



# Improved Government ... Better Service

2010 – 2014 CARICOM eGovernment Strategy

## APPENDIX III

### STRATEGY OUTCOMES AND OUTPUTS

**EACH OF THE OUTPUTS UNDER THE SEVEN STRATEGIC INITIATIVES OF THE 2010 – 2014 CARICOM GOVERNMENT STRATEGY IS PRESENTED IN DETAIL HERE. FOR EACH OUTCOME NUMBERED 1 - 33 THE RESPECTIVE IMMEDIATE OUTCOMES, OUTPUTS AND NECESSARY ACTIVITIES ARE PRESENTED.**

1. Governments in the Caribbean region operate with a harmonized legislative and policy framework for information management and knowledge management:
  - o Access to government information,
  - o Information privacy and security,
  - o Records management and
  - o Public archives and library.

N	Immediate outcomes	Outputs	Activities
1.1	Senior management confidence in making IM decisions (re: legislation, policy, etc.) is based on enhanced awareness of IM objectives, scope and strategic directions	<ol style="list-style-type: none"> <li>a. Awareness setting package and workshop for IM</li> <li>b. Opportunity assessment report on regional IM framework</li> <li>c. Collection of IM policies and legislations from countries in the region</li> <li>d. Approved regional IM framework</li> <li>e. Approved regional IM accountability and governance framework</li> <li>f. Strategy for the implementation of IM framework</li> <li>g. Trained policy makers and implementers on regional IM framework</li> <li>h. Training program for IM</li> <li>i. Trained public service workforce in IM</li> <li>j. Annual progress report on IM framework implementation in the region</li> </ol>	<ol style="list-style-type: none"> <li>i. Develop an information management framework using methodology (1).</li> </ol>
1.2	Information management framework has been sanctioned by the regional body. The framework is rooted in clear expression of objectives, scope and strategic directions for IM		
1.3	Governance framework for information management across the region is operational		

N	Immediate outcomes	Outputs	Activities
1.4	<p>The following information management legislations are harmonized in the region:</p> <ul style="list-style-type: none"> <li>i. Access to information and privacy</li> <li>ii. Evidence law for e-records</li> <li>iii. Others as identified</li> </ul>	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop for the IM legislations</li> <li>b. Opportunity assessment report on regional IM legislations</li> <li>c. Approved harmonized regional IM legislation templates</li> <li>d. Approved regional accountability and governance framework for IM legislations</li> <li>e. Strategy for the implementation of the IM legislations</li> <li>f. Trained policy makers and implementers in regional IM legislations</li> <li>g. Communications strategy and plan</li> <li>h. Training program for IM legislations</li> <li>i. Trained public service workforce in regional IM legislations</li> <li>j. Annual progress report on IM legislations implementation in the region</li> <li>k. Ongoing updates and changes to the IM legislations</li> </ul>	<ul style="list-style-type: none"> <li>i. Harmonize IM legislations using methodology (1)</li> </ul>

N	Immediate outcomes	Outputs	Activities
1.5	Information management policies are harmonized across the region	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop for the IM policies</li> <li>b. Opportunity assessment report on regional IM policies</li> <li>c. Approved regional harmonized IM policies</li> <li>d. Approved regional accountability and governance framework for IM policies</li> <li>e. Strategy for the implementation of IM policies</li> <li>f. Trained policy makers and implementers in the regional IM policies</li> <li>g. Communications strategy and plan</li> <li>h. Training program for IM policies</li> <li>i. Trained public service workforce in the regional IM policies</li> <li>j. Annual progress report on IM policies implementation in the region</li> <li>k. Ongoing updates and changes to the IM policies</li> </ul>	<ul style="list-style-type: none"> <li>i. Harmonize IM policies in the region using methodology (1)</li> </ul>

N	Immediate outcomes	Outputs	Activities
1.6	Strategic plan for IM is in place in each country government and is being implemented	<ul style="list-style-type: none"> <li>a. IM maturity assessment at country level</li> <li>b. IM priorities and IM strategic plan at the country level</li> <li>c. IM competencies and HR development strategy for IM specialists</li> </ul>	<ul style="list-style-type: none"> <li>i. Conduct IM maturity assessment in each country governments and carry out gap analysis</li> </ul>
1.7	IM Specialists are in place to strengthen IM in each of the countries	<ul style="list-style-type: none"> <li>d. IM job description templates</li> <li>e. Trained employees on the implementation of IM competencies and job descriptions</li> <li>f. IM performance measures</li> <li>g. Annual progress report on IM performance</li> </ul>	<ul style="list-style-type: none"> <li>ii. Identify IM priorities and develop a strategic plan for strengthening IM capacity</li> <li>iii. Develop IM competencies and components of HR strategy for IM specialists who will facilitate the implementation of IM standards</li> <li>iv. Develop job description templates for different levels</li> <li>v. Conduct a regional training workshop on IM competencies and HR strategies</li> <li>vi. Provide advisory support on the implementation of IM competencies and</li> <li>vii. Establish IM performance measures</li> <li>viii. Monitor progress and report annually</li> </ul>

N	Immediate outcomes	Outputs	Activities
1.8	Standards and practices and enabling systems and technologies in place and being used to achieve IM priorities and strategic directions	<ul style="list-style-type: none"> <li>a. IM standards and practices for information classification, information access, information retention, etc.</li> <li>b. Functional and management requirements for IM systems and technologies</li> <li>c. Strategy and plan for the integration of IM in systems</li> <li>d. Assessment report on IM technologies</li> <li>e. IM training strategy and plan</li> <li>f. IM communications strategy and plan</li> <li>g. IM training packages</li> <li>h. Trained officials in IM</li> <li>i. Progress report on implementation of IM standards and practices and</li> </ul>	<ul style="list-style-type: none"> <li>i. Develop standards and practices for IM in multiple forms including electronic (e-records in shared drives, emails, digital preservation, etc.)</li> <li>ii. Conduct consultations with stakeholders in the region and secure consensus</li> <li>iii. Develop functional and management requirements for enabling systems to support the management of paper and e-records</li> <li>iv. Develop strategy and plans for the integration of IM requirements in systems</li> <li>v. Conduct consultation with stakeholders on the strategy and plan and secure consensus</li> <li>vi. Conduct assessment of technologies capable of meeting IM requirements</li> <li>vii. Develop an IM training strategy</li> <li>viii. Conduct training on IM</li> <li>ix. Provide advisory and technical support for the implementation of IM practices and standards in the region</li> <li>x. Monitor progress and report annually</li> <li>xi. Manage the life cycle of IM practices and standards</li> </ul>
1.9	Officials at all levels are able to use the standards, practices and systems to manage the information they require to carry out their duties and to respond to legislative and policy obligations		

N	Immediate outcomes	Outputs	Activities
1.10	Service standards for responding to request for access to information (ATI) are in use	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop for service standards for access to information</li> <li>b. Opportunity assessment report on regional service standards for access to information</li> <li>c. Approved regional service standards for access to information</li> <li>d. Approved accountability and governance framework for service standards for access to information</li> <li>e. Strategy for the implementation of the service standards for access to information</li> <li>f. Communications strategy and plan</li> <li>g. Training program on service standards for access to information</li> <li>h. Trained public service workforce in the regional service standards for access to information</li> <li>i. Annual progress report on service standards implementation in the region</li> <li>j. Ongoing updates and changes to the service standards for access to information</li> </ul>	<ul style="list-style-type: none"> <li>i. Develop service standards for responding to request for access to information using methodology (1)</li> </ul>

<b>N</b>	<b>Immediate outcomes</b>	<b>Outputs</b>	<b>Activities</b>
1.11	Electronic records and documents are managed in the public archives system.	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop for public archives policy on electronic records and documents</li> <li>b. Opportunity assessment report on regional public archives policy on electronic records and documents</li> <li>c. Collection of related policies and legislations from countries in the region</li> <li>d. Approved regional public archives policy template on electronic records and documents</li> <li>e. Approved regional accountability and governance framework for public archives policy on electronic records and documents</li> <li>f. Strategy for the implementation of public archives policy on electronic records and documents</li> <li>g. Trained policy makers and implementers in the regional public archives policy on electronic records and documents</li> <li>h. Communications strategy and plan</li> <li>i. Training program for public archives policy on electronic records and documents</li> <li>j. Trained public service workforce in the regional public archives policy</li> <li>k. on electronic records and documents</li> <li>l. Annual progress report on component implementation in the region</li> <li>m. Ongoing updates and changes to the component</li> </ul>	<ul style="list-style-type: none"> <li>i. Develop public archives policy on electronic records and documents using methodology (1)</li> </ul>

N	Immediate outcomes	Outputs	Activities
1.12	Knowledge management framework developed and operationalize	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop for policies and practices in knowledge management</li> <li>b. Opportunity assessment report on regional policies and practices in knowledge management</li> <li>c. Collection of related policies and legislations from countries in the region</li> <li>d. Approved regional policies and practices for knowledge management</li> <li>e. Approved regional accountability and governance framework knowledge management</li> <li>f. Strategy for the implementation of policies and practices for knowledge management</li> <li>g. Trained policy makers and implementers in the regional policies and practices for knowledge management</li> <li>h. Communications strategy and plan</li> <li>i. Training program for policies and practices for knowledge management</li> <li>j. Trained public service workforce in the regional policies and practices in knowledge management</li> <li>k. Annual progress report on the implementation of policies and practices in knowledge management</li> <li>l. Ongoing updates and changes to policies and practices in knowledge management</li> </ul>	<ul style="list-style-type: none"> <li>i. Develop knowledge management policies and practices using methodology (1)</li> </ul>

N	Immediate outcomes	Outputs	Activities
1.13	Knowledge management is operationalized	<ul style="list-style-type: none"> <li>a. Web-enabled knowledge-sharing network</li> <li>b. Network of country practitioners as experts on the knowledge-network</li> <li>c. Case studies on best practices in eGovernment</li> </ul>	<ul style="list-style-type: none"> <li>i. Design and operationalize a web-enabled knowledge sharing network in the region and publish knowledge management practices</li> <li>ii. Identify and recruit country practitioners to actively participate in knowledge exchange as experts</li> <li>iii. Compile case studies on best practices in eGovernment</li> </ul>

**2. Policy makers and implementers (Senior management) in the region have common understanding, knowledge and governance skills for applying and managing eGovernment in a multi-jurisdictional environment demonstrating commitment to the implementation of eGovernment**

