



CARICOM Regional Organisation for Standards and Quality

Strategic Plan 2022-2025

CROSQ Strategic Plan

October 2022 to September 2025

Chairman's Message

We are pleased to present CROSQ's Strategic Plan, October 2022 - September 2025, to all stakeholders and well-wishers.

The Plan was produced after months of focused and consultative work by CROSQ's management and staff, and was favorably reviewed by the members of the CROSQ Council at various points during the process, to approval in July 2022.

On behalf of the Council, I wish to commend management and staff for their diligence on the quality of the Plan produced and to thank the Physikalisch-Technische Bundesanstalt (PTB) for their technical and financial support provided under the European Union - CARIFORUM 11th European Development Fund Programme.

Mrs. Daphne Cassell

Permanent Secretary, Office of the Premier, Montserrat

Chairman, CROSQ

July 6, 2022



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CROSQ 2022-2025 EXECUTIVE SUMMARY

Background

The CARICOM Regional Organisation for Standards and Quality (CROSQ) was established under Article 67 of the Revised Treaty of Chaguaramas and the Intergovernment Agreement governing its *modus operandi* was signed by the Heads of Government of the Caribbean Community (CARICOM) on 5 July 2001.

In essence, the mandate of CROSQ is to promote the development and harmonisation of standards, metrology, technical regulations and the mutual recognition of conformity assessment procedures covering goods and services produced or provided in the Community, with the aim of facilitating trade and supporting the establishment of the CARICOM Single Market and Economy (CSME).



Strategic Plan Development Process

This Strategic Plan was developed through an inclusive, open, consultative and collaborative process, aimed at achieving consensus and promoting ownership of the Plan by the 15 National Standards Bureaux (NSBs) of CARICOM; the collective enterprise of which is called CROSQ. The CROSQ Secretariat, based in Barbados, is

expected to facilitate its implementation over the next three years via the active participation of the NSBs and under the delegative authority of the CROSQ Council, the governing body of the institution comprising the Chief Executives of CARICOM's NSBs.

Through *primary and secondary research*¹ and a series of the *strategic planning workshops, consultations* took place on an *Environmental and Situational Scan*² of the organization. This then led to further

1 See Bibliography

2 Environmental Scan (PESTLE) / Organizational Scan & Strengths, Weakness, Opportunities and Threats Analysis

3 Critical Factors that: Use CROSQ's Strengths to maximize opportunities; Use CROSQ's strengths to minimize threats; Minimize CROSQ's weaknesses and avoid threats; Maximize CROSQ's opportunities

consensus building of the organization's *Critical Factors for Success (CFFS)*³ over the next three years, especially within the context of *CARICOM's Strategic Plan* and *Results Based Measurement agenda*. Thereafter, through further consensus driven consultations and workshops, **CROSQ's future Strategic Compass** was evidentially formulated - Vision, Mission, Core Values and Strategic Themes - and a three-year **Implementation Framework** developed to execute on same, inclusive of specific, measurable, achievable, relevant and time lined **Implementation Scorecards** with appropriate **Implementation Descriptors per Scorecard** and **generic Implementation Principles and Practices** to guide there productive use, inclusive of Monitoring, Evaluation, Accountability and Learning mechanisms.

The Plan was designed to be agile including the recommended **organizational structure and**

operational systems so as to accommodate adjustments and inclusivity resulting from new issues, challenges and opportunities emerging.

During the functioning of **CROSQ over the next three years, and with the longer sustainability horizon in mind**, the Strategic Plan will be used in the following ways:

To align the decision-making process:

The CROSQ's Council, Management and Staff actions will be guided by the vision, mission, priorities, strategic initiatives and risk profile identified in the Strategic Plan. The Plan will provide key inputs into the design thinking, planning and executing processes to ensure decisions are made that are in congruence with the strategic direction.

To provide direction and a communication platform for stakeholder engagement, projectized

work programming and resource mobilization:

The Strategic Plan will guide CROSQ in its work programming, service delivery, resource mobilization and partnership efforts. The strategies, initiatives, and funding requirements will be aligned to achieve the objectives of the Strategic Plan.

To proactively evaluate progress and performance and take corrective action:

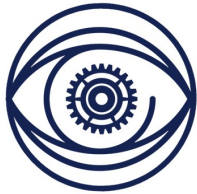
The Strategic Themes of the Strategic Plan and associated Scorecards, descriptors and implementation principles and practices in support of the strategic agenda, will be monitored by the CROSQ Council to gauge CROSQ's success on a semi-annual basis over the planning period, and continue or adapt the organizational direction, pace and organizational structure accordingly.

The October 2022 - September 2025 Strategic Plan

The key components of CROSQ's next three-year strategy, follows this Section.



**CROSQ
2022-2025
STRATEGIC COMPASS**



The Vision:

Our people focused aspiration – For the Caribbean and from the Caribbean to the World



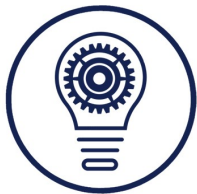
The Mission:

How we intend to achieve the Vision over the next three years



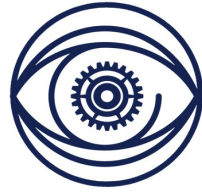
Core Values:

The persistent and collective belief that will guide the work of CROSQ;
the collaborative network of the 15 CARICOM NSBs



Strategic Themes and Concept Map:

Key priority areas of regional quality infrastructure development over the next three years



Vision

Transforming and Empowering Lives
Through Standards and Quality



Mission

Working together to facilitate the growth, resilience and sustainable development of CARICOM through the advancement of an internationally recognized Regional Quality Infrastructure



Core Values

CROSQ, the collaborative system of the 15 NSBS of CARICOM, believes that promoting an ethical and service-centered culture is a key leadership responsibility in its drive towards achieving its mandate and the realization of its regional policy directives. In keeping with this viewpoint, CROSQ has agreed to embrace five key corporate values.

