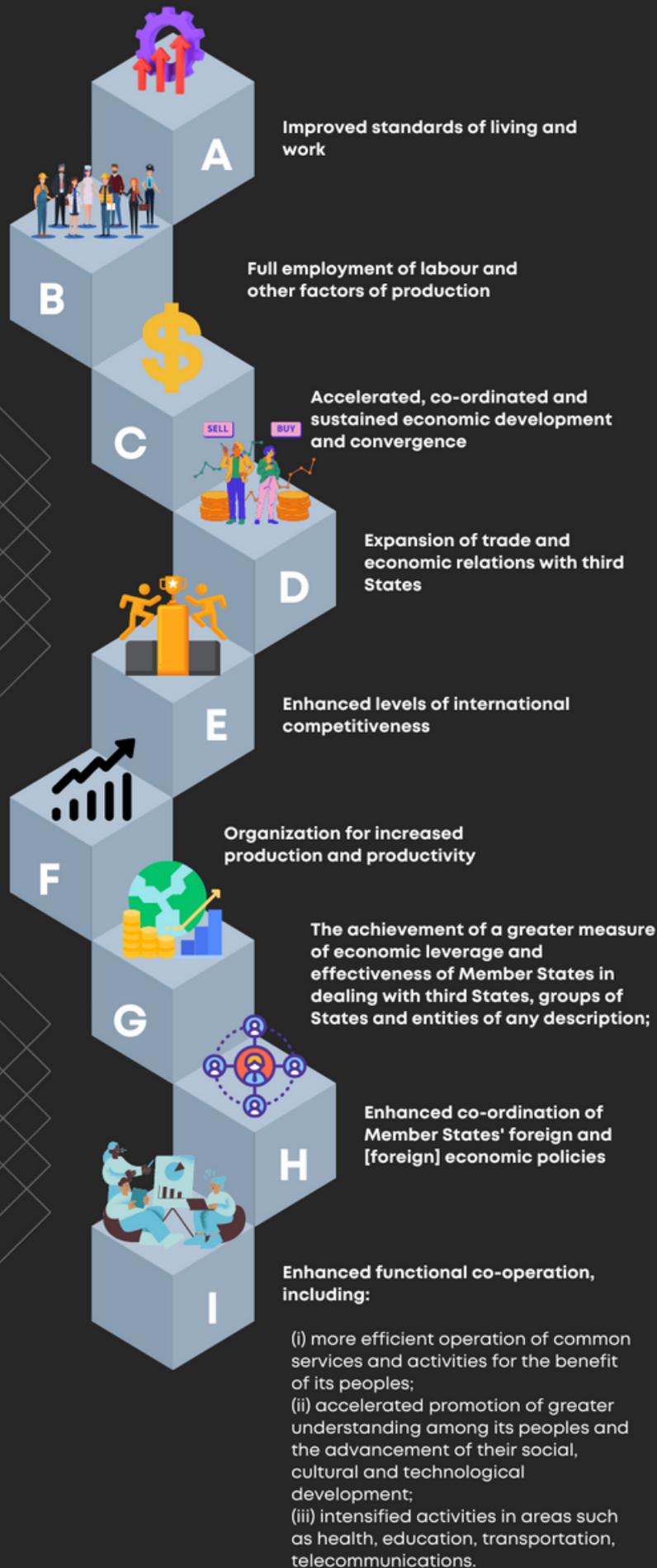
- Economic Integration, Innovation and Development (EIID);
- CARICOM Single Market and External Trade (CSMT);
- Foreign and Community Relations (FCR); and
- Human and Social Development (HSD).

These technical Directorates will work collaboratively and cohesively with each other and with Offices towards the collective achievement of results through a framework that will guide the delivery of specific Strategic Outputs. These Strategic Outputs collectively contribute to the achievement of the Strategic Objectives. The CARICOM Secretariat Strategic Framework 2022-2030 can therefore be represented as follows:



