



CARICOM
competition
commission



STRATEGIC PLAN 2020 - 2022

A ROADMAP FOR FUTURE GROWTH AND DEVELOPMENT



CONTENTS

List of Abbreviations	ii
1.0 Chairman’s Message	iv
2.0 Executive Director’s Message	v
3.0 Our Story	2
3.1 Our History and Mandate	2
3.2 Our Early Achievements	4
4.0 Where Are We Now? – Starting the New Decade	7
4.1 Strategic Review	7
4.2 Gap Analysis	9
5.0 Where Do We Want to Be? - The Commission Repositioned	11
6.0 How Do We Get There? – The Strategic Pillars	14
6.1 PILLAR 1 – Building Institutional Resilience	15
6.2 PILLAR 2 – Value-Driven Stakeholder Engagement	16
6.3 PILLAR 3 – Safeguarding Competition and Consumer Welfare	17
7.0 How Do We Ensure Arrival? – Evaluating the Pillars	19
7.1 Our Commitment to Results-Based Management (RBM)	19
8.0 CCC Strategic Plan Key Activities 2020-2022	21
9.0 Summary of the CCC Strategy	32

List of Abbreviations

ACP	African, Caribbean and Pacific Group of States
CAHFSA	Caribbean Health and Food Safety Agency
CAJO	Caribbean Association of Judicial Officers
CARICOM	Caribbean Community
CARIFORUM	Caribbean Forum
CCC	CARICOM Competition Commission
CCJ	Caribbean Court of Justice
CCOM	Council of Community Ministers
COTED	Council for Trade and Economic Development
COVID-19	Coronavirus disease
CROSQ	CARICOM Regional Organisation for Standards and Quality
CSME	CARICOM Single Market and Economy
EDF	European Development Fund
EU	European Union
ICN	International Competition Network
ICT	Information and communications technology
IDB	Inter-American Development Bank
IDPs	International Development Partners
NCA	National Competition Agency
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Co-operation and Development
OECS	Organization of Eastern Caribbean States
RBM	Results-Based Management
ROP	Rules of Procedure
RTC	Revised Treaty of Chaguaramas
SMEs	Small and Medium Enterprises
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TCL	Trinidad Cement Limited
UNCTAD	United Nations Conference on Trade and Development
UNICEF	United Nations Children's Fund



1.0 Chairman's Message



It is my distinct pleasure and honour as Chairman to present the very first CARICOM Competition Commission Strategic Plan for the period 2020 to 2022. It is the outcome of the hard work and dedication of the Staff and Commissioners of the Commission. Its purpose is to provide a roadmap for the future growth and development of the Commission at the start of its second decade of operations.

In our first decade of operations, the Commission experienced challenges such as the precarious fiscal position of CSME Member States, which affected our staff complement and ability to execute our mandate. There are also legal deficits in so far as some Member States have not yet implemented national competition laws and institutions as required under Chapter 8 of the Revised Treaty of Chaguaramas. Those deficits continue to hamper the ability of the Commission to investigate alleged anti-competitive business conduct in the region.

Despite the challenges faced, the Commission made significant strides towards advancing competition law and policy in the region in its first decade. Some major accomplishments included the intensive training and advocacy activities in Member States on competition law and policy, funded by the European Development Fund (EDF); technical assistance provided to Member States on establishing their national competition frameworks; the publication of our first Rules of Procedure; and the completion of the first investigation into cross border anti-competitive business conduct. The Commission has also provided critical advice on and conducted preliminary assessments into major crossborder transactions.

At the beginning of its second decade of operations, the Commission stands poised to capitalize on new opportunities to better deliver on its mandate and satisfy critical stakeholder expectations. In doing so, it will benefit from the 2019 instalment of a new Executive Director, Senior Accountant, Senior Legal Counsel and Registrar. This confluence of challenges, opportunities and change makes it imperative to think deeply about where the Commission wants to be as an institution and how to get there. This Strategic Plan represents the first output of that thought process.

The Commissioners and Staff stand ready, willing and able with this Strategic Plan to move the Commission forward by building a stronger organisation to deliver better results.

A handwritten signature in black ink, which appears to read 'C. Blackman'. The signature is written in a cursive, flowing style and is positioned above a horizontal line.

Christopher Blackman
Chairman

2.0 Executive Director's Message



The Revised Treaty of Chaguaramas, signed on 5th July 2001, heralded the commitment of the Region to a Caribbean Community and Common Market, the CARICOM. In so much as Member States recognised the importance of coming together to improve their economic efficiency, it is also of great import that Members held in their ultimate objective for a working common market, the expectations that the benefits from the establishment of the CSME should not be frustrated by anti-competitive business conduct.

Just under two decades since the Revised Treaty and just over one decade since the CARICOM Competition Commission was established, the hard question must be asked - ***Has the Community achieved its goal for competition law enforcement and consumer protection?***

The past decade has been marked with serious economic upheaval caused by global depressions and natural disasters. Even now, at the time of publication, the new coronavirus pandemic (COVID-19) has taken its toll on the global and regional economies. This new pandemic has only served to weaken the region as it tries to find its way back through the economic turmoil of the past decade. There is therefore no easy answer to the question posed.

Since my appointment as Executive Director in January 2019, we have actively sought to strengthen our engagement with internal and external stakeholders to determine opportunities, challenges and to chart the best way forward for the CARICOM Competition Commission. I am ever cognizant of the deficit position of the Commission due to non-payment of contributions to the Commission in the year they fall due. But the stark reality we face is the weak policy and legislative framework for consumer, competition and sector regulation at national and regional levels. These gaps have led to operational deficiencies and an inability for the Region to protect itself from anti-competitive forces and consumer harm.

With that in mind, the strategic vision for the Commission is geared toward strengthening the institution and building resilience to face the next decade and beyond. As hard as it is to acknowledge, the Commission and the Region still find themselves in a state of transition. However, there are critical opportunities to re-imagine where we should be by filling policy and legislative gaps and expanding and strengthening advocacy. It is also critical to ensure dialogue with extra-regional competition authorities and consumer bodies, the consumer NGO community, sector regulators at the national and community level and international development partners.

This Strategic Plan, commenced in 2020, will be game-changing over the period 2020-2022, as it represents the first serious mapping of a way forward for the Commission, in conjunction with its targeted audience and stakeholders. It is complemented by the implementation of the Results-Based Management Policy (RBM) which the Commission established in 2019.



Our new Mission, Vision and Core Values are expected to foster a culture of accountability and transparency for Commissioners and Staff as we execute our mandate in the coming years. At the heart of this Plan are the three Strategic Pillars, (1) Building Institutional Resilience; (2) Value Driven Stakeholder Engagement and (3) Safeguarding Competition and Consumer Welfare. These Strategic Pillars will be the compass by which the Commission will deliver its mandate in this strategic period and beyond.

I wish to thank all the competition and consumer stakeholders and Member States who took time to consult with us and offer their feedback. I am confident that with your support the Community can achieve its goal for an efficient economy.

A handwritten signature in dark ink, appearing to read 'Nievia Ramsundar', with a stylized, cursive script.

Nievia Ramsundar
Executive Director