These corporate values will inform and guide its organizational culture and moral compass, workflows and interactions with internal and external stakeholders.

As a consequence, CROSQ has agreed to strive towards functioning against the guiding principles of **Learning, Innovating, Implementation and Educating.**

Moreover, Integrity will be that core value that forms the glue and cross-cutting principles for CROSQ, the system, to function.

Learn

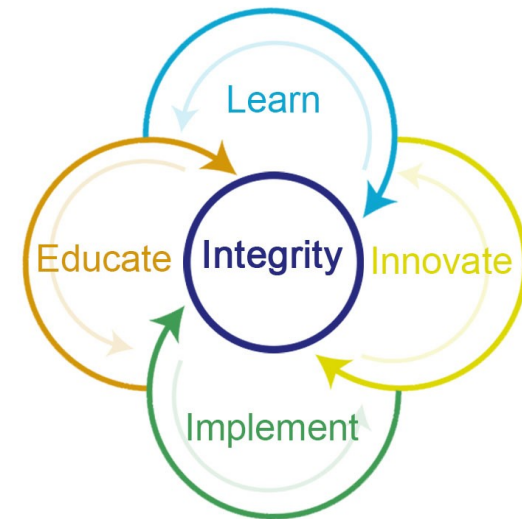
- We encourage a spirit of research, experimentation and cooperation throughout our organization, a climate of research and learning from mistakes made and corrected, and we encourage an environment of knowledge transfer and information sharing.
- We achieve common goals, by embracing inclusivity and working through our differences; and in so doing, enjoy a healthy partnership with our colleagues.
- We value open discussions and commit to making decisions in the best interests of all stakeholders – to grow together, to recover quickly and build back better together and to use resources today, in such a way, that there is more for tomorrow
- We celebrate our diversity in all spheres of life and recognize that diversity brings forth knowledge creation and organizational learning.
- We strive to be learning institutions working within the framework of internationally recognized good standardization and other quality infrastructure practices.

Innovate

- We commit to creative thinking and implementing new processes and purposeful changes.
- We endeavor to create an enabling working environment that

embraces positive disruptive change, imagination, continuous improvement, and knowledge sharing.

- We empower all staff members to apply creative and design thinking in all that we do.
- We recognize the value in teamwork, cooperation and knowledge partnerships.



Implement

- We believe in the process of stakeholder engagement and participation in the execution of our work functions and decision making to the point of satisfaction.
- We execute within the context of the needs and resources of future generations and with careful consideration to the long-

term impacts of decisions and resource utilization.

- We balance economic, social, environmental and cultural sustainability and work to ensure these elements and risk management strategies are integrated into our work.
- We commit to the highest standards of professionalism in all aspects of our interactions, operations, project and programmes.
- We embrace the digital economy, both as an enabling tool as well as a customer service and business strategy.



Educate

- We share information and knowledge proactively, explaining the reasons for our decisions and the lessons learned from our actions.
- We listen to our stakeholders and seek to understand their perspectives and act progressively on it.
- We work towards meaningful communication, transparency

and ongoing opportunities to engage and educate our stakeholders.

- We recognize that we live in a global village and as a consequence we work attentively to ensure that our services and products are accessible to all our stakeholders - *"From the Caribbean to the World"*.

Integrity

- We act in an honest and trustworthy manner, demonstrating respect for one another and the conviction to do what is ethical. First and foremost, we believe in: *"to thy own self, be true"*.
- We make evidence-based decisions, take initiative to search for better solutions, follow-through on our mandate and take responsibility for our actions.
- We work to earn the support and trust of one another and care about the growth and holistic well-being of all our stakeholders.
- We dedicate to ensuring good governance, ethics and administrative fairness in all our processes and decisions and shared leadership.
- We lead and follow with individual integrity, knowing that this is what powers the virtuous two-way circle of our shared institutional Core Values.



Strategic Themes and Concept Map

CROSQ will pursue its development agenda along four Strategic Themes or tracks for the 2022-2025 planning horizon.



Strategic Theme 1: Institutional Infrastructure Learning and Growth

This Strategic Theme will focus on increasing CROSQ's level of governance and operational excellence. In doing so, this Strategic Theme will address issues relating to CROSQ's institutional governance, strategy, leadership and management, social and human architecture, operations capacity, information and communications technology and digitization application and intellectual infrastructure.



Strategic Theme 2: Finance and Resource Mobilization

This Strategic Theme will place emphasis on developing CROSQ's ability to maintain, sustain and expand its service and product offerings. In this regard, CROSQ will seek to establish stronger approaches to ensure a sustainable financial position and that all its resources, be it financial, manpower, equipment, work methods, or materials are managed in a transparent, efficient and cost-effective manner. Moreover, this Strategic Theme is dedicated towards the development of long-term mutually beneficial partnerships and relations for the conspicuous advancement of quality infrastructure into all spheres and sectors of life and living.