# Strategic Objectives

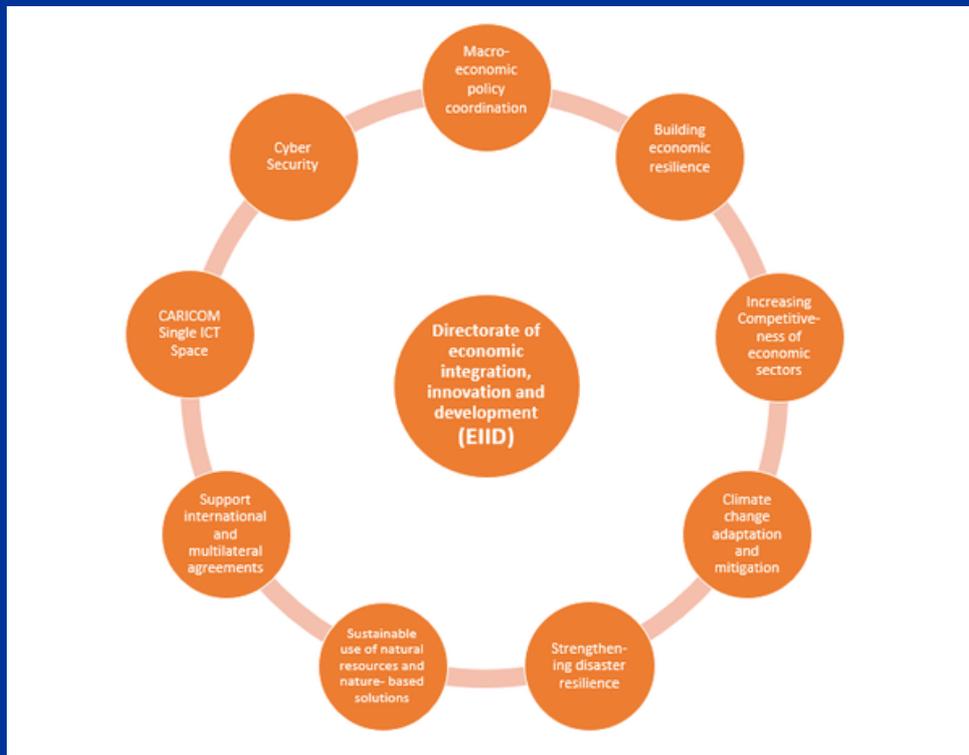
The Community shall have the following objectives:



# Secretariat Directorates and Strategic Outputs

The CARICOM Single Market and Economy (CSME) is the principal mechanism by which regional economic integration is being pursued. The CSME will accelerate the attainment of key Community objectives of improved standards of living and work, full employment of labour and other factors of production, increased production and productivity to secure coordinated, and sustainable and sustained economic development that benefits all Member States and the people of the Community.

## DIRECTORATE OF ECONOMIC INTEGRATION, INNOVATION AND DEVELOPMENT (EIID)



The Economic Integration, Innovation and Development (EIID) Directorate will lead the delivery of the following Economic Integration Strategic Outputs as it focuses on the “E” in the CARICOM Single Market and Economy [CSME]:

**Macroeconomic Policy Coordination.** This will be directed towards improving macroeconomic stability through enhancing the enabling environment for a single economic and investment space that engenders dynamic and transformative economic activity. The emphasis will be on the modernization of the financial services sector including mechanisms for seamless cross border financial transactions and regional resource mobilization through an integrated capital market. Emphasis will also be placed on facilitating the adoption of investment rules and policy reforms aimed at creating a business and investment climate that stimulates the expansion of intra-regional productive activity. The promotion of collaboration among tax administrations will continue as a mechanism to focus on improving efficiency of revenue generation to support the fiscal sustainability of Member States.

The Secretariat will work closely with Member States to support the completion, adoption and implementation, as appropriate, of a number of regional policies and legislative frameworks including (i) the CARICOM Policy on Credit Reporting; (ii) the CARICOM Policy on Deposit Insurance; (iii) the Draft Community Investment Policy and Incentive Regime; (iv) the Draft CARICOM Policy for the Development and Regulation of the Regional Securities Market; and (v) the Draft Protocol to the Intra-CARICOM Double Taxation Agreement. Other initiatives under development include policy and legislative frameworks for financial consumer protection, measures to facilitate the alignment of the intra-regional tax regime with global tax standards, as well as a modern intra-regional trade payments system including the treatment of electronic payments.

**Building Economic Resilience.** The Secretariat will focus on strengthening the ability of Member States to recover from economic shocks through the Community's Economic Advocacy Programme, with emphasis on the major threats to Member States' macroeconomic stability and financial resilience such as de-risking and loss of correspondent banking, blacklisting as non-cooperative jurisdictions in the area of tax governance and Anti-Money Laundering/Combating the Financing of Terrorism (AML-CFT). Other issues on the Community's economic advocacy agenda include better access to development financing, graduation and economic vulnerability and external debt sustainability. Accordingly, the Secretariat will continue to undertake facilitation and coordination in these areas that are critical to the economic transformation and resilience of Member States.