N	Immediate Outcome	Outputs	Activities
2.1	Policy makers and implementers (senior management) in each of the countries have a common understanding, knowledge and skills for managing eGovernment implementation and demonstrate commitment to the implementation of eGovernment	<ul style="list-style-type: none"> <li>a. Trained policy makers and implementers for the leadership role in eGovernment implementation</li> <li>b. Mentors and advisors for short term intervention on eGovernment issues</li> </ul>	<ul style="list-style-type: none"> <li>i. Conduct an e-Government training program and study tours for policy makers and implementers (senior management)</li> <li>ii. Source advisors and mentors for providing short-term intervention on eGovernment issues</li> </ul>

N	Immediate Outcome	Outputs	Activities
2.2	Senior management is dedicated to the implementation of eGovernment	a. National eGovernment strategies and implementation plans	i. Assist in the development of the national strategy and implementation plan
2.3	The office of the National Coordinator for eGovernment is operational to lead eGovernment initiatives in each country	b. List of National Coordinators for eGovernment	ii. Identify National Coordinators for eGovernment to lead eGovernment implementation in each country
2.4	eGovernment is an integral part of ministries corporate, strategic and business planning	c. National Coordinators engaged with regional eGovernment strategy d. eGovernment operational planning methodology e. eGovernment evaluation methodology f. Annual progress report on implementation	iii. Engage National Coordinators in linking national eGovernment strategies with the regional eGovernment strategy iv. Engage national Coordinators in the governance process of the regional eGovernment strategy
			v. Assist in strengthening Government operational planning methodology incorporating eGovernment concepts vi. Develop an eGovernment evaluation methodology vii. Provide advisory support for the implementation of eGovernment strategy and government operational methodology viii. Report annually on implementation progress

N	Immediate Outcome	Outputs	Activities
2.3	Senior management operates within a standardized management accountability framework	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop for the management accountability framework</li> <li>b. Opportunity assessment report on regional management accountability framework</li> <li>c. Collection of related policies from countries in the region</li> <li>d. Approved regional management accountability framework</li> <li>e. Strategy for the implementation of the management accountability framework</li> <li>f. Trained policy makers and implementers in regional management accountability framework</li> <li>g. Communications strategy and plan</li> <li>h. Training program for management accountability framework</li> <li>i. Trained public service workforce in regional management accountability framework</li> <li>j. Annual progress report on management accountability framework implementation in the region</li> <li>k. Ongoing updates and changes to the management accountability framework</li> </ul>	<ul style="list-style-type: none"> <li>i. Develop management accountability framework using the methodology (1)</li> </ul>



**3. Governments in the Caribbean region use an ICT architecture which permits inter-operability that underpins the deployment of ICT across individual Member states.**

<b>N</b>	<b>Immediate outcomes</b>	<b>Outputs</b>	<b>Activities</b>
3.1	Methodology for developing enterprise ICT architecture is available	<ul style="list-style-type: none"> <li>a. Awareness setting package for ICT architectures</li> <li>b. Enterprise ICT architecture development methodology</li> </ul>	<ul style="list-style-type: none"> <li>i. Conduct an awareness session on enterprise ICT architecture and development methodology</li> <li>ii. Design or procure an enterprise ICT architecture development methodology</li> <li>iii. Field test the methodology in 3 individual countries</li> <li>iv. Conduct a consultative forum on draft methodology</li> <li>v. Finalize the methodology and make it available to Member States</li> </ul>
3.2	Enterprise ICT architecture is designed and operational in each country	<ul style="list-style-type: none"> <li>a. Enterprise ICT architecture (country level)</li> </ul>	<ul style="list-style-type: none"> <li>i. Provide technical support to Member States in the development of ICT architecture</li> </ul>

<b>N</b>	<b>Immediate outcomes</b>	<b>Outputs</b>	<b>Activities</b>
3.3	Standard regional ICT architecture is operational	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop for the regional ICT architecture</li> <li>b. Opportunity assessment report on regional ICT architecture</li> <li>c. Approved regional ICT architecture</li> <li>d. Approved accountability and governance framework for the regional ICT architecture</li> <li>e. Strategy for the implementation of the regional ICT architecture</li> <li>f. Communications strategy and plan</li> <li>g. Training program for the regional ICT architecture</li> <li>h. Trained ICT professionals in the regional ICT architecture</li> <li>i. Annual progress report on regional ICT architecture implementation in the region</li> <li>j. Ongoing updates and changes to the regional ICT architecture</li> </ul>	<ul style="list-style-type: none"> <li>i. Develop a regional ICT architecture that sits above the ICT architecture of individual Member States using methodology (1)</li> </ul>

N	Immediate outcomes	Outputs	Activities
3.4	<p>ICT architecture is standardized for key elements of the common ICT infrastructure such as the following:</p> <ol style="list-style-type: none"> <li>Information and data exchange</li> <li>Email service</li> <li>Desk top environment</li> <li>Desktop security</li> <li>Telecommunications networks</li> <li>Telecommunications security</li> <li>Applications development</li> <li>Service management</li> <li>Help desks</li> <li>Data centres</li> <li>Web page look and feel</li> <li>Web contents management</li> </ol>	<p>For each of the key elements of the common ICT infrastructure, the following outputs are created:</p> <ol style="list-style-type: none"> <li>Awareness setting package and workshop for the key element of the ICT infrastructure</li> <li>Opportunity assessment report on regional key element of the ICT infrastructure</li> <li>Collection of related policies from countries in the region</li> <li>Approved regional key element of the ICT infrastructure</li> <li>Approved regional accountability and governance framework for the key element of the ICT infrastructure</li> <li>Strategy for the implementation of the key element of the ICT infrastructure</li> <li>Communications strategy and plan</li> <li>Training program for the key element of the ICT infrastructure</li> <li>Trained ICT professionals in the regional key element of the ICT infrastructure</li> <li>Annual progress report on the implementation of the key element of the ICT infrastructure in the region</li> <li>Ongoing updates and changes to the key element of the ICT infrastructure</li> <li>Migration strategy for each element for each country</li> </ol>	<ol style="list-style-type: none"> <li>Develop detailed ICT architecture for each of the following key elements of the common technology infrastructure elements using methodology (1): <ol style="list-style-type: none"> <li>Information and data exchange</li> <li>Email service</li> <li>Desk top environment</li> <li>Desktop security</li> <li>Telecommunications networks</li> <li>Telecommunications security</li> <li>Applications development</li> <li>Service management</li> <li>Help desks</li> <li>Data centres</li> <li>Web page look and feel</li> <li>Web contents management</li> </ol> </li> </ol>

N	Immediate outcomes	Outputs	Activities
3.5	ICT standards are used across the region	<p>Note: There may be many standards. The development of each standard would require the same methodology and generate same outputs.</p> <p>Awareness setting package and workshop for ICT standards</p> <p>Opportunity assessment report on regional ICT standards</p> <p>Collection of related policies from countries in the region</p> <p>Approved regional ICT standards</p> <p>Approved regional accountability and governance framework for ICT standards</p> <p>Strategy for the implementation of ICT standards</p> <p>Communications strategy and plan</p> <p>Training program for ICT standards</p> <p>Trained ICT professionals in the regional ICT standards</p> <p>Annual progress report on ICT standards implementation in the region</p> <p>Ongoing updates and changes to ICT standards</p> <p>Procurement information on ICT standards</p>	<p>Develop ICT standards using methodology (1)</p> <p>Create standards related information material for use in the procurement of ICT products and services</p>

**4. The government workforce engaged in ICT development across the region has skills and competencies for applying ICT management frameworks that are consistent across the region.**

N	Immediate outcome	Outputs	Activities
4.1	Standardized ICT management framework is operational (e.g. ITIL)	a. Awareness setting package and workshop for the ICT management framework	i. Research and select a standardized ICT management framework using methodology (1)
4.2	ICT managers and professional staff have a common understanding, knowledge and skills for managing eGovernment implementation	b. Opportunity assessment report on regional ICT management framework c. Collection of related policies from countries in the region	ii. Develop best practices guides and implementation templates for the use of the ICT management framework
4.3	ICT managers and professional staff are engaged in the implementation of common methodologies that are elements of the standardized ICT management framework	d. Approved regional ICT management framework e. Strategy for the implementation of the ICT management framework f. Communications strategy and plan g. Training program for the ICT management framework h. Trained ICT professionals and managers in the regional ICT management framework i. Annual progress report on ICT management framework implementation in the region j. Ongoing updates and changes to the ICT management framework k. Best practices guides and implementation templates	

N	Immediate outcome	Outputs	Activities
4.4	Competencies for different levels of ICT positions are standardized	a. Competency profiles for ICT professionals b. Competency gap analysis process c. Regional accreditation system for ICT professionals	i. Compile target competency profiles for different levels of ICT staff ii. Develop a competency gap analysis instrument for use by Member States
4.5	Professional development program for ICT workforce is operational	d. ICT staff professional development strategy and plan e. Training programs f. Annual progress report	iii. Provide advisory support to Member States in conducting the competency gap analysis iv. Assess current ICT professional accreditation systems v. Conduct consultation session with stakeholders on potential regional accreditation systems for ICT professionals vi. Incorporate the agreed accreditation systems as a part of ICT professional development program vii. Develop a professional development strategy and plan for ICT staff viii. Organize training programs for ICT staff. ix. Progress report on professional development of ICT staff

**5. The government work force (technical and operational) engaged in the delivery of government information and services across the region has skills and competencies for applying ICT, information management framework and citizen service standards that are consistent across the region.**

N	Immediate outcomes	Outputs	Activities
5.1	Competencies for the delivery of government information and services are standardized and benchmarked to international standards	<ul style="list-style-type: none"> <li>a. Competency profiles for government information and services</li> <li>b. Competency gap analysis process</li> </ul>	<ul style="list-style-type: none"> <li>i. Compile target competency profiles for the delivery of government information and services</li> </ul>
5.2	Professional development program for services delivery personnel is operational	<ul style="list-style-type: none"> <li>c. Professional development strategy and plan for government workforce engaged in delivering government information and services</li> <li>d. Training programs</li> <li>e. Certified training providers</li> <li>f. Annual evaluation report</li> </ul>	<ul style="list-style-type: none"> <li>ii. Develop a competency gap analysis instrument for use by Member states</li> <li>iii. Provide advisory support to Member States in conducting the competency gap analysis</li> <li>iv. Develop a professional development strategy and plan for government workforce in the delivery of government information and services</li> <li>v. Organize training programs for government workforce in the delivery of government information and services</li> <li>vi. Select and certify training providers</li> <li>vii. Evaluate the quality of service delivery and prepare an annual progress report on improvements.</li> </ul>