Strategic Theme 3: Quality Infrastructure Services and Solutions



This Strategic Theme will focus on ensuring that CROSQ becomes the premier service centre for the various technical components of the CARICOM Regional Quality Infrastructure (RQI) (SMAQ-QP), including expanding its value-added reach and influence extra-regionally and internationally. Additionally, this Strategic Theme incorporates the necessary technical activities to support the CARICOM mandate in the expansion of intra-regional and extra-regional trade in goods and services as set out in Article 67 of the Revised Treaty of Chaguaramas (2001). In this regard, there is a direct mandate to represent the QI interests of the region in Member States and international quality infrastructure work; to promote the regional harmonization of standards, metrology systems, accreditation and the mutual recognition of conformity assessment schemes; to increase the pace of development and implementation of quality competitiveness for the sustainable production of goods and services in the CARICOM Single Market and Economy (CSME); and the enhancement of social and economic development and resilience.

Strategic Theme 4: Quality Culture Development

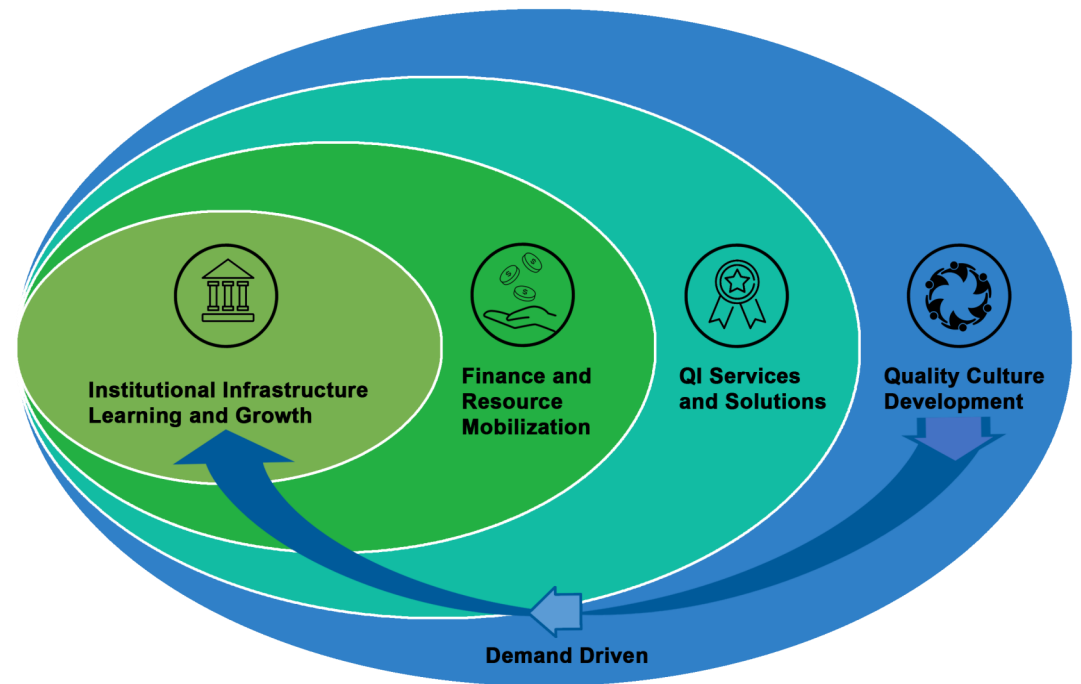


The focus of this Strategic Theme is to holistically promote the principles and practices of Standards and Quality. This Strategic Theme will place emphasis on increasing the level of quality consciousness in the people of CARICOM by way of Marketing and Communications, Information and Communication Technologies, Knowledge Management and Education. Moreover, this Strategic Theme will include actions that allow CROSQ to take a position of regional leadership and advocacy in promoting a culture of quality; and will concentrate on the creation of open and transparent communication among CROSQ's participants and its customers/clients and the wider community through open consensus building consultations and regular diffusion of relevant information that is disseminated in an accessible, timely and inclusive manner.

STRATEGY MAP

CROSQ, the collaborative system of CARICOM's 15 NSB's Strategy Map, is a diagram that depicts the four strategic themes and how they relate with each other, such that the CROSQ brand becomes a centerpiece of corporate strategy and growth.

The model shows that the end game of the regional quality culture development initiates, powers and guides the institutional infrastructure developmental response of the 15 NSBs and the CROSQ Secretariat, which was founded on a bedrock of good governance, values, strategy, structure, and people and performance systems, will attract the necessary financial and partnership resources to efficiently and effectively delivery QI services and solutions. This in itself will progressively enhance the quality culture experience and promotion thereof, thereby causing a re-energizing of the entire learning architecture and ensuring that the CROSQ brand, becomes a catalyst for change.





**CROSQ
2022-2025
STRATEGIC
IMPLEMENTATION
FRAMEWORK**

Implementation Scorecards

The successful implementation of this Strategic Plan requires the application of a regional leadership and management approach that is participatory, consensus-oriented and agile.

The Implementation Scorecards outlined below for each *Strategic Theme* were developed using an action - learning approach⁴. The Scorecards are designed to reinforce and strengthen each other with built-in synergies to promote growth, resilience and sustainable developmental impact.

Each Scorecard sets the direction for CROSQ in its day-to-day operations over the next three years and engagement with its stakeholders and forms the basis for substructure monitoring, evaluation, accountability and learning by the CROSQ Council on at least an annual basis, through a results-based management approach.

Following the *Scorecards* are *descriptors of each* and *principles and practices set to steer their implementation*.