**Increasing Competitiveness of Economic Sectors.** Competitiveness remains an urgent priority for the Community and emphasis will continue to be directed towards tourism and the wider services sector, energy and agriculture and the promotion of economic diversification. The Secretariat will support Member States to explore opportunities to harness non-traditional development opportunities such as the digital economy, blue and green economy initiatives, the creative sector as well as other technological and innovative practices towards economic dynamism in Member States.

In particular, the Secretariat will support outputs that will improve efficiencies in key sectors such as the agriculture sector where the supply chain has been severely disrupted by the COVID-19 pandemic. The Secretariat will support Member States in implementing a number of regional frameworks to support agricultural sector development, such as (i) the Common Agriculture Policy; (ii) the CARICOM Regional Biosafety Policy (iii) CARICOM Food and Nutrition Policy (iv) CARICOM Fisheries Policy; and (v) the CARICOM Regional Agriculture Health and Food Safety Policy.

Regional agriculture sector development is conditioned on the creation of a strong and reliable transport network and the Secretariat will work with Member States and the private sector in pursuing increased effectiveness and efficiency in transportation networks connecting the Region.

The Economic Integration, Innovation and Development (EIID) Directorate will lead the delivery of the following Sustainable Development Strategic Outputs:

**Climate Change Adaptation and Mitigation.** The Secretariat will continue to work with all Member States and relevant Regional Institutions to help strengthen their resilience to the effects of climate change and variability; to strengthen their disaster resilience; and to increase sustainable use of environmental and natural resources across the Region.

The Secretariat will support the implementation of the proposed update to the Regional Framework for Achieving Development Resilient to Climate Change (2019-2029), and other Frameworks such as the 2030 SDGs and the Small Island Developing States (SIDS) Accelerated Modalities of Action (SAMOA) Pathway. The Secretariat will coordinate closely with the other Regional Institutions involved in mobilizing and/or inter-mediating access to Climate Finance to advocate for global resources to fund loss and damage and other climate related payments. The Secretariat will also continue to support Member States to strengthen global influence by coordinating the position of the Community to present as 'One Voice' at international fora on all issues relating to Climate Change and Climate Finance.

**Strengthening Disaster Resilience.** The Secretariat will continue to prioritize strengthening disaster resilience in all phases of the disaster spectrum through close collaboration with Caribbean Disaster Emergency Management Agency (CDEMA) in the implementation of the Comprehensive Disaster Management (CDM) Strategy. Focus will continue to be placed on Disaster Risk Reduction, and the Secretariat will work with the relevant Regional Institutions to support the roll out of the Resilient Recovery Framework, as well as the Regions' work with respect to the Sendai Framework on Disaster Risk Reduction and the Regional Response Mechanism (RRM).

**Sustainable Use of Natural Resources and Nature-based Solutions.** The Secretariat will work with respective Regional Institutions to promote actions among and between Member States on the implementation of the green, blue, and circular economy policy to secure the long-term benefits from environmental and natural resources. The Secretariat will play a leading role in coordinating the completion and implementation of the Caribbean Community Natural Resources Policy Framework and Action Plan to drive the achievements of these Outcomes.

While the production of oil and gas will remain a significant source of revenue for some Members States, the Secretariat will coordinate the implementation of the CARICOM Energy Policy to build awareness of the transition towards sustainable energy sources, especially through the increased use of renewable energy and improvements in energy efficiency.