N	Immediate outcomes	Outputs	Activities
5.3	Public Sector Positions are appropriately classified or reclassified to provide for the clear definition of skills sets and creation of career paths for emerging technical positions	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop for the Job descriptions for service delivery professionals</li> <li>b. Opportunity assessment report on regional Job descriptions for service delivery professionals</li> <li>c. Collection of related policies and legislations from countries in the region</li> <li>d. Approved regional Job descriptions for service delivery professionals</li> <li>e. Approved regional accountability and governance framework for Job descriptions for service delivery professionals</li> <li>f. Strategy for the implementation of the Job descriptions for service delivery professionals</li> <li>g. Communications strategy and plan</li> <li>h. Training program for the Job descriptions for service delivery professionals</li> <li>i. Annual progress report on Job descriptions for service delivery professionals implementation in the region</li> <li>j. Ongoing updates and changes to the Job descriptions for service delivery professionals</li> <li>k. Job description templates and standards for service delivery professionals</li> <li>l. An agreed public sector classification/reclassification system</li> </ul>	<ul style="list-style-type: none"> <li>i. Design standardized job description templates for public sector positions engaged in the delivery of government information and services using methodology (1)</li> <li>ii. Field test the template in different country environment</li> <li>iii. Conduct gap analysis between the current position descriptions and the standardized templates</li> <li>iv. Conduct a consultation session with representatives from member States on gap analysis findings and modify the templates as appropriate.</li> <li>v. Provide advisory support to member states in the reclassification of relevant public sector positions.</li> </ul>



**6. Effective functional co-operation among Governments of the region exists through the use of shared investments, resources, and knowledge in common solutions.**

N	Immediate Outcomes	Outputs	Activities
6.1	The governance framework for eGovernment is operational	See 32.1	
6.2	The standardized ICT management framework is operational	See 4.1	
6.3	Senior management in each of the countries has a common understanding, knowledge and skills for managing eGovernment implementation and commitment	See 2.1	
6.4	The architecture of common solutions is sanctioned	See 32.5	
6.5	CARICAD coordinates shared investments in eGovernment common solutions	See 33.3	
6.6	Capacity of CARICAD to coordinate shared investments in eGovernment common solutions is adequately enhanced	See 33.6	
6.7	International institutions, funding agencies and donor countries are enabled to participate in joint eGovernment projects.	See 33.4	

N	Immediate Outcomes	Outputs	Activities
6.8	e-Governance framework facilitates collaboration among international institutions funding agencies and donor countries for the delivery of e-government projects	See 33.4	

7. The ICT procurement system is standardized across the region providing benefits to both governments and suppliers in the region.

N	Immediate Outcomes	Outputs	Activities	
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N	Immediate Outcomes	Outputs	Activities
7.1	ICT procurement policy and processes in the region are standardized	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop for the ICT procurement policies and processes</li> <li>b. Opportunity assessment report on regional ICT procurement policies and processes</li> <li>c. Collection of related policies and legislations from countries in the region</li> <li>d. Approved regional ICT procurement policies and processes</li> <li>e. Approved regional accountability and governance framework for ICT procurement policies and processes</li> <li>f. Strategy for the implementation of the ICT procurement policies and processes</li> <li>g. Trained policy makers and implementers in the regional ICT procurement policies and processes</li> <li>h. Communications strategy and plan</li> <li>i. Training program for the ICT procurement policies and processes</li> <li>j. Trained public service workforce in the regional ICT procurement policies and processes</li> <li>k. Annual progress report on ICT procurement policies and processes implementation in the region</li> <li>l. Ongoing updates and changes to the ICT procurement policies and processes</li> <li>m. Common ICT interoperability standards for use in procurement</li> </ul>	<ul style="list-style-type: none"> <li>i. Develop standardized ICT procurement policies and processes using methodology (1)</li> <li>ii. Identify common ICT interoperability standards for procurement policy purposes</li> </ul>

N	Immediate Outcomes	Outputs	Activities
7.2	Supply arrangements, including standing offers with qualified vendors, are centrally contracted for key elements of ICT technology infrastructure	<ul style="list-style-type: none"> <li>a. Opportunity assessment study on centralized ICT procurement regionally</li> <li>b. Strategy and plan for centralized procurement of selected ICT products and services</li> <li>c. ICT procurement vehicles for selected products and services</li> <li>d. Training material for the use of procurement vehicles</li> <li>e. Trained procurement specialists</li> <li>f. Progress report on centralized ICT procurement</li> </ul>	<ul style="list-style-type: none"> <li>i. Conduct an opportunity assessment for centralized ICT procurement regionally</li> <li>ii. Develop a strategy and plan for centralized ICT procurement of selected ICT products and services and secure consensus from governments and the private sector</li> <li>iii. Develop ICT procurement vehicles for selected ICT products and services and secure consensus from governments and the private sector</li> <li>iv. Establish an ICT procurement function in CARICAD and operationalize centralized ICT procurement of selected ICT products and services</li> <li>v. Provide training on the use of common ICT procurement process</li> <li>vi. Monitor the implementation of centralized ICT procurement of selected ICT products and services and report progress annually</li> </ul>

N	Immediate Outcomes	Outputs	Activities
7.3	A shared database of qualified local, regional and international vendors is operational	<ul style="list-style-type: none"> <li>a. Feasibility study on shared ICT vendor database</li> <li>b. Framework for qualifying ICT vendors for including in the database</li> </ul>	<ul style="list-style-type: none"> <li>i. Conduct a feasibility study for establishing a shared database of qualified ICT vendors</li> </ul>
7.4	Vendor performance is monitored and mechanism is in place to take corrective actions	<ul style="list-style-type: none"> <li>c. Detailed processes for qualifying ICT vendors</li> <li>d. Governance process for resolving conflicts with vendors</li> <li>e. Shared ICT vendor database design</li> <li>f. Operational ICT vendor database</li> <li>g. Vendor performance measurement tool</li> <li>h. Process for resolving vendor's performance related issues</li> <li>i. Annual progress report on the use of the ICT vendor database</li> </ul>	<ul style="list-style-type: none"> <li>ii. Establish a framework for qualifying ICT vendors and secure consensus of governments and the private sector</li> <li>iii. Develop detailed processes for qualifying ICT vendors and the use of the database</li> <li>iv. Establish a governance mechanism to oversee the qualification processes and for resolving conflicts and issues</li> <li>v. Design a shared database of qualified ICT vendors and secure consensus of governments and the private sector</li> <li>vi. Invite vendors to register in the database and screen new registrants</li> <li>vii. Operationalize the shared database of qualified ICT vendors</li> <li>viii. Monitor vendor performance and establish a process for resolving performance issues</li> <li>ix. Monitor the use of the database and report annually.</li> </ul>

<b>N</b>	<b>Immediate Outcomes</b>	<b>Outputs</b>	<b>Activities</b>
7.5	ICT procurement e-bulletin is operational	<ul style="list-style-type: none"> <li>a. Feasibility study on regional e-procurement bulletin</li> <li>b. Strategy and plan for a regional e-procurement bulletin</li> <li>c. Selected operational agency</li> <li>d. Performance reports on the use of the e-Bulletin.</li> </ul>	<ul style="list-style-type: none"> <li>i. Conduct a detailed feasibility study for setting up a regional ICT procurement bulletin</li> <li>ii. Develop a strategy and plan for a regional ICT procurement bulletin and secure consensus from governments and the private sector (vendor community)</li> <li>iii. Operationalize the ICT procurement bulletin in the private sector</li> <li>iv. Monitor satisfaction with the procurement bulletin and report annually.</li> </ul>

**8. Annual government net operating expenditures in targeted areas are significantly<sup>1</sup> reduced with the use of eGovernment principles and methods, common/shared solutions, and efficient service delivery methods.**

N	Immediate Outcomes	Outputs	Activities
8.1	Investments in eGovernment programs and projects are driven by strong business cases and best practices	See 4.1	

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<sup>1</sup> To a degree sufficient to justify the investment in eGovernment principles and methods, common/shared solutions, and efficient service delivery methods

N	Immediate Outcomes	Outputs	Activities
8.2	Methodologies for measuring and quantifying the benefits of e-Government interventions are developed and adopted	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop for a methodology for measuring and quantifying eGovernment benefits</li> <li>b. Assessment report on regional methodology for measuring and quantifying eGovernment benefits</li> <li>c. Approved regional methodology for measuring and quantifying eGovernment benefits</li> <li>d. Approved regional accountability and governance framework for the methodology for measuring and quantifying eGovernment benefits</li> <li>e. Strategy for the implementation of a methodology for measuring and quantifying eGovernment benefits</li> <li>f. Communications strategy and plan</li> <li>g. Training program for a methodology for measuring and quantifying eGovernment benefits</li> <li>h. Trained workforce in a methodology for measuring and quantifying eGovernment benefits by public service workforce</li> <li>i. Annual progress report on the use of methodology for measuring and quantifying eGovernment benefits implementation in the region</li> <li>j. Ongoing updates and changes to a methodology for measuring and quantifying eGovernment benefits</li> </ul>	<ul style="list-style-type: none"> <li>i. Develop a methodology for measuring and quantifying eGovernment benefits using methodology (1)</li> </ul>

N	Immediate Outcomes	Outputs	Activities
8.3	The benefits accruing from the application of regional eGovernment principles and methods are monitored, accounted and reported	a. Annual report on benefits accrued due to implementation of eGovernment plans	i. Apply methodology for measuring and quantifying benefits and produce an annual report on the benefits accrued due to the implementation of eGovernment
8.4	ICT infrastructure (hardware and software) is rationalized and where possible standardised	See 3	
8.5	eCommerce system is widely used for transactions with the government	See 13	
8.6	The human resource base for e-Government is developed, redeployed and rationalised to achieve maximum efficiency and effectiveness in service delivery	See 4 and 5	
8.7	Senior management has good understanding of eGovernment principles and methods	See 2	

N	Immediate Outcomes	Outputs	Activities
8.8	The workforce is trained in ICT development and the delivery of government services based on standard competencies and service standards	See 3 and 4	
8.9	Several common functional systems are either operational or in advanced stage of implementation	See 6, 12-24, 27, 28	
8.10	Paper burden is reduced significantly in government transactions and information dissemination, and Government records are digitized	See 6, 12-24, 7, 28	
8.11	ICT literacy among citizens is increased and there is higher uptake of citizen transactions electronically	See 9 an 10	

9. Users have access to government information and services that are provided through several ICT enabled delivery channels