4 **Action Learning** is a process that involves a small group working on real problems, taking action, and learning as individuals, as a team, and as an organization. It helps organizations develop creative, flexible and successful strategies to pressing problems

SCORECARD - STRATEGIC THEME: INSTITUTIONAL INFRASTRUCTURE LEARNING AND GROWTH (IILG)

Strategic Theme ⁵ : Institutional Infrastructure Learning and Growth					
Strategic Objective ⁶ : Strengthen CROSQ's level of NSB network collaboration, efficiency and productivity.					
Strategic Activities ⁷	Key Performance Measures	Metrics		Source of Verification	Responsibility
		Baseline ⁸	Targets		
IILG 1 Implement recommendations arising from the 2022/23 <u>CARICOM Institutional Review</u> consultancy of the CROSQ ⁹ system. (Consultancy currently in progress).	Lead Metric - % of scheduled Recommendations being actioned from the CARICOM Institutional Review by mid-term.	NA	50%	Council Semi-annual Reports and Minutes.	Sec; Council
	Lag Metric - % of scheduled Recommendations being actioned from the CARICOM Institutional Review by end-of-term.	NA	100%	Council Semi-annual Reports and Minutes.	Sec; Council
IILG 2 Initiate recommendations arising from the 2022/23 <u>EU Pillar Assessment</u> consultancy of the CROSQ Secretariat. (Consultancy to start later in calendar 2022)	Lead Metric - % of scheduled Recommendations being actioned from the Pillar Assessment by mid-term.	NA	50%	Council Semi-annual Reports and Minutes.	Sec; Council
	Lag Metric - % of scheduled Recommendations being actioned from the Pillar Assessment by end of term.	NA	100%	Council Semi-annual Reports and Minutes.	Sec; Council
IILG 3 Apply <u>internationally recognized Management System Standards</u> to national Institutions (esp., RTC Article 164 companies).	Lead Metric - # of <u>new</u> national Institutions preparing for internationally recognized Management System Standards Implementation.	4	4	Council Semi-annual Reports and Minutes.	NSBs and Sec
	Lag Metric - # of <u>new</u> national Institutions ready for internationally recognized Management System Standards Certification.	0	4	Institution's Independent Auditor Report / Certification.	NSBs and Sec

¹⁰ **Strategic Themes** are very long term (10-year Horizon) and are not intended to change substantially when the Plan is renewed in 2025.

¹¹ **Strategic Objectives** bring specific focus (3-year Horizon) to a defined area of the *Strategic Theme* that will be the centre of attention during the current planning period i.e. 2022/25; Usually written using directional verbs.

¹² **Strategic Activities** are action-oriented projects meant to achieve the *Strategic Objective*. Usually written in non-directional verbs. These are recognized as multiyear projectized activities in some cases, and in which case, the operational plan and monitoring thereof, will define the final timeframe and metrics.

¹³ **Baseline** - a blank baseline denotes that the indicator is currently unmeasured (CU) or to be advised (TBA) or not applicable (NA) at this time.

¹⁴ **CROSQ** refers to the collaborative network of the 15 CARICOM NSBs working together and as facilitated by the CROSQ Secretariat.

SCORECARD - STRATEGIC THEME: FINANCE AND RESOURCE MOBILIZATION (FRM)

Strategic Theme ¹⁰ : Finance and Resource Mobilization						
Strategic Objective ¹¹ : Improve CROSQ's sustainability and enrich partnerships.						
Strategic Activities ¹²	Key Performance Measures	Metrics		Source of Verification		Responsibility
		Baseline ¹³	Targets			Sec, NSBs or Other
FRM 1 Maintain CROSQ's ¹⁴ sustainable <u>working capital</u> .	Lead Metric - % collection rate of MS contributions relative to the approved annual budget.	≥ 65% (2020/21)	≥ 85	Council	Semi-annual Reports and Minutes.	Sec; Council
	Lag Metric - US\$ value of CROSQ's annual solvency threshold (cash reserves to meet current liabilities).	> 500k (2020/21)	> 500k	Council	Semi-annual Reports and Minutes.	Sec; Council
FRM 2 Expand and diversify <u>CROSQ's resource base</u> (technical, with financial benefits e.g., admin fees).	Lead Metric - # of <u>new</u> proposals submitted per year to development partners.	1 - 2	3	Project Reports.	Status	Sec; Council
	Lag Metric - # of <u>new</u> projects implemented per year with development partners.	1	1	Donor Agreements.	Financing	Sec; Council
FRM 3 Create new regional technical officer positions in the <u>CROSQ Secretariat</u> to complete specialty range of QI services and related resource provisioning.	Lead Metric - # of <u>new</u> technical officers brought onto core budget per the 2024 goal of the CROSQ 10-year Financial Sustainability Plan.	0	1 (2024 TOACA)	Annual CROSQ/COTED approved Budget.		Sec; Council
	Lag Metric - # of <u>new</u> technical officers (cumulative) brought onto core budget per the 2027 goal of the CROSQ 10-year Financial Sustainability Plan.	0	2 (2027 - TOM)	Annual CROSQ/COTED approved Budget.		Sec; Council

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¹⁴ **CROSQ** refers to the collaborative network of the 15 CARICOM NSBs working together and as facilitated by the CROSQ Secretariat.