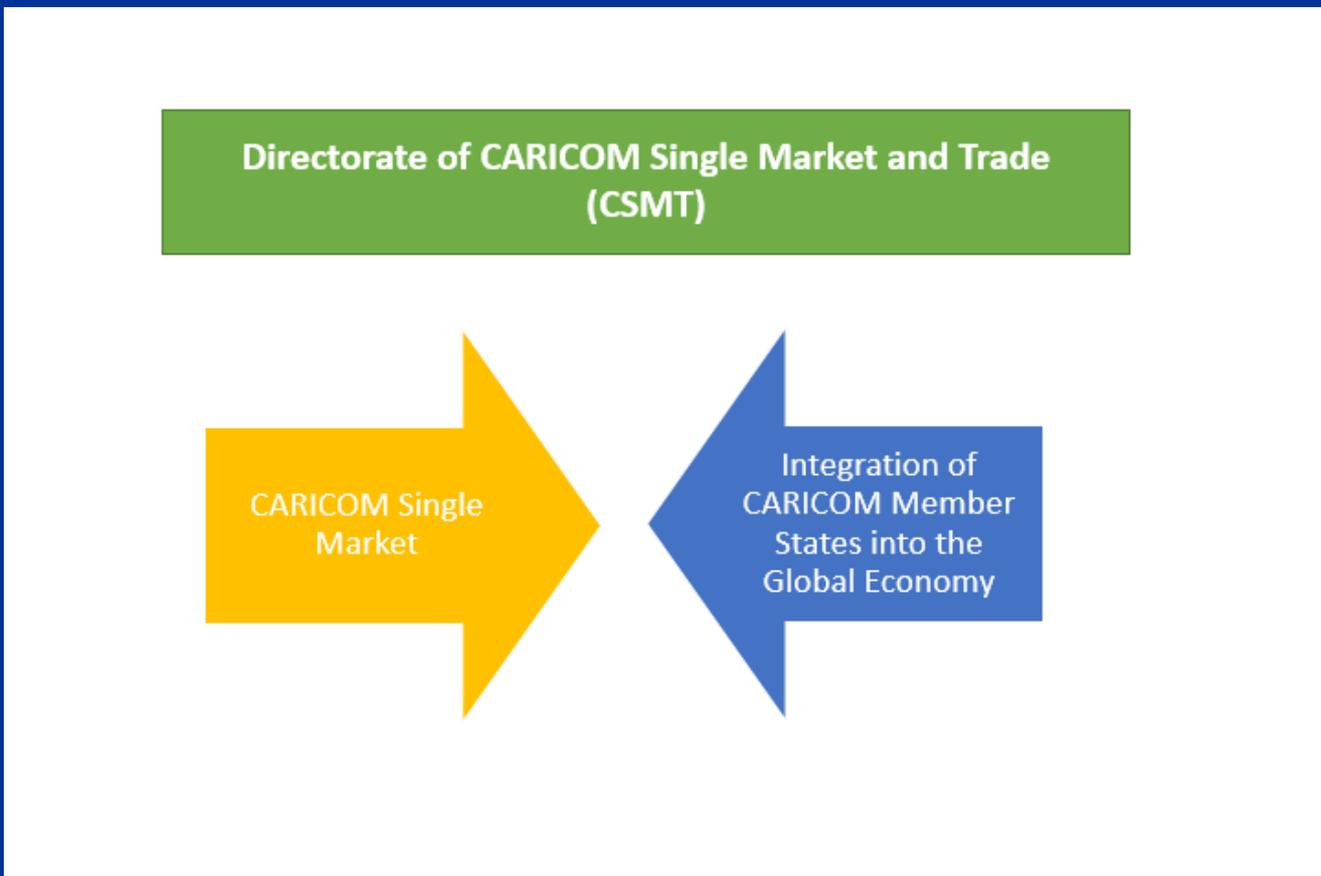
**Support International and Multilateral Agreements.** The Secretariat will support the Region in strengthening the coordination of efforts to meet the obligations of International and Multilateral Agreements including, in particular, the United Nations Convention on Biological Diversity (UNCBD), the United Nations Framework Convention on Climate Change (UNFCCC), and the United Nations Convention to Combat Desertification (UNCCD). Further, the Secretariat will support the implementation of the vision and environmental agenda of the Organisation of Eastern Caribbean States (OECS), St. George's Declaration (SGD 2040).

The Economic Integration, Innovation and Development (EIID) Directorate will lead the delivery of the following Information and Communications Technology Strategic Outputs:

**The CARICOM Single ICT Space.** The Secretariat continues to work with Member States to achieve a CARICOM Single ICT Space which refers to regionally harmonized ICT policies, legislation, regulations, technical standards, and services that foster economic, social and cultural integration for the benefit of Caribbean citizens. The Secretariat will help strengthen the capacity of key stakeholders to develop and effectively implement the CARICOM Single ICT Space with focus on enhancing digital skills, developing human resource capacity in ICTs, improving connectivity, universal access and inclusion, and strengthening infrastructure. These are being advanced through collaborative implementation of several strategies and plans that have already been agreed, including: the Roadmap for the Single ICT Space; the Region's Digital Agenda 2025; the Regional Digital Development Strategy; the Girls in ICT Partnership Action Plan; the Action Plan for the CARICOM Digital Skills Task Force; and the Regional Strategy to enhance E-governance.