N	Immediate outcomes	Outputs	Activities	
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N	Immediate outcomes	Outputs	Activities
9.1	Common look and feel standards for web are in use	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop for common look and feel web standards</li> <li>b. Opportunity assessment report on regional common look and feel web standards</li> <li>c. Collection of related policies from countries in the region</li> <li>d. Approved regional common look and feel web standards</li> <li>e. Approved regional accountability and governance framework for the common look and feel web standards</li> <li>f. Strategy for the implementation of common look and feel web standards</li> <li>g. Communications strategy and plan</li> <li>h. Training program for common look and feel web standards</li> <li>i. Trained web masters</li> <li>j. Annual progress report on common look and feel web standards implementation in the region</li> <li>k. Ongoing updates and changes to common look and feel web standards</li> <li>l. Curriculum for schools and training facilities on web design</li> </ul>	<ul style="list-style-type: none"> <li>i. Develop regional standards for common look and feel for government websites using methodology (1)</li> <li>ii. Develop curriculum for use in schools and training facilities on government web standards</li> </ul>

N	Immediate outcomes	Outputs	Activities
9.2	Information contents on web are managed with a standard information management framework designed for this purpose	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop for the management framework for web contents</li> <li>b. Opportunity assessment report on regional management framework for web contents</li> <li>c. Collection of related policies from countries in the region</li> <li>d. Approved regional management framework for web contents</li> <li>e. Strategy for the implementation of the management framework for web contents</li> <li>f. Communications strategy and plan</li> <li>g. Training program for the management framework for web contents</li> <li>h. Trained public service workforce in the regional management framework for web contents</li> <li>i. Annual progress report on management framework for web contents</li> <li>j. Ongoing updates and changes to the management framework for web contents</li> <li>a.</li> </ul>	<ul style="list-style-type: none"> <li>i. Develop an information management framework for managing web contents using methodology (1)</li> </ul>

N	Immediate outcomes	Outputs	Activities
9.3	Secure access for conducting government business electronically is available.	<ul style="list-style-type: none"> <li>a. Personal identification and authentication measures</li> <li>b. Transaction security measures</li> <li>c. WEB service systems architecture and implementation plan</li> <li>d. Telecommunications infrastructure assessment and enhancement plan</li> <li>e. Broadband connectivity in government offices (country wide)</li> <li>f. Communications strategy for citizens and business</li> <li>g. Service delivery strategy and plans</li> <li>h. Electronic signature legislation template</li> <li>i. Electronic transaction legislation template</li> <li>j. Information privacy and security legislation template</li> <li>k. Annual progress report on the availability of secure services</li> </ul>	<ul style="list-style-type: none"> <li>i. Develop a PKI and unique identification for citizens</li> <li>ii. Assess current connectivity in government offices</li> <li>iii. Examine and select appropriate web service protocols</li> <li>iv. Review existing electronic transaction legislation</li> <li>v. Draft electronic transaction legislation for the region</li> <li>vi. Establish registration and certification authority to implement the electronic transaction legislation</li> <li>vii. Incorporate within government plans the delivery of services using secure ICT infrastructure</li> <li>viii. Provide advisory and technical support for implementing the secure infrastructure</li> <li>ix. Monitor the progress on the availability and use of secure infrastructure and report annually</li> </ul>

N	Immediate outcomes	Outputs	Activities
9.4	Service standards for the provision of government services are implemented.	<ul style="list-style-type: none"> <li>a. Standards for service delivery to public</li> <li>b. Trained work force engaged in service delivery</li> <li>c. Annual progress report on the performance of service standards</li> </ul>	<ul style="list-style-type: none"> <li>i. Conduct consultations with governments and CSOs on service standards</li> <li>ii. Develop minimal service standards</li> <li>iii. Develop citizen charter (rules of engagement with the public)</li> <li>iv. Conduct consultations with governments and CSOs and secure consensus</li> <li>v. Provide training for current government employees in citizen services</li> <li>vi. Conduct public awareness campaign</li> <li>vii. Provide advisory and technical support to governments on the implementation of service standards and citizen charter</li> <li>viii. Monitor progress and achievements and report annually.</li> </ul>

N	Immediate outcomes	Outputs	Activities
9.5	The back office information systems are linked with relevant web applications in a secure manner.	<ul style="list-style-type: none"> <li>a. Back office systems architecture (pilot)</li> <li>b. Adaptation of back office systems for web applications (pilot)</li> <li>c. Service delivery options through multiple channels (e.g. mobiles, kiosks, community access centres) (pilot)</li> <li>d. Awareness of issues and opportunities in the integration of back offices with web applications</li> <li>e. Annual progress report on back office integration.</li> </ul>	<ul style="list-style-type: none"> <li>i. Conduct a requirements study on the integration of back offices with web applications in one country as a pilot study</li> <li>ii. Develop a strategy and plan for integration of back offices with web applications for specific services for the pilot</li> <li>iii. Conduct an awareness session with other countries in the region for sharing experience with the pilot</li> <li>iv. Provide consulting and advisory support to other countries in conducting requirement studies and the development of their strategic plans for integration</li> <li>v. Monitor progress on back office integration with web applications</li> </ul>

N	Immediate outcomes	Outputs	Activities
9.6	ICT literacy among citizens is increased and there is higher uptake of citizen transactions electronically	a. Assessment of ICT literacy in citizenry (including micro and small business)	i. Conduct assessment study on ICT literacy in citizens(including micro and small business
9.7	Public is able to use internet services for dealing with government.	b. Assessment of the availability of internet services	ii. Conduct assessment study on the availability and affordability of internet services to citizens
9.8	Demand and quality of services is regularly monitored	c. Curriculum for increasing ICT literacy in public d. Current uptake of government services on the internet e. Public campaign on the use of government services through internet f. Annual progress report on ICT literacy in public g. Annual progress report on uptake of government services by public	iii. Identify minimum skills needed to interface with eGovernment services iv. Develop curriculum for increasing the ICT literacy in citizens (including micro and small business) v. Promote the use of curriculum by training facilities and academic institutions vi. Assess the current uptake of government services through internet vii. Develop a strategy and plan for increasing uptake of government services on the internet viii. Develop and conduct public awareness campaign on the use of government services through internet ix. Monitor progress annually on the uptake of government services on the internet x. Monitor progress on the increase in ICT literacy in public

N	Immediate outcomes	Outputs	Activities
9.9	Public is now able to use handheld devices to access government services	a. Increased access to government services by citizens b. Study report on delivering government services through multiple channels including mobile phones	i. Conduct a feasibility study on delivering government services through multiple channels including handheld devices
9.10	Public now have use of telecentres (kiosk, community access points ,service centres) to access government services	c. Progress report on the uptake of government services through mobile phones d. Progress report on the uptake of government services through other channels	ii. Develop a strategy and plan for delivering services through multiple channels iii. Consult with telecom service providers on the feasibility of delivering government services through mobile phones and develop a strategy for this purpose iv. Provide advice to countries on delivering government services through multiple channels including mobile phone. v. Monitor progress on uptake of government services through mobile phones. vi. Monitor progress on uptake of government services through other channels.

N	Immediate outcomes	Outputs	Activities
9.11	Increased computer penetration (home and small business ownership) to 80%	a. Feasibility study on increased penetration of computers and increased availability and affordability of broadband	i. Conduct feasibility study on increasing computer penetration to 80% and increasing broadband coverage and affordability in one country
9.12	Increased broadband coverage and affordability	b. Methodology for conducting the feasibility of increasing computer penetration in CARICOM countries c. Regional strategy and plan for increasing the computer penetration in homes and small business and broadband availability and affordability d. Progress report the strategy implementation	ii. Develop a strategy and plan for increasing the computer penetration and broadband availability and affordability iii. Share knowledge of the study and strategy with other countries in the region and provide them with support for conducting similar study iv. Develop a regional strategy and plan for increasing computer penetration and increasing broadband affordability v. Provide support to implementing agencies for executing the strategy and plan vi. Monitor progress annually and report

10. Public sector delivers services that promote citizen confidence in the public service and contributes to the achievement of public policy goals.



N	Immediate Outcomes	Outputs	Activities
10.1	System is in operation for receiving citizen input on policy issues and providing feedback.	<ul style="list-style-type: none"> <li>a. Awareness package and workshop on a system for receiving citizen input and providing feedback</li> <li>b. Assessment report on a system for receiving citizen input and providing feedback</li> <li>c. Feasibility study report on a system for receiving citizen input and providing feedback</li> <li>d. Approved strategy and plan for a system for receiving citizen input and providing feedback</li> <li>e. Prototype system and test results on a system for receiving citizen input and providing feedback</li> <li>f. Prototype architecture and technical specifications</li> <li>g. Training of country personnel on prototype design</li> <li>h. Annual progress report on a system for receiving citizen input and providing feedback</li> <li>i. Management framework (including service standards) for processing citizen input and feedback</li> <li>j. Trained policy makers and implementers in receiving citizen feedback and providing feedback</li> </ul>	<ul style="list-style-type: none"> <li>i. Design and test a prototype of a system for receiving citizen input and providing feedback using methodology (2)</li> <li>ii. Develop a management framework (including service standards) for processing citizen input and feedback using methodology (1)</li> </ul>

N	Immediate Outcomes	Outputs	Activities
10.2	Government communications with public is effective and assures transparency and is confidential	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop for citizen charter template</li> <li>b. Opportunity assessment report on regional citizen charter template</li> <li>c. Collection of related policies and legislations from countries in the region</li> <li>d. Approved regional citizen charter template</li> <li>e. Approved regional accountability and governance framework for citizen charter template</li> <li>f. Strategy for the implementation of citizen charter template</li> <li>g. Trained policy makers and implementers in the regional citizen charter template</li> <li>h. Communications strategy and plan</li> <li>i. Training program for citizen charter template</li> <li>j. Trained public service workforce in the regional citizen charter template</li> <li>k. Annual progress report on citizen charter template implementation in the region</li> <li>l. Ongoing updates and changes to citizen charter template</li> </ul>	<ul style="list-style-type: none"> <li>i. Develop citizen charter template using methodology (1)</li> </ul>

N	Immediate Outcomes	Outputs	Activities
10.3	Citizen confidence and trust in government is routinely monitored	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop for the national survey methodology on citizen confidence</li> <li>b. Opportunity assessment report on regional national survey methodology on citizen confidence</li> <li>c. Collection of related policies and legislations from countries in the region</li> <li>d. Approved regional national survey methodology on citizen confidence</li> <li>e. Approved regional accountability and governance framework for national survey methodology on citizen confidence</li> <li>f. Strategy for the implementation of the national survey methodology on citizen confidence</li> <li>g. Communications strategy and plan</li> <li>h. Training program for the national survey methodology on citizen confidence</li> <li>i. Trained survey workers in the regional national survey methodology on citizen confidence</li> <li>j. Annual progress report on national survey methodology on citizen confidence implementation in the region</li> <li>k. Ongoing updates and changes to the national survey methodology on citizen confidence</li> <li>l. National surveys on citizen confidence and trust</li> <li>m. Regional outcome of the national surveys</li> </ul>	<ul style="list-style-type: none"> <li>i. Design national survey methodology on citizen confidence and trust using methodology (1)</li> <li>ii. Conduct national surveys on citizen confidence and trust</li> <li>iii. Compile regional outcome of the national surveys</li> <li>iv. Create public sector service awards</li> </ul>