SCORECARD - STRATEGIC THEME: QUALITY INFRASTRUCTURE SERVICES AND SOLUTIONS (QISS)

Strategic Theme ¹⁵ : Quality Infrastructure Services and Solutions					
Strategic Objective ¹⁶ : Satisfy customer expectations with innovate solutions					
Strategic Activities ¹⁷	Key Performance Measures	Metrics		Source of Verification	Responsibility
		Baseline ¹⁸	Targets		
QISS 1 Execute CROSQ's ¹⁹ TMC, CARIMET, CCA, MIKE and TIE Technical Committees' (TC's) <u>Strategic Plans</u> (2021+).	Lead Metric - % of activities per Annual Operating Plan (AOP) of each TC Strategic Plan accomplished per year.	65% (Av) (2021 CARIMET and CCA)	70 (Av)	Council Semi-annual Reports and Minutes.	TCs; Sec
	Lag Metric - % of activities per Technical Committee Strategic Plan accomplished by end of term.	NA	80 (Av)	Council Semi-annual Reports and Minutes.	TCs; Sec
QISS 2 Assist with resilience building programs in Member States as per the <u>CARICOM Strategic Plan</u> .	Lead Metric - % of activities of CROSQ's mid-period Work Programme accomplished as per the CARICOM Strategic Plan requirements.	60 - 75% (2019 - 2021)	60	CARICOM Strategic Plan Reports.	Sec; NSBs
	Lag Metric - % of activities of CROSQ's Work Programme accomplished as per the CARICOM Strategic Plan requirements.	60 - 75% (2019 - 2021)	80	CARICOM Strategic Plan Reports.	Sec; NSBs
QISS 3 Engage in <u>Intra-ACP regional quality infrastructure (RQI) improvement and cooperation programmes</u> .	Lead Metric - # of <u>new</u> intra-ACP RQI project proposals submitted for resource approval per year	1	2	UNIDO - TBT Programme Reports	Sec; NSBs
	Lag Metric - # of <u>new</u> project initiatives started annually.	1	1	UNIDO - TBT Programme Reports.	Sec; NSBs

¹⁵ **Strategic Themes** are very long term (10-year Horizon) and are not intended to change substantially when the Plan is renewed in 2025.

¹⁶ **Strategic Objectives** bring specific focus (3-year Horizon) to a defined area of the *Strategic Theme* that will be the centre of attention during the current planning period i.e. 2022/25; Usually written using directional verbs.

¹⁷ **Strategic Activities** are action-oriented projects meant to achieve the *Strategic Objective*. Usually written in non-directional verbs. These are recognized as multiyear projectized activities in some cases, and in which case, the operational plan and monitoring thereof, will define the final timeframe and metrics

¹⁸ **Baseline** - a blank baseline denotes that the indicator is currently unmeasured (CU) or to be advised (TBA) or not applicable (NA) at this time.

¹⁹ **CROSQ** refers to the collaborative network of the 15 CARICOM NSBs working together and as facilitated by the CROSQ Secretariat.

SCORECARD - STRATEGIC THEME: QUALITY CULTURE DEVELOPMENT (QCD)

Strategic Theme ²⁰ : Quality Culture Development					
Strategic Objective ²¹ : Advocate the principles, practices and benefits of Standards and Quality.					
Strategic Activities ²²	Key Performance Measures	Metrics		Source of Verification	Responsibility
		Baseline ²³	Targets		
QCD 1 Deliver information and awareness interventions to the <u>general public</u> on the fundamentals of Quality and Quality Infrastructure.	Lead Metric - # per MS per yr., of public awareness and engagement activities - physical or online or media.	CU	4 (Av) (i.e., 1 per quarter per MS)	NSB records (MIKE Committee records)	NSBs
	Lag Metric - # per MS per yr., of <u>new</u> stakeholders joining national Technical Committees.	CU	2 (Av) (i.e., 2 per year per MS)	NSB records (MIKE Committee records)	NSBs
QCD 2 Orient <u>industry stakeholders</u> to the benefits, accessibility and affordability of Standards and Quality.	Lead Metric - # per MS per yr., of industry awareness and engagement activities - physical or online or media.	CU	4 (Av) (i.e., 1 per quarter per MS)	NSB records (MIKE Committee records)	NSBs
	Lag Metric - # per MS per yr., of <u>new</u> businesses requesting services from the NSB.	CU	2 (Av) (i.e., 2 per year per MS)	NSB records (MIKE Committee records)	NSBs
QCD 3 Position the <u>CROSQ²⁴ brand</u> as a catalyst for change.	Lead Metric - # of regional news stories/features and promotional activities per year in mainstream media about project interventions.	4	6	News articles; Broadcast clips etc	Sec; NSBs
	Lag Metric - # of positive brand feedback articles or information promoted in mainstream media.	4	4	News articles; Broadcast clips etc	Sec; NSBs

²⁰ **Strategic Themes** are very long term (10-year Horizon) and are not intended to change substantially when the Plan is renewed in 2025.

²¹ **Strategic Objectives** bring specific focus (3-year Horizon) to a defined area of the *Strategic Theme* that will be the centre of attention during the current planning period i.e. 2022/25; Usually written using directional verbs.

²² **Strategic Activities** are action-oriented projects meant to achieve the *Strategic Objective*. Usually written in non-directional verbs. These are recognized as multiyear projectized activities in some cases, and in which case, the operational plan and monitoring thereof, will define the final timeframe and metrics

²³ **Baseline** - a blank baseline denotes that the indicator is currently unmeasured (CU - e.g., QCD 1 and 2 - occurs but not measured) or to be advised (TBA) or not applicable (NA) at this time

²⁴ **CROSQ** refers to the collaborative network of the 15 CARICOM NSBs working together and as facilitated by the CROSQ Secretariat.