**Cyber Security.** In strengthening cyber security, the Secretariat will engage all relevant stakeholders to promote a holistic and collaborative approach to strengthening cyber security capacities to build full confidence in the use of ICTs, including modern legislation and regulations to respond to cybercrime.

## DIRECTORATE OF CARICOM SINGLE MARKET AND TRADE (CSMT)



The CARICOM Single Market and Trade (CSMT) Directorate will lead in the delivery of the following CARICOM Single Market, and CARICOM External Trade Strategic Outputs, as it focuses on the "CSM" in the CARICOM Single Market and Economy (CSME):

**CARICOM Single Market:** Strengthening regional economic integration is a key requirement that will continue to be pursued through the full implementation of the five regimes of the CSME by 2030. These are the free movement of nationals, goods, services, capital, and the right of establishment. These will contribute to enhanced levels of international competitiveness which will lead to greater production, and therefore the ability to take advantage of the increased access to markets in third states.

Specific measures to be pursued for full implementation of the CSME in the period 2022 to 2030 will be anchored in the Action Plan for CSME implementation which will feature enhanced consultative measures for the inclusive participation of all stakeholders. This will ensure that the evolving support for the measures adopted in these consultations assures prompt and decisive action by competent Organs once submitted. The Plan will see enhanced engagement between the CARICOM Secretariat and Member States including through reenergized engagement of focal points. These together with dynamic approaches to consultation, outreach and technical assistance to Member States will be at the heart of the efforts to address implementation setbacks and to accelerate required Member State actions.

In addition to these measures, the CSMT's strategic work will include general interventions to support improvements in the business environment in the Community, promoting the ease of doing business, and supporting mechanisms established for disadvantaged countries to increase their ability to derive more benefits from the CSME. Also, to be expedited in the implementation period are critical updates to and reform of fundamental CSME mechanisms such as the Common External Tariff (CET) and Rules of Origin and measures to optimize the coordination and harmonization of trade facilitation approaches in areas such as Sanitary and Phytosanitary (SPS) quality and standards.

**Integration of CARICOM Member States into the Global Economy.** The integration of CARICOM Member States into the Global Economy is a Strategic Outcome aimed at enhancing trade and economic relations with third states and building the economic resilience of all Member States and the Community as a whole. In so doing, the Secretariat will build and deploy greater economic leverage, including negotiations with third parties, support increased competitiveness and the expansion of trade and economic relations with third states and groups of states. These measures will support the enhanced integration of CARICOM Member States into the global economy to achieve the goals of accelerated, resilient and sustained economic growth and sustainable development. In so doing, the Secretariat will work to improve the frameworks for enhanced trade relations with third states and support measures to increase the capacity of CARICOM Member States to export to third states, while promoting a CARICOM Single Investment Space. This will require integrating the mechanisms for work on the external trade with the work on the investment agenda.

Preserving and renewing key competencies (especially human resources) will be critical as will strategic partnerships to ensure that the Secretariat deploys fit for purpose teams and processes in advancing the external trade and investment agenda. As a key step over the period, the Secretariat will fulfil the Council for Trade and Economic Development (COTED) requirement for an assessment and recommendation on the future external trade agenda particularly with respect to negotiations with third states and groups of states. The decisions taken upon receiving this submission, will guide the steps to be taken in the further engagement in negotiations with third states during the implementation period.

The Secretariat will help Member States to strengthen and build bilateral and multilateral trade arrangements (including through agreements where feasible) to increase extra-regional trade. At the same time the updating of existing agreements and arrangements will be advanced as a priority in the implementing period, beginning with the CARICOM/Colombia negotiations. Strong economic advocacy on global and multilateral trade and economic issues will be pursued to support Member States' involvement in global policy development and rulemaking.

**DIRECTORATE OF FOREIGN AND COMMUNITY RELATIONS (FCR)**

Directorate of Foreign and Community Relations		
Foreign Policy Coordination	Adoption of Community Positions on Major Hemispheric and International Issues	Community Relations

The Foreign and Community Relations (FCR) Directorate will lead in delivering the following Foreign Policy Coordination, and Community Relations Strategic Outputs:

**Foreign Policy Coordination.** The Secretariat will support the coordination of the Community's international relationships to strengthen strategically the standing of CARICOM among the family of nations. The Secretariat will support Member States with crafting and developing coordinated Foreign Policy positions to advance and secure Member States interests and the Community's foreign policy goals. Strategic partnerships will be pursued to secure collaboration and support for implementing the development agenda of the Secretariat and the Caribbean Community.