**11. The business and citizens have access to business information and services made available through regional portals, thus enabling the distribution of standardized information, providing regulatory compliance information for different jurisdictions, reducing paper burden, publishing new business intelligence( for regional trade and export purposes), and using a standardized search engine**

<b>11</b>	<b>Immediate Outcomes</b>	<b>Outputs</b>	<b>Activities</b>
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11	Immediate Outcomes	Outputs	Activities
11.1	The regional champion for business and trade promotion is operational	a. Awareness setting package and workshop for the information management framework for a business and trade portal	i. Develop an information management framework for a business and trade portal using methodology (1)
11.2	Business and trade portal information management framework is sanctioned	b. Opportunity assessment report on regional information management framework for a business and trade portal	ii. Partner with Caribbean Export Development Agency and support the implementation of the information management framework
11.3	Business and trade portal complies with regional information management framework, and ICT and web standards (w3c)	c. Collection of related policies from countries in the region d. Approved regional information management framework for a business and trade portal design e. Approved regional accountability and governance framework for information management framework for a business and trade portal	iii. Monitor and report annually on the uptake of business and trade portal
11.4	The uptake of regional business and trade portal is significant	f. Strategy for the implementation of the information management framework for a business and trade portal g. Communications strategy and plan h. Training program for the information management framework for a business and trade portal i. Trained public service workforce in the regional information management framework for a business and trade portal j. Annual progress report on information management framework for a business and trade portal implementation in the region k. Ongoing updates and changes to the information management framework for a business and trade portal l. Partnership MOU with the Caribbean Export Development Agency m. Annual report on the uptake of the business and trade portal	

**12. Increased safety, security and efficiency of air and maritime commerce enabled through a regional portal.**

N	Immediate outcomes	Output	Activities
12.1	Real-time environmental and other geospatial information is available for the safety, security and efficiency of air and maritime commerce	<ul style="list-style-type: none"> <li>a. MOU with a partner for air and maritime commerce on information management in maritime commerce</li> <li>b. Awareness setting package and workshop for the air and maritime commerce portal</li> <li>c. Opportunity assessment report on regional air and maritime commerce portal</li> <li>d. Collection of related policies and legislations from countries in the region</li> <li>e. Approved regional air and maritime commerce portal design</li> <li>f. Approved regional accountability and governance framework for air and maritime commerce portal</li> <li>g. Strategy for the implementation of the air and maritime commerce portal</li> <li>h. Communications strategy and plan</li> <li>i. Training program for the air and maritime commerce portal</li> <li>j. Trained staff in the regional air and maritime commerce portal</li> <li>k. Annual progress report on air and maritime commerce portal implementation in the region</li> </ul>	<ul style="list-style-type: none"> <li>i. Identify a partner for implementing the air and maritime commerce portal</li> <li>ii. Develop and operationalize an information management framework for air and maritime commerce portal using methodology (1)</li> </ul>

N	Immediate outcomes	Output	Activities
12.2	Protocols for dealing with the safety, security and efficiency of air and maritime commerce is operational	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop for the protocols for safety and security of air and maritime commerce</li> <li>b. Opportunity assessment report on regional protocols for safety and security of air and maritime commerce</li> <li>c. Collection of related policies and legislations from countries in the region</li> <li>d. Approved regional protocols for safety and security of air and maritime commerce</li> <li>e. Approved regional accountability and governance framework for protocols for safety and security of air and maritime commerce</li> <li>f. Strategy for the implementation of the protocols for safety and security of air and maritime commerce</li> <li>g. Trained policy makers and implementers in the regional protocols for safety and security of air and maritime commerce</li> <li>h. Communications strategy and plan</li> <li>i. Training program for the protocols for safety and security of air and maritime commerce</li> <li>j. Trained employees in the regional protocols for safety and security of air and maritime commerce</li> <li>k. Annual progress report on protocols for safety and security of air and maritime commerce implementation in the region</li> </ul>	<ul style="list-style-type: none"> <li>i. Develop Protocols to deal with the safety, security and efficiency using methodology (1)</li> </ul>

N	Immediate outcomes	Output	Activities
12.3	Real-time environmental and other geospatial information is available that is valid, reliable and accessible 24/7	<ul style="list-style-type: none"> <li>a. Awareness package and workshop on regional GIS</li> <li>b. Opportunity assessment report on regional GIS</li> <li>c. Feasibility study for the regional GIS system</li> <li>d. Strategy, plan and resourcing options for a regional GIS</li> <li>e. Annual progress report on Regional GIS development in the region</li> </ul>	<ul style="list-style-type: none"> <li>i. Complete feasibility study of the GIS needs and capabilities of all of the countries in the region using methodology (2)</li> <li>ii. Develop a strategy, plan and resourcing options for developing and operating a GIS system for the region</li> <li>iii. Identify a partner for implementing and operating the GIS system in the region</li> <li>iv. Provide technical and advisory support to the partner for implementing the GIS system</li> <li>v. Monitor progress on the development of the regional GIS systems</li> </ul>

**13. Enabling eCommerce environment is in place for conducting business electronically; small business can perform in this environment.**

N	Immediate outcomes	Outputs	Activities
13.1	Legislative framework enabling eCommerce is operational	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop for the legislative framework for eCommerce</li> <li>b. Opportunity assessment report on regional legislative framework for eCommerce</li> <li>c. Collection of related policies and legislations from countries in the region</li> <li>d. Approved regional legislative framework for eCommerce</li> <li>e. Approved regional accountability and governance framework for legislative framework for eCommerce</li> <li>f. Strategy for the implementation of the legislative framework for eCommerce</li> <li>g. Trained policy makers and implementers in the regional legislative framework for eCommerce</li> <li>h. Communications strategy and plan</li> <li>i. Training program for the legislative framework for eCommerce</li> <li>j. Trained public service workforce in the regional legislative framework for eCommerce</li> <li>k. Annual progress report on legislative framework for eCommerce implementation in the region</li> <li>l. Ongoing updates and changes to the legislative framework for eCommerce</li> </ul>	<ul style="list-style-type: none"> <li>i. Create legislative framework for eCommerce transactions using methodology (1)</li> </ul> <p>The legislative framework would include regulations for privacy, identity theft and electronic transactions.</p>

N	Immediate outcomes	Outputs	Activities
13.2	eCommerce infrastructure is in action	<ul style="list-style-type: none"> <li>a. Opportunity assessment for enhancing eCommerce infrastructure in the region</li> <li>b. Strategy and plan for enhancing eCommerce infrastructure</li> <li>c. Annual progress report on the status of eCommerce infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>i. Assess opportunity for enhancing eCommerce infrastructure in the region</li> <li>ii. Develop a strategy and plan for enhancing the eCommerce infrastructure in the region</li> <li>iii. Identify partners for enhancing eCommerce infrastructure</li> <li>iv. Report progress annually on the capacity of eCommerce infrastructure</li> </ul>

N	Immediate outcomes	Outputs	Activities
13.3	Micro and small businesses are able to use Ecommerce infrastructure	<ul style="list-style-type: none"> <li>a. Opportunity assessment of the capacity of micro and small businesses to use eCommerce infrastructure</li> <li>b. Strategy and plan for improving the capacity of micro and small businesses to use eCommerce</li> <li>c. Annual progress report on the use of eCommerce by micro and small businesses</li> </ul>	<ul style="list-style-type: none"> <li>i. Assess the capacity of micro and small businesses to use eCommerce facilities</li> <li>ii. Develop a strategy and plan to improve the capacity of micro and small business to use eCommerce</li> <li>iii. Identify partners to promote eCommerce use by micro and small businesses</li> <li>iv. Report progress annually on the use of eCommerce facilities by micro and small businesses</li> </ul>

**14. The local management consulting, ICT professional services businesses in the private sector and Diasporas have the capacity to command a larger share of the market for e-government related services than at present.**

N	Immediate outcomes	Outputs	Activities
14.1	The local management and ICT consulting professionals are knowledgeable in Caribbean regional eGovernment strategy, standards and ICT management frameworks	a. Trained management consulting and ICT professionals in eGovernment strategy and its constructs	<ul style="list-style-type: none"> <li>i. Assess training needs for local management and ICT consulting industry in the area of eGovernment constructs and their implementation</li> <li>ii. Conduct training programs for local management consulting and ICT professionals on eGovernment strategy and its components</li> <li>iii. Partner with local consulting industry associations in capacity development efforts</li> </ul>
14.2	Competency profile of ICT professionals for different tasks are standardized	a. Competency profiles for different levels of engagement of ICT professionals	<ul style="list-style-type: none"> <li>i. Develop competency profiles for different levels of ICT professionals</li> <li>ii. Share the competency profiles with ICT consulting industry</li> <li>iii. Incorporate competencies in procurement processes</li> <li>iv. Share competency profiles with training organizations and academic institutions</li> </ul>

N	Immediate outcomes	Outputs	Activities
14.3	Information about qualified local and regional consultants is available	a. A screened roster of qualified local and regional consultants	<ul style="list-style-type: none"> <li>i. Establish a database of regional (Caribbean) qualified management consulting and ICT professionals</li> <li>ii. Invite local consultants and diasporas to register into the database</li> <li>iii. Create a screening process to select qualified consultants for the database</li> <li>iv. Screen applicants for the consulting database and provide feedback to those not selected</li> <li>v. CARICAD maintains the database on an ongoing basis</li> <li>vi. The information in the database is made available to procurement agencies within the region</li> </ul>
14.4	The procurement policy provides for favourable status for local management and ICT consulting services	a. Modified procurement policy that includes advantage for local qualified consultants	<ul style="list-style-type: none"> <li>i. Develop a procurement policy component that provides advantage to local qualified consultants and secure consensus</li> </ul>

15. Police and security agencies in the region operate with shared and pooled law enforcement information protocol for the purpose of reducing the crime rate and improving security of citizens including cyber security, within an adequate privacy and security framework consistent with regional and international law enforcement treaties.