Implementation Scorecard Descriptors

Out of the consensus driven *Critical Factors for Success Analysis (CFFS Analysis)*²⁵ and the collective creative consciousness developed during the strategic planning process, *CROSQ's Strategic Compass* was formulated and a number of mutually exclusive and comprehensively exhaustive strategic objectives, projectized strategic activities and metrics were planned and classified for execution by placement in the *Implementation Scorecards*. A brief *descriptor* of each Scorecard follows and then the *general principles and practices that will guide implementation*:

Scorecard: Institutional Infrastructure Learning and Growth (IILG)

In alignment with the elements that define this Strategic Theme²⁶, it is believed that the current CARICOM Secretariat's CARICOM Institutional Review²⁷, along with CROSQ's own internal operational review via a European Union Pillar Assessment²⁸, will comprehensively recommend key institutional elements that CROSQ, as the collaborative network of CARICOM's 15 NSBs, will have to focus on over the next three years and thus too, inherently embrace the findings of our CFFS Analysis. Complementing these recommendations for regional IILG, would be the need for the NSBs, and or their clientele, to more enthusiastically embrace the Certification uptake of internationally

recognized management system standards.

Scorecard: Finance and Resource Mobilization (FRM)

In alignment with the elements that define this *Strategic Theme*²⁶, and the findings from the *CFFS Analysis*, it is paramount for CROSQ to actively maintain or exceed, monitor and measure its level of *sustainable working capital* requirements, whilst simultaneously *expanding and diversifying its resource base with development partners*. As both a strategic and operational enabler of this agenda, the *onboarding on CROSQ Core of more staff* as shown in the Scorecard would be important.

25. Page 5 refers re *Strategic Plan Development Process*

26. Page 14

27. CARICOM Institutional Review - the CARICOM Secretariat has launched a consultancy for a strategic and operational performance review of all CARICOM's regional institutions; recommendations are also to be presented

28. European Union Pillar Assessment - Consultancy for assessment and recommendations of organizational strengthening to be able to independently apply for European Union Grants

Scorecard: Quality Infrastructure Services and Solutions (QISS)

In alignment with the elements that define this *Strategic Theme*²⁶, this Scorecard is first populated by the product and services ideas generated from the *CFFS Analysis*; and then the need to ensure that CROSQ's Strategic Agenda is aligned with that of CARICOM's; and finally, CROSQ would like to continue the development of its regional quality infrastructure South-South linkages with Africa and especially the 16 islands of the Pacific through the Programmes and Projects of the Organization of African, Caribbean and Pacific States (OACPS) - *"from the Caribbean, to the World"*

Scorecard: Quality Culture Development (QCD)

In alignment with the elements that define this *Strategic Theme*²⁶, the ideas from *CFFS Analysis* drove the formulation of this Scorecard – for the general public, industry stakeholders and CROSQ's branding building. These interventions have the overall aim of making quality infrastructure accessible to the public and industry stakeholders and to make these persons aware of the benefits, availability and affordability; and finally, to elevate the CROSQ brand as a catalyst for change in the mainstream media, and with the erudite.

Implementation Principles and Practices

The implementation of the Strategic Plan must adopt a principled-based and process-oriented execution method that seeks to deliver results in an integrative and iterative manner; the key principles and practices (PP) in this regard are:

Customer Relationships

PP 1: Stakeholder Engagement and Communication

To ensure that the Strategic Plan is implemented in a manner that is relevant and fit for purpose, primary, secondary and tertiary stakeholders nationally, regionally and internationally will be continuously consulted and also sensitized on the mandate, strategic direction and iterative strategic actions of CROSQ, as the collaborative network of the 15 NSBs seeks to promote a more inclusive regional

quality infrastructure and robust regional quality culture.

PP 2: Partnerships

Partnerships is the new leadership, because literally, no quality institution in the region can be an organization onto itself. Effective implementation of the Strategic Plan and its quality infrastructure services and solutions therefore requires continuous networking of complex adaptive institutional arrangements, and which CROSQ will embrace by being present. As CROSQ also seeks to expand quality infrastructure into all sectors of the economy and society, CROSQ will organize and conduct, or participate in, planning, implementation, monitoring and evaluation meetings on a regular basis with existing and potential partners towards attainment of its strategic objectives whilst adding ethical conduct, authenticity and tangible value to the relationship.

PP3: Resource Mobilization and Sustainability

CROSQ will proactively be involved in securing new and additional resources for implementation of the Strategic Plan while also making better use of, and maximizing its existing resources. With existing donor partners, we will go deeper in offering more of the same services to the same target group (sectors) or offer new services to the same target group (sectors). With new donor partners, we will go wider in offering existing services to new target groups (sectors) or offering new services to new target groups (sectors). In this way, we will maintain transparency and good order in our donor partner relationship management.

Finance

PP 4: Financial Management and Accountability

The Strategic Plan will be executed under *CROSQ's ten-year Financial Sustainability Plan* and which is renewed every three

years, and guides the *annual budgeting and income/expense/investment cycle*. Annual independent *external audits* and *donor project audits* will continue normatively. Finance Committee governance and oversight will ensure ongoing adequate levels of working capital and budget adhesion.

Internal Processes

PP 5: Governance and Operations Management

CROSQ's governance of its strategic planning and brand building process as well as its operations, finance and administration, will continue to be executed in full accordance with CROSQ's *Inter-government and Headquarters Agreements*, as well as the *CROSQ Operating Manual*.