**Adoption of Community Positions on Major Hemispheric and International Issues.** A key aspect of CARICOM's diplomacy will be to secure the support of Third Countries and Groups of Countries on agreed Community positions on international issues of strategic interest. As Member States work to enhance their strategic positioning in the evolving global environment, the Secretariat will provide support to Member States to address relevant geopolitical and global economic affairs. The Secretariat will facilitate bilateral and multilateral engagements to support the Community's advancement of its priorities and utilize diplomacy to take a highly visible leadership role in highlighting and influencing the international community on priority issues for the Region.

**Community Relations.** The Foreign and Community Relations Directorate is also responsible for promoting strong and lasting relations among Member States of the Caribbean Community. One critical Community Relations undertaking will continue to be supported to ensure the conduct of free and fair elections in Member States through Elections Observation Missions. During the 2022 - 2030 period, the Secretariat will continue, as requested, to provide observer missions when elections are called in Member States. The Secretariat will continuously review its elections observations toolbox and improve its service offer in that regard.

The Secretariat will work to implement decisions taken by the Conference to expand CARICOM membership by engaging in negotiations with states in the Caribbean who wish to join the Community either as Full or Associate Members.

Haiti is a full member of the Community, but historical circumstances prevent Haiti from participating fully in the Community. The Secretariat will seek to enhance its capacity to respond to the unique challenges that are faced by Haiti, particularly the internal governance and security issues that stand in the way of long-term development of the country and its people. The Secretariat will continue to call for the international community to move beyond the citizen security challenges to ensure that the social and economic development of Haiti is seen as the major mechanism to ensure long term peace and security.

Along with the foregoing, as a matter of priority over the period, the Secretariat will specifically support Member States and the Community as a cohesive unit to intensify advocacy in climate change, development financing, and relations with blocs and key states.

## DIRECTORATE OF HUMAN AND SOCIAL DEVELOPMENT (HSD)



The Human and Social Development (HSD) Directorate will lead in delivering the following Human and Social Development Strategic Outputs:

**Health and Wellbeing.** Over the period, the Secretariat will build on approved regional policy frameworks and ongoing efforts to deliver results for the Community in the area of health and wellbeing.

Specific focus will be placed on the Nassau Declaration, which identifies the 'Health of the Region as the Wealth of the Region', the Caribbean Cooperation in Health (CCH) Initiative; the Caribbean Regional Strategic Framework (CRSF) for HIV 2019-2025; the Petion Ville Declaration, and the Caribbean Roadmap for Adolescent and Youth Health: Championing Our Wealth: Promoting the Health and Well-Being of Adolescents and Youth in the Caribbean.

Also, to reduce mortality and morbidity related to Non-Communicable Diseases (NCDs) and communicable diseases including HIV, the Secretariat will continue to collaborate with the CCH Secretariat which comprises Pan American Health Organisation (PAHO) and Caribbean Public Health Agency (CARPHA).

Strategies and priority actions will focus on improving equitable access to quality health services to ensure that no one is left behind, with special attention given to vulnerable population groups. The Secretariat will continue to support Member States in seeking to balance public health alongside economic recovery and growth from the COVID-19 pandemic, and any other public health challenges which may arise during the period.

**Human Capital Development.** Over the period, the Secretariat will continue to support the CARICOM Human Resource Development 2030 Strategy (C-HRD 2030), which is aligned with the SDGs. The C-HRD 2030 Strategy is the blueprint for education and training in the Basic Education, Skills for Lifelong Learning and Tertiary Education sectors. Its implementation will play a fundamental role in increasing the availability of sustainable employment opportunities and livelihoods and with its focus on participation, equity, and inclusiveness, will foster increased equitable participation by and empowerment of the vulnerable in the social, economic, and political spheres.

The Secretariat will collaborate with Member States to accelerate implementation of the C-HRD 2030 Strategy so that future exogenous circumstances do not prove to be as disruptive to educational delivery as occurred as a result of the COVID pandemic.