N	Immediate Outcome	Outputs	Activities
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N	Immediate Outcome	Outputs	Activities
15.1	Regional law enforcement protocol and information interoperability standards are operational.	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop on LAW ENFORCEMENT</li> <li>b. Opportunity assessment report on the harmonization of information systems in LAW ENFORCEMENT</li> <li>c. Opportunity assessment study report on regional LAW ENFORCEMENT protocols</li> <li>d. Regional LAW ENFORCEMENT protocols</li> <li>e. Feasibility study report on harmonized information systems in LAW ENFORCEMENT including digitization of records</li> <li>f. Strategy and plan for harmonizing information systems in LAW ENFORCEMENT including digitization of records</li> <li>g. Trained policy makers and implementers (senior management) in harmonized LAW ENFORCEMENT and regional LAW ENFORCEMENT protocols</li> <li>h. Information interoperability standards for LAW ENFORCEMENT</li> <li>i. Communications strategy and plan for harmonized LAW ENFORCEMENT</li> <li>j. Trained workforce in harmonized information systems and information interoperability standards</li> <li>k. Annual progress report on harmonization achievements in LAW ENFORCEMENT</li> </ul>	<ul style="list-style-type: none"> <li>i. Harmonize information management systems and establish information interoperability in law enforcement in the region using methodology (3)</li> </ul>



**16. Information systems to support judicial administration in the region are standardized and legislations harmonized.**

<b>N</b>	<b>Immediate outcome</b>	<b>Outputs</b>	<b>Activities</b>
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N	Immediate outcome	Outputs	Activities
16.1	17. Judicial administration systems in the region are harmonized	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop on JUDICIAL ADMINISTRATION</li> </ul>	<ul style="list-style-type: none"> <li>i. Harmonize information management systems and establish information interoperability in judicial administration.</li> </ul>
16.2	Regional Judicial information database is operational	<ul style="list-style-type: none"> <li>b. Opportunity assessment report on the harmonization of information systems in JUDICIAL ADMINISTRATION</li> <li>c. Opportunity assessment study report on regional JUDICIAL ADMINISTRATION protocols</li> <li>d. Regional JUDICIAL ADMINISTRATION protocols</li> <li>e. Feasibility study report on harmonized information systems in JUDICIAL ADMINISTRATION including digitization of records</li> <li>f. Strategy and plan for harmonizing information systems in JUDICIAL ADMINISTRATION including digitization of records</li> <li>g. Trained policy makers and implementers (senior management) in harmonized JUDICIAL ADMINISTRATION and regional JUDICIAL ADMINISTRATION protocols</li> <li>h. Information interoperability standards for JUDICIAL ADMINISTRATION</li> <li>i. Communications strategy and plan for harmonized JUDICIAL ADMINISTRATION</li> <li>j. Trained workforce in harmonized information systems and information interoperability standards</li> <li>k. Annual progress report on harmonization achievements in JUDICIAL ADMINISTRATION</li> <li>l. Regional Judicial information database</li> </ul>	<ul style="list-style-type: none"> <li>ii. Provide support to the establishment of a regional judicial information database</li> </ul>

**17. Disaster warning and recovery plans in the region are managed using standards ICTs and shared information pooled from all emergency response agencies providing assistance to disaster victims.**

N	Immediate outcomes	Outputs	Activities	
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N	Immediate outcomes	Outputs	Activities
17.1	Disasters management systems in the region are harmonized	a. Awareness setting package and workshop on DISASTER MANAGEMENT	Harmonize information management systems and establish information interoperability in disaster management
17.2	National and local communities share emergency early warning systems	b. Opportunity assessment report on the harmonization of information systems in DISASTER MANAGEMENT c. Opportunity assessment study report on regional DISASTER MANAGEMENT protocols d. Regional DISASTER MANAGEMENT protocols e. Feasibility study report on harmonized information systems in DISASTER MANAGEMENT including digitization of records f. Strategy and plan for harmonizing information systems in DISASTER MANAGEMENT including digitization of records g. Trained policy makers and implementers (senior management) in harmonized DISASTER MANAGEMENT and regional DISASTER MANAGEMENT protocols h. Information interoperability standards for DISASTER MANAGEMENT i. Communications strategy and plan for harmonized DISASTER MANAGEMENT j. Trained workforce in harmonized information systems and information interoperability standards k. Annual progress report on harmonization achievements in DISASTER MANAGEMENT l. Emergency alert response service	Establish an Emergency Alert response service.



**18. A regional system manages the transportation of hazardous material through Caribbean air and waters providing support for first response, safety and security.**

<b>N</b>	<b>Immediate Outcome</b>	<b>Outputs</b>	<b>Activities</b>
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N	Immediate Outcome	Outputs	Activities
18.1	Regional systems for the transportation of hazardous material fully operational	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop on HAZARDOUS MATERIAL TRANSPORTATION</li> <li>b. Opportunity assessment report on the harmonization of information systems in HAZARDOUS MATERIAL TRANSPORTATION</li> <li>c. Opportunity assessment study report on regional HAZARDOUS MATERIAL TRANSPORTATION protocols</li> <li>d. Regional HAZARDOUS MATERIAL TRANSPORTATION protocols</li> <li>e. Feasibility study report on harmonized information systems in HAZARDOUS MATERIAL TRANSPORTATION including digitization of records</li> <li>f. Strategy and plan for harmonizing information systems in HAZARDOUS MATERIAL TRANSPORTATION including digitization of records</li> <li>g. Trained policy makers and implementers (senior management) in harmonized HAZARDOUS MATERIAL TRANSPORTATION and regional HAZARDOUS MATERIAL TRANSPORTATION protocols</li> <li>h. Information interoperability standards for HAZARDOUS MATERIAL TRANSPORTATION</li> <li>i. Communications strategy and plan for harmonized HAZARDOUS MATERIAL TRANSPORTATION</li> <li>j. Trained workforce in harmonized information systems and information interoperability standards</li> <li>k. Annual progress report on harmonization achievements in HAZARDOUS MATERIAL TRANSPORTATION</li> <li>l. Designated collection sites in each country</li> </ul>	<ul style="list-style-type: none"> <li>i. Harmonize information management systems and establish information interoperability in hazardous material transportation in the region</li> <li>ii. Designate collection sites in each member country</li> </ul>



19. Tourists, tour operators and other tourist service providers have access to standardized information on tourism opportunities in the region, and a facility to make reservations enabled through a regional portal.

N	Immediate Outcomes	Outputs	Activities	
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N	Immediate Outcomes	Outputs	Activities
19.1	<p>Tourism agencies in the Caribbean operate cooperatively and share a common regional portal</p> <p>Regional tourism proposal with reservation facilities is operational</p>	<p>a. Opportunity assessment for tourism portal</p> <p>b. Feasibility study on tourism portal</p> <p>c. Strategy and plan for a tourism portal</p> <p>d. Regional tourism portal design with reservation facilities.</p> <p>e. Annual performance report on the tourism portal</p>	<p>i. Assess if CTO is ready and capable of leading the development of the regional tourism portal</p> <p>ii. If CTO is ready, carry out the following steps in partnership with CTO; else, conduct these steps independently and search for a partner.</p> <p>iii. Conduct an awareness session on tourism portal and form a task force</p> <p>iv. Conduct an opportunity assessment study on the tourism portal</p> <p>v. Conduct consultations and secure consensus for moving forward</p> <p>vi. Conduct a detailed feasibility study on the tourism portal</p> <p>vii. Develop a strategy and plan for developing a regional tourism portal</p> <p>viii. Conduct consultations and secure consensus on the strategy and plan for the initiative, and find the partner (if not CTO)</p> <p>ix. Secure investments and other resources</p> <p>x. Provide technical and advisory support on the design, development and implementation of the tourism portal by the partner</p> <p>xi. Monitor progress on the initiative and report annually</p>
19.2			



20. Standardized information management methods are applied in the region to the management of marine and terrestrial resources  
[including resource management and environmental protection.]

N	Immediate outcomes	Outputs	Activities
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N	Immediate outcomes	Outputs	Activities
20.1	Regional systems for the management of marine and terrestrial resources including legal framework and GIS capabilities	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop on MARINE AND TERRESTRIAL RESOURCES</li> <li>b. Opportunity assessment report on the harmonization of information systems in MARINE AND TERRESTRIAL RESOURCES</li> <li>c. Opportunity assessment study report on regional MARINE AND TERRESTRIAL RESOURCES protocols</li> <li>d. Regional MARINE AND TERRESTRIAL RESOURCES protocols</li> <li>e. Feasibility study report on harmonized information systems in MARINE AND TERRESTRIAL RESOURCES including digitization of records</li> <li>f. Strategy and plan for harmonizing information systems in MARINE AND TERRESTRIAL RESOURCES including digitization of records</li> <li>g. Trained policy makers and implementers (senior management) in harmonized MARINE AND TERRESTRIAL RESOURCES and regional MARINE AND TERRESTRIAL RESOURCES protocols</li> <li>h. Information interoperability standards for MARINE AND TERRESTRIAL RESOURCES</li> <li>i. Communications strategy and plan for harmonized MARINE AND TERRESTRIAL RESOURCES</li> <li>j. Trained workforce in harmonized information systems and information interoperability standards</li> <li>k. Annual progress report on harmonization</li> </ul>	<ul style="list-style-type: none"> <li>· Harmonize information management systems and establish information interoperability in marine and terrestrial resources.</li> <li>· Consolidate and assess existing information on regional environmental threats</li> <li>· Provide training in marine and terrestrial resource conservation</li> </ul>



**21. Health agencies in the region use standardized and interoperable electronic health records with acceptable privacy acts.**

N	Immediate outcomes	Outputs	Activities
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N	Immediate outcomes	Outputs	Activities
21.1	Interoperable electronic health records are used within the region	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop on ELECTRONIC HEALTH RECORDS</li> </ul>	<ul style="list-style-type: none"> <li>i. Harmonize information management systems and establish information interoperability in electronic health records</li> </ul>
21.2	Electronic health records comply with regional privacy regulations	<ul style="list-style-type: none"> <li>b. Opportunity assessment report on the harmonization of information systems in ELECTRONIC HEALTH RECORDS</li> <li>c. Opportunity assessment study report on regional ELECTRONIC HEALTH RECORDS protocols</li> <li>d. Regional ELECTRONIC HEALTH RECORDS protocols</li> <li>e. Feasibility study report on harmonized information systems in ELECTRONIC HEALTH RECORDS including digitization of records</li> <li>f. Strategy and plan for harmonizing information systems in ELECTRONIC HEALTH RECORDS including digitization of records</li> <li>g. Trained policy makers and implementers (senior management) in harmonized ELECTRONIC HEALTH RECORDS and regional ELECTRONIC HEALTH RECORDS protocols</li> <li>h. Information interoperability standards for ELECTRONIC HEALTH RECORDS</li> <li>i. Communications strategy and plan for harmonized ELECTRONIC HEALTH RECORDS</li> <li>j. Trained workforce in harmonized information systems and information interoperability standards</li> <li>k. Annual progress report on harmonization achievements in ELECTRONIC HEALTH RECORDS</li> </ul>	



22. Health planning and management in the region is carried out with standardized information gathered from health institutions on patient care, special diseases, special patients, and performance indicators, respecting patient privacy.