PP 6: Project Management

As part of the management of the strategic activities outlined in the Strategic Plan, CROSQ will employ its Project Management

Body of Knowledge (PMBOK) and *Toolkit*. The methodology is based on international and donor project management standards adapted to CROSQ's working environment, from project conceptualization to delivery to reporting.

PP 7: Knowledge Management

Knowledge management during the process of implementation of the Strategic Plan will be achieved through the creation, sharing and utilization of knowledge, as well as the feeding of valuable lessons learnt and best practices into the corporate memory in order to foster continued organizational learning. *CROSQ's Knowledge Management Principles, Policies and Procedures Manual* will thus be used, in this regard.

People and Performance Systems

PP 8: Strategic Human Resource (HR) Management

Over the upcoming planning horizon as signaled by the Strategic Plan, more

attention will be placed on the strategic management of human resources, not only in the NSBs, but also at the CROSQ Secretariat. The benefits of such a conscious strategy would be to : boost employee engagement, job satisfaction and productivity; improve the ability of Quality Institutions to attract and retain talent; promote a total rewards management system whilst developing more competitive compensation scales; proactively preparing for succession of key positions; correctly assessing staffing and skill needs and keeping organizational structures adaptive and training opportunities up-to-date, especially in the areas of leadership and management as well as technical; and modernizing *Human Resource Policy and Procedure Manuals* to achieve better quality of work-life effectiveness whilst promoting the continuing embedment of key HR principles such as gender equality and balance, equal opportunity employment and advancement, diversity management

and inclusivity etc.

PP 9: Organizational Structure

Appendix 1 shows the approved current and future organizational structure of the CROSQ Secretariat, with notes, geared towards implementation of the Strategic Plan on behalf of the CROSQ Council. It is shaped within the context of the medium to long term recommendations arising from the 2016/17 Organizational Structure, Job Evaluation and Compensation Review Consultancy, with Change Management Plan that we have collectively dedicated ourselves towards.

PP 10: Enterprise Risk and Business Continuity

The CROSQ Council and management and staff of the CROSQ Secretariat will continuously assess the enterprise level risks associated with the achievement of the Strategic Plan. Risk identification, assessment, management and controls will be an inherent aspect of CROSQ's working

culture; and *CROSQ's Business Continuity Plan* will always be kept current and practiced. Additionally, on a day-to-day basis, risk management and business continuity planning will always be incorporated in the '*way we do work*' at CROSQ, since this is a critical component of any resilience strategy.

PP 11: Results Based Management: Monitoring, Evaluation, Accountability & Learning

The implementation of CROSQ's Strategic Plan via its Scorecards will be subject to bi-annual qualitative and quantitative reporting to the CROSQ Council meetings. Eventually the Scorecards will be cascaded into the format and requirements of CARICOM's Results-Based Management (RBM) and Monitoring, Evaluation, Accountability, and Learning (MEAL) Framework by training, guidance and oversight from the CARICOM Secretariat and CROSQ's finalization of its draft RBM Policy. In the interim, the CARICOM

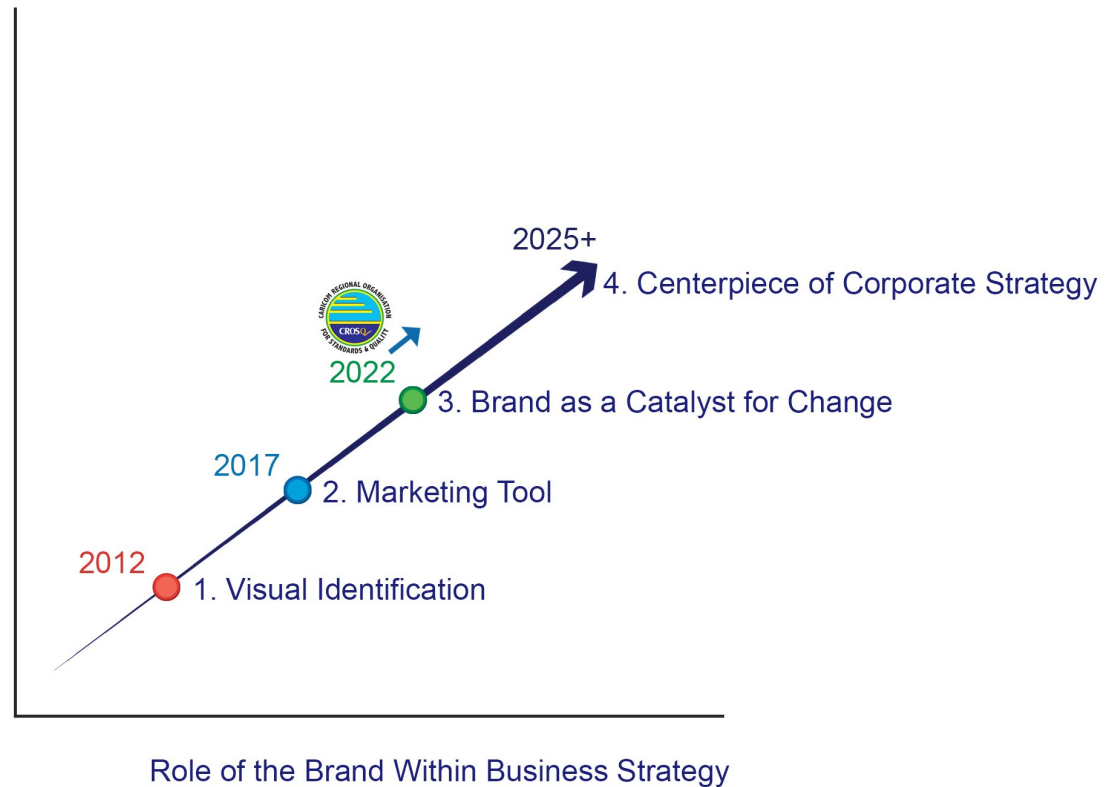
Secretariat will continue to be informed of our annual metrics and quarterly performance updates for their RBM - CARMES database.