**Cultural Capital Development.** Over the period, the Secretariat will support Member States' efforts to increase cultural capital development across the Region, including exploring resources and opportunities. The Creative Industries provide access to employment, and a range of sustainable careers for citizens, from free-lance to self-employed creatives, and cultural entrepreneurs in micro, small and medium enterprises (MSME).

Also, the Secretariat will take leadership in proposing to Member States educational programmes in visual literacy and performing arts which will be expanded through the Creative Caribbean Project. This is anticipated to foster cultural policy development, enhance institutional strengthening, develop human resource capacity, and establish national registries of artists. Capacity building through festivals as catalysts for the development of the creative industry will focus on the expansion of the orange economy aspect of the cultural marketplace through the Caribbean Festival of Arts (CARIFESTA). This will be sustained through continued education and training for festival event management in collaboration with Technical and Vocational Education and Training Institutions and Community Colleges.

As a priority of the Heads of Government, and in keeping with the work of the CARICOM Reparations Commission, the Secretariat will continue to coordinate the Region's effort to seek Reparations for Native Genocide and Slavery within the context of the International Decade for People of African Descent (2015-2024).

**Youth Participation, Empowerment, and Development.** The Secretariat will help improve wellbeing and a secured sustainable future for the youth by providing increasing opportunities for meaningful engagement of young Caribbean citizens in the affairs of the Community. The effort of the Secretariat will be guided by the CARICOM Youth Development Action Plan (CYDAP), which will be complemented by other supporting mechanisms at the Regional and national levels to provide the guiding principles and actions that will help strengthen youth development mechanisms for enhanced participation and empowerment.

The Secretariat, in collaboration with other relevant institutions will focus on strengthening the implementation of the CYDAP in key areas, including health, safety and security, education, gender, agriculture, CSME and other relevant areas of development. The focus on strengthening internal capacity to deliver, provide oversight and monitoring and evaluation for the national implementation and progress of the CYDAP; coordinating national inter-sectoral committees to ensure youth mainstreaming and the implementation of the CYDAP at the national level will continue.

Youth development has been identified as a cross-cutting priority for the Community and the Secretariat's focused attention will also include support for the continued implementation of the CARICOM Youth Development Goals (CYDGs) and the 2010 Declaration of Paramaribo on the Future of Youth in the Caribbean Community which will be reviewed to reflect the priorities and agenda towards 2030.

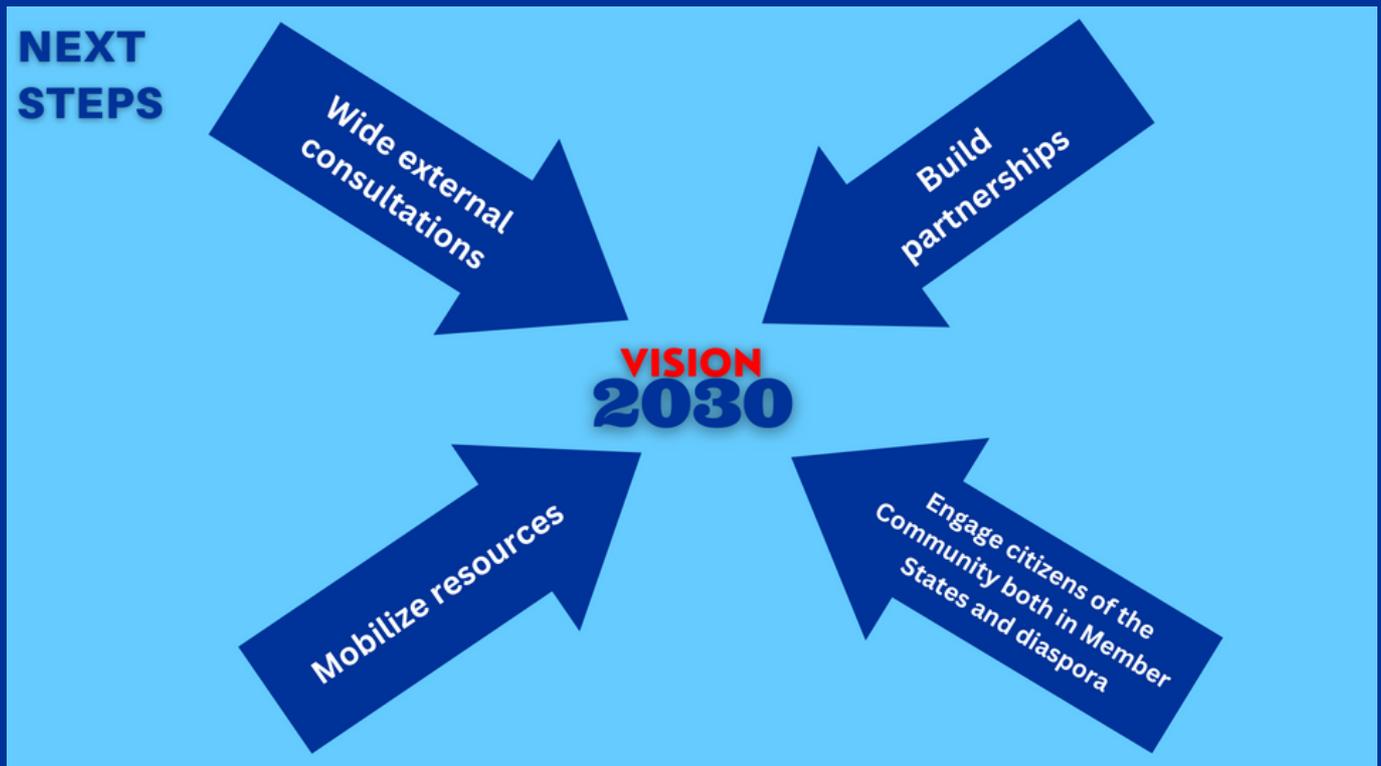
**Mainstreaming Inclusiveness in Public Policy.** To improve the mainstreaming of inclusiveness in public policy, the Secretariat will give focussed attention to gender, disability and aging recognising the cross-cutting nature of the issues affecting these groups across all sectors of society. Through the CARICOM Regional Gender Equality Strategy (CRGES-2022), the Secretariat will promote gender mainstreaming across all policies, legislative frameworks, and programmes across the Community with the objective of advancing internationally agreed goals on gender equality, equity, and women's empowerment, thus reducing social and economic constraints that adversely affect the lives of men and women across the Region and facilitate a coordinated approach for equality and empowerment.