N	Immediate Outcomes	Outputs	Activities
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N	Immediate Outcomes	Outputs	Activities
22.1	The information for health planning and management is harmonized in the region.	a. Awareness setting package and workshop on HEALTH PLANNING AND MANAGEMENT	i. Harmonize information management systems and establish information interoperability for health planning and management
22.2	The performance indicators for health management in the region are standardized	b. Opportunity assessment report on the harmonization of information systems in HEALTH PLANNING AND MANAGEMENT c. Opportunity assessment study report on regional HEALTH PLANNING AND MANAGEMENT protocols d. Regional HEALTH PLANNING AND MANAGEMENT protocols e. Feasibility study report on harmonized information systems in HEALTH PLANNING AND MANAGEMENT including digitization of records f. Strategy and plan for harmonizing information systems in HEALTH PLANNING AND MANAGEMENT including digitization of records g. Trained policy makers and implementers (senior management) in harmonized HEALTH PLANNING AND MANAGEMENT and regional HEALTH PLANNING AND MANAGEMENT protocols h. Information interoperability standards for HEALTH PLANNING AND MANAGEMENT i. Communications strategy and plan for harmonized HEALTH PLANNING AND MANAGEMENT j. Trained workforce in harmonized information systems and information interoperability standards k. Annual progress report on harmonization achievements in HEALTH PLANNING AND MANAGEMENT	



23. Telemedicine is widely used in the region.

N	Immediate outcomes	Outputs	Activities
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23.1	Telemedicine is widely used in the region	<ul style="list-style-type: none"> <li>a. Awareness package and workshop on telemedicine</li> <li>b. Assessment report on telemedicine</li> <li>c. Feasibility study report on telemedicine</li> <li>d. Approved strategy and plan for telemedicine</li> <li>e. Prototype system and test results on telemedicine</li> <li>f. Telemedicine prototype architecture and technical specifications</li> <li>g. Training of country personnel on prototype design</li> <li>h. Annual progress report on telemedicine</li> </ul>	<ul style="list-style-type: none"> <li>i. Conduct an awareness session on telemedicine and form a task force</li> <li>ii. Conduct an opportunity assessment study on telemedicine</li> <li>iii. Conduct consultations and secure consensus for moving forward</li> <li>iv. Conduct a detailed feasibility study on telemedicine</li> <li>v. Develop a strategy and plan for implementing telemedicine</li> <li>vi. Conduct consultations and secure consensus on the strategy and plan for the initiative</li> <li>vii. Secure investments and other resources</li> <li>viii. Design and develop a prototype system and test in different environment</li> <li>ix. Conduct consultations with stakeholders and secure consensus on the prototype design</li> <li>x. Provide the prototype architecture and technical specifications to countries for developing a system for their own environment</li> <li>xi. Provide training to country personnel on design and use of the prototype</li> <li>xii. Monitor progress on the initiative and report annually</li> </ul>
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24. Citizens in the region have access to information and services regarding education, training, and funding opportunities across the region, enabled through a regional portal

N	Immediate Outcomes	Outputs	Activities	
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N	Immediate Outcomes	Outputs	Activities
24.1	Citizens have access to information and services regarding education, training and funding opportunities in the region	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop on EDUCATION AND TRAINING OPPORTUNITIES</li> <li>b. Opportunity assessment report on the harmonization of information systems in EDUCATION AND TRAINING OPPORTUNITIES</li> <li>c. Opportunity assessment study report on regional EDUCATION AND TRAINING OPPORTUNITIES protocols</li> <li>d. Regional EDUCATION AND TRAINING OPPORTUNITIES protocols</li> <li>e. Feasibility study report on harmonized information systems in EDUCATION AND TRAINING OPPORTUNITIES including digitization of records</li> <li>f. Strategy and plan for harmonizing information systems in EDUCATION AND TRAINING OPPORTUNITIES including digitization of records</li> <li>g. Trained policy makers and implementers (senior management) in harmonized EDUCATION AND TRAINING OPPORTUNITIES and regional EDUCATION AND TRAINING OPPORTUNITIES protocols</li> <li>h. Information interoperability standards for EDUCATION AND TRAINING OPPORTUNITIES</li> <li>i. Communications strategy and plan for harmonized EDUCATION AND TRAINING OPPORTUNITIES</li> <li>j. Trained workforce in harmonized information systems and information interoperability standards</li> </ul>	<ul style="list-style-type: none"> <li>i. Harmonize information management systems and establish information interoperability in education and training opportunities in the region using methodology (3)</li> </ul>



25. The education system provide the citizens and the labour market with the capacity of operating in an information society

N	Immediate Outcomes	Outputs	Activities
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N	Immediate Outcomes	Outputs	Activities
25.1	Educational institutions have curriculum and adequate infrastructure to prepare the labour market to operate in an information society	<ul style="list-style-type: none"> <li>a. Assessment study on the current capacity of education system to prepare the labour market for information society</li> <li>b. Strategy and plan for enhancing the capacity of education system for the labour market to operate in an information society</li> <li>c. Annual progress report on capacity development efforts in the education system for the labour market to operate in an information society</li> </ul>	<ul style="list-style-type: none"> <li>i. Identify partners for leading the development of capacity of the labour market for operating in the information society</li> <li>ii. Conduct an awareness and consultative session on this subject</li> <li>iii. Conduct an assessment study on the current capacity of the education system to prepare the labour market for operating in an information society</li> <li>iv. Conduct consultations on the assessment report findings and secure consensus</li> <li>v. Develop a strategy and a plan for enhancing the capacity of the education system to build the labour market capable of operating in an information society</li> <li>vi. Conduct consultations and secure consensus</li> <li>vii. Secure investments and other resources</li> <li>viii. Provide advisory and technical support to partners in the implementation of the strategy and plan</li> <li>ix. Monitor progress and report annually</li> </ul>

N	Immediate Outcomes	Outputs	Activities
25.2	Standard regional certification for ICT Training	<ul style="list-style-type: none"> <li>a. Opportunity assessment report on standardized ICT training</li> <li>b. Curriculum guidelines for ICT training and certification</li> <li>c. Framework for managing the certification process for ICT training</li> <li>d. Awareness campaign on standardized certification of ICT training</li> <li>e. Annual progress report on the implementation of standardized ICT training</li> </ul>	<ul style="list-style-type: none"> <li>i. Identify key stakeholders for developing curriculum guidelines for ICT training</li> <li>ii. Assess the opportunity for regional certification for ICT training</li> <li>iii. Conduct consultations and secure consensus</li> <li>iv. Develop curriculum guidelines for ICT training and certification</li> <li>v. Develop a framework for managing the certification process for ICT training</li> <li>vi. Conduct consultations and secure consensus on the framework</li> <li>vii. Operationalize the framework</li> <li>viii. Conduct an awareness campaign on the regional certification of ICT training</li> <li>ix. Monitor progress on the implementation of the regional certification for ICT training</li> </ul>

26. Citizens have access to information and services regarding employment and internship opportunities across the region enabled through a regional portal

N	Immediate Outcome	Outputs	Activities
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N	Immediate Outcome	Outputs	Activities
26.1	Citizens have access to information and services regarding employment and internship opportunities across the region enabled through a regional portal	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop on EMPLOYMENT AND INTERNSHIP OPPORTUNITIES</li> <li>b. Opportunity assessment report on the harmonization of information systems in EMPLOYMENT AND INTERNSHIP OPPORTUNITIES</li> <li>c. Opportunity assessment study report on regional EMPLOYMENT AND INTERNSHIP OPPORTUNITIES protocols</li> <li>d. Regional EMPLOYMENT AND INTERNSHIP OPPORTUNITIES protocols</li> <li>e. Feasibility study report on harmonized information systems in EMPLOYMENT AND INTERNSHIP OPPORTUNITIES including digitization of records</li> <li>f. Strategy and plan for harmonizing information systems in EMPLOYMENT AND INTERNSHIP OPPORTUNITIES including digitization of records</li> <li>g. Trained policy makers and implementers (senior management) in harmonized EMPLOYMENT AND INTERNSHIP OPPORTUNITIES and regional EMPLOYMENT AND INTERNSHIP OPPORTUNITIES protocols</li> <li>h. Information interoperability standards for EMPLOYMENT AND INTERNSHIP OPPORTUNITIES</li> <li>i. Communications strategy and plan for harmonized EMPLOYMENT AND INTERNSHIP OPPORTUNITIES</li> <li>j. Trained workforce in harmonized information systems and information interoperability standards</li> <li>k. Annual progress report on harmonization achievements in EMPLOYMENT AND INTERNSHIP OPPORTUNITIES</li> </ul>	<ul style="list-style-type: none"> <li>i. Harmonize information systems and establish information interoperability in employment and internship opportunities using methodology (3)</li> </ul>



**27. The agriculturalists in the region have access to information and services regarding support for agriculture development enabled through a regional portal**

<b>N</b>	<b>Immediate outcomes</b>	<b>Outputs</b>	<b>Activities</b>	
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N	Immediate outcomes	Outputs	Activities
27.1	Information on agriculture development is harmonized across the region and is available to agriculturists.	<ul style="list-style-type: none"> <li>a. Awareness setting package and workshop on AGRICULTURAL DEVELOPMENT</li> <li>b. Opportunity assessment report on the harmonization of information systems in AGRICULTURAL DEVELOPMENT</li> <li>c. Opportunity assessment study report on regional AGRICULTURAL DEVELOPMENT</li> <li>d. Regional AGRICULTURAL DEVELOPMENT protocols</li> <li>e. Feasibility study report on harmonized information systems in AGRICULTURAL DEVELOPMENT including digitization of records</li> <li>f. Strategy and plan for harmonizing information systems in AGRICULTURAL DEVELOPMENT including digitization of records</li> <li>g. Trained policy makers and implementers (senior management) in harmonized AGRICULTURAL DEVELOPMENT and regional AGRICULTURAL DEVELOPMENT protocols</li> <li>h. Information interoperability standards for AGRICULTURAL DEVELOPMENT</li> <li>i. Communications strategy and plan for harmonized AGRICULTURAL DEVELOPMENT</li> <li>j. Trained workforce in harmonized information systems and information interoperability standards</li> <li>k. Annual progress report on harmonization achievements in AGRICULTURAL DEVELOPMENT</li> </ul>	<ul style="list-style-type: none"> <li>i. Harmonize information management systems and establish information interoperability in agriculture development</li> </ul>



28. Supply chain management, agriculture production and marketing information, and transactions are enabled through electronic means.