THE FUTURE

The **CROSQ Brand** of the future continues to look bright under this Strategic Plan wherein the fundamentals are the Strategic Compass, Implementation Scorecards and current and future state, Organizational Structure; all wrapped under the architecture of espoused implementation principles and practices in the areas of Customer Relationships, Finance, Internal Processes and People and Performance Systems.

The Brand is the face of the business strategy; in this regards, CROSQ's brand advancement continues as follows under this Strategic Plan:

Value of the Brand to the Business



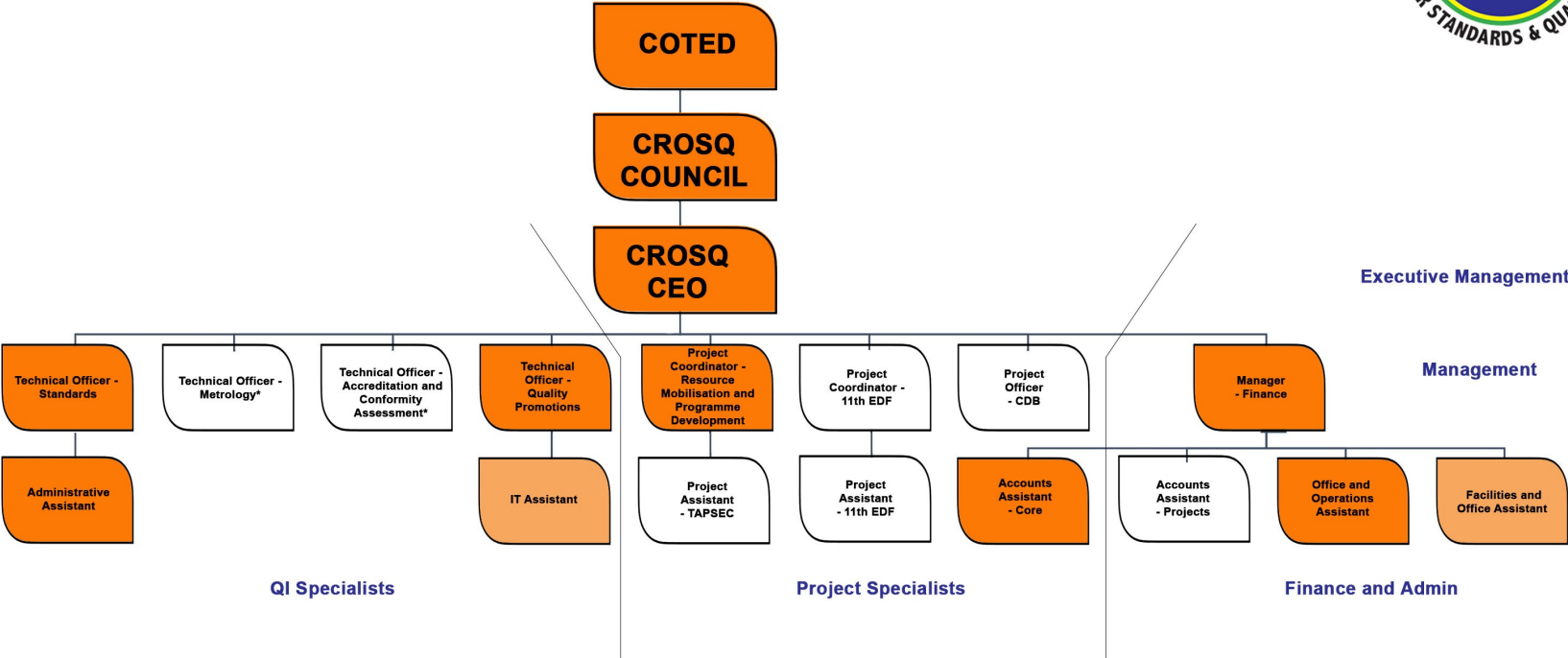
1. **Visual Identification:** Brand used solely for external communication - to identify the goods & services of owner
2. **Marketing Tool:** Corporate brand used to lend credence to launch a new product or service
3. **Catalyst for Change:** Brand used to improve competitiveness of service primarily through raising standards of customer service
4. **Centerpiece of Corporate Strategy:** Brand is the embodiment of Company's vision, mission and values.

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- MIPM Strategic Plan: 2020 - 2025
- IAAC (2021 - 2026); ILAC (2017 - 2021); and IAF (2018 - 2022) Strategic Plans

APPENDIX 1 - CROSQ SECRETARIAT ORGANIZATIONAL CHART

Current Organizational Structure (2022) and Proposed 5 yr. Organization Structure (to 2027)



Current Structure

- CROSQ CORE
- CROSQ CORE CURRENTLY OUTSOURCED

All White Boxes are Project Posts

Proposed 5yr Structure

*By the 10-year rolling Financial Sustainability Plan, we are seeking to move these two posts from the 11th EDF Project to CROSQ Core at the end of the 11th EDF Project in 2024 Technical Officer, Accreditation and Conformity Assessment (TOACA) and then 2027 Technical Officer, Metrology (TOM)

CROSSA