The Human and Social Development (HSD) Directorate will lead the delivery of the following Crime Prevention, Citizens' Security and Justice Strategic Output:

**Crime Prevention and Justice Reform.** Crime prevention and justice reform are paramount and transversal to human and social development. This area of work spans support for citizen security and justice, to simultaneously supporting ongoing work in state and border security, to limit the extent to which the territories of Member States are compromised by transnational organized crime.

Over the period, the Secretariat will support the creation of a just and safe society where all individuals and citizens feel free to engage in positive economic and social activities. The CARICOM Action Plan for Social Development and Crime Prevention (SDCP) 2011 sets out the agreed approach by the Conference of Heads of Government to address the determinants of crime. Accordingly, priority attention will be given to groups at risk of engaging in violence; persons and groups in conflict with the law, particularly children and youth; promoting policies to support the reintegration of post incarcerated persons; empowering victims of crime; policies to promote treatment and rehabilitation programmes for drug use and addiction; and building resilience and protective factors in vulnerable groups.

The Secretariat will also support efforts to combat the threats of insecurity, and the nexuses between citizen and state security. Working with relevant regional institutions and agencies, including with the CARICOM Implementation Agency for Crime and Security (IMPACS), the Secretariat will deepen functional cooperation and coordination in improving enforcement capability across the Region, identifying sustainable mitigating actions for the prevention and reduction of violence. This will involve improvements in the identification of shared risks and threats to citizen and state security; strengthening anti-corruption systems to fight transnational organized crime; and promoting the coordination of actions to ensure that crime and security is addressed from multiple perspectives.



The Secretariat will harness its monitoring, evaluation, accountability and learning systems, anchored in RBM, to finalize costed Delivery Plans every three years. These will be used to demonstrate how each Directorate will operationalize and implement the Strategic Plan, over the period. The Performance Measurement Framework, which will be developed, will serve as the monitoring tool for the implementation of the Delivery Plan and will inform the development of annual results-focused progress reports on the Strategic Plan.

### **PERIODIC REVIEWS**

This Strategic Plan will be subject to reviews every three years to take into consideration changes at the national, regional, and international levels. These Periodic Reviews are necessary to ensure continued relevance and responsiveness in the work of the Secretariat and are an essential component of the monitoring, evaluation, accountability and learning approach which the Secretariat has adopted within the framework of RBM to achieve the desired results by 2030.



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