N	Immediate outcome	Outputs	Activities
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	<b>Immediate outcome</b>	<b>Outputs</b>	<b>Activities</b>
N 28.1	Agriculturists are able to conduct their business and marketing activities through electronic means	<p>a. Awareness setting package and workshop on AGRICULTURAL BUSINESS AND MARKETING</p> <p>b. Opportunity assessment report on the harmonization of information systems in AGRICULTURAL BUSINESS AND MARKETING</p> <p>c. Opportunity assessment study report on regional AGRICULTURAL BUSINESS AND MARKETING protocols</p> <p>d. Regional AGRICULTURAL BUSINESS AND MARKETING protocols</p> <p>e. Feasibility study report on harmonized information systems in AGRICULTURAL BUSINESS AND MARKETING including digitization of records</p> <p>f. Strategy and plan for harmonizing information systems in AGRICULTURAL BUSINESS AND MARKETING including digitization of records</p> <p>g. Trained policy makers and implementers (senior management) in harmonized AGRICULTURAL BUSINESS AND MARKETING and regional AGRICULTURAL BUSINESS AND MARKETING protocols</p> <p>h. Information interoperability standards for AGRICULTURAL BUSINESS AND MARKETING</p> <p>i. Communications strategy and plan for harmonized AGRICULTURAL BUSINESS AND MARKETING</p> <p>j. Trained workforce in harmonized information systems and information interoperability standards</p>	<p>i. Harmonize information management systems and establish information interoperability in agriculture business and marketing activities</p>



**29. Greening of ICT is strengthened**

N	Immediate outcomes	Outputs	Activities
29.1	Reduction of ICT waste in landfills	a. Greening ICT strategy and plan	i. Develop a greening ICT strategy and plan
29.2	Increased use of environmentally friendly ICT products	b. Best practices guidelines for greening ICTs	ii. Conduct a regional consultation workshop on greening ICT and secure consensus
29.3	Greening of ICT in government offices	c. Awareness of greening of ICT in government and business	iii. Develop best practices guidelines for greening ICT
29.4	Greening of ICT in businesses	d. Public awareness of greening of ICT	iv. Launch an awareness campaign on greening ICT in governments and business
29.5	Public awareness of greening of ICTs	e. List of small businesses certified for ICT waste collection and disposal	v. Certify selected small businesses for ICT waste collection and disposal
		f. Reward system for high performance	vi. Launch a public awareness campaign on greening of ICT
		g. Progress report annually	vii. Develop a reward or incentive plan to encourage greening of ICT
			viii. Provide advisory and technical assistance on greening ICT
			ix. Monitor progress and report annually

**30. Increased Access to affordable broadband is available to citizens and businesses**

	<b>Immediate outcomes</b>	<b>Outputs</b>	<b>Activities</b>
N 30.1	<p>Institutional framework is in place to increase the availability and affordability of broadband services in the region</p>	<ul style="list-style-type: none"> <li>a. Assessment of the current availability and affordability of broadband in the region</li> <li>b. Feasibility study report on the enhancement of broadband services</li> <li>c. Approved Strategy and plan for the enhancement of broadband services</li> <li>d. Framework for institutional arrangement for the enhancement of broadband</li> <li>e. Annual progress report on plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>· Conduct an awareness session on the availability and affordability of broadband in the Caribbean</li> <li>· Conduct an opportunity assessment on the availability and affordability of broadband in the Caribbean</li> <li>· Identify partners for improving the availability and affordability of broadband in the region</li> <li>· Conduct a detailed feasibility study</li> <li>· Develop a strategy and plan for enhanced broadband in the region</li> <li>· Conduct consultations with stakeholders and secure consensus</li> <li>· Engage the partners (e.g. OOCUR, CANTO, CTU) in the development of an institutional framework for the enhancement of the broadband services</li> <li>· Engage the partners in the enhancement of the broadband services</li> <li>· Monitor progress on plan implementation</li> </ul>

**31. Regional eGovernment development is a planned, resourced, monitored and coordinated program of CARICAD executed and governed in conjunction with national co-ordinators responsible for eGovernment.**

N	Immediate outcomes	Outputs	Activities
31.1	Regional eGovernment strategy and implementation plan is sanctioned by CARICOM member states and is in action	a. Approved Regional eGovernment strategy by CARICOM	<ul style="list-style-type: none"> <li>i. Align disparate national plans into a coordinated regional strategy</li> <li>ii. Secure approval from member states</li> <li>iii. Submit plan to CARICOM ministerial body through CARICAD.</li> <li>iv. Develop work programme in collaboration with member states</li> </ul>
31.2	CARICAD's capacity to govern eGovernment implementation in the region is strengthened	<ul style="list-style-type: none"> <li>a. Capacity assessment report t on CARICAD for leading eGovernment in the region</li> <li>b. Plans to strengthen CARICAD capacity</li> <li>c. Common management and governance model for CARICAD</li> </ul>	<ul style="list-style-type: none"> <li>i. Define CARICAD's role in accordance with work programme</li> <li>ii. Assess CARICAD's capacity to implement</li> <li>iii. Procure any necessary additional resources</li> <li>iv. Develop governance model in collaboration with national/regional co-ordinators</li> </ul>

	<b>Immediate outcomes</b>	<b>Outputs</b>	<b>Activities</b>
31.3	Regional co-ordinating committee comprising national co-ordinators and CARICAD is commissioned.	a. Accountability framework for national coordinators in member states	i. Identify national ICT co-ordinators ii. Develop database of all ongoing and proposed eGovernment initiatives iii. Convene regular fora through monitoring and evaluation committee to oversee implementation of the work plan iv. Develop and recommend a formal accountability framework for functioning of national co-ordinators for member states
31.4	National co-ordinators have authority and legitimacy		
31.5	A regional monitoring and evaluation mechanism is established through CARICAD/CARICOM	a. Approved M&E mechanism	i. Develop TOR for M&E ii. Identify composition of M&E committee iii. Obtain approval from constituent member states/CARICAD/CARICOM

**32. CARICAD has sustained capacity to effectively execute its mandate for the development and implementation of eGovernment in the region**

N	Immediate Outcomes	Outputs	Activities
32.1	Governance bodies for eGovernment implementation are operational	a. Governance framework for eGovernment implementation in the region	i. Develop MOU with member states on governance framework
32.2	ICT management methods, standards and best practices are developed and available for use across the region	a. Repository of information on projects and initiatives b. Regional and national ICT Best practises, policies and standards c. Standards development methodology	i. Conduct audit on all e-initiatives across member states ii. Develop regional portal through CARICAD iii. Liaise with relevant government departments/institutions iv. Develop service standards for common solutions v. Identify national champions
32.3	Leadership training for putting eGovernment into action is operational	a. MOU with regional tertiary institutions to develop capacity of senior public servants b. eGovernment leadership training programmes c. Trained eGovernment leaders	i. Develop internship work/study programmes to expose participants to best practises in collaboration with regional tertiary institutions.
32.4	Champions for common business solutions are known and in action	a. Database of champions and areas of expertise	i. Conduct assessment of common business solutions and amass lessons learnt.

N	Immediate Outcomes	Outputs	Activities
32.5	Architecture for common business solutions is available for implementation	<ul style="list-style-type: none"> <li>a. Architecture development methodology</li> <li>b. Regional common standards for common ICT infrastructure elements</li> <li>c. Regional ICT Architecture</li> </ul>	<ul style="list-style-type: none"> <li>i. Identify common business solutions and requirements</li> <li>ii. Develop methodology and standards</li> <li>iii. Create regional ICT architecture</li> </ul>
32.6	CARICAD is adequately resourced to carry out its mandate for eGovernment implementation	<ul style="list-style-type: none"> <li>a. Resources to sustain CARICAD's execution of its mandate</li> </ul>	<ul style="list-style-type: none"> <li>i. Assess CARICAD's capacity to implement</li> <li>ii. Mobilize financial resources to execute eGovernment mandate.</li> <li>iii. Procure any necessary additional resources</li> </ul>

**33. CARICAD leads and oversees the implementation of eGovernment principles and methods in common business solutions designated for functional cooperation by CARICOM.**

N	Immediate Outcomes	Outputs	Activities
33.1	CARICAD is organized to deliver its mandate and its professional staff is well qualified and experienced in technical and policy aspects of eGovernment development	<ul style="list-style-type: none"> <li>a. Appropriate organization structure for CARICAD</li> <li>b. Appropriate and approved governance structure</li> <li>c. Trained and qualified staff</li> </ul>	<ul style="list-style-type: none"> <li>i. Conduct man-power audit</li> <li>ii. Review and revise existing organizational structure as appropriate</li> <li>iii. Train staff in line with identified competency gaps</li> </ul>
33.2	CARICAD's plans and budgets are sanctioned by CARICOM and are cooperatively resourced	<ul style="list-style-type: none"> <li>a. Co-ordinated mechanism for the mobilization of funds</li> <li>b. Approved medium term budget plan and annual budgets</li> </ul>	<ul style="list-style-type: none"> <li>i. Develop medium term and long term budgets to support work programme</li> <li>ii. Secure approval for medium term budget plan and annual budgets</li> <li>iii. Co-ordinate funding from multi-lateral and other development partners</li> </ul>
33.3	CARICAD has excellent cooperative relationships with member countries	Feedback, advice and support to member countries	<ul style="list-style-type: none"> <li>i. Engage member countries in continuous and constructive dialogue ICT developments</li> </ul>
33.4	CARICAD has linkages with international funding agencies for special projects and for leveraging other related projects	<ul style="list-style-type: none"> <li>a. Co-ordinated mechanism for the articulation of needs and the mobilization of funds</li> </ul>	<ul style="list-style-type: none"> <li>i. Co-ordinate the regional interventions of funding agencies to support eGovernment</li> </ul>

33.5	CARICAD has a roster of advisors and mentors to provide support to member countries for resolving short term issues	<ul style="list-style-type: none"> <li>a. Database of mentors and advisors</li> <li>b. Feedback, advice and support to member countries</li> </ul>	<ul style="list-style-type: none"> <li>i. Collate information on appropriate advisors and mentors across the region</li> <li>ii. Develop regional portal for eGovernment</li> </ul>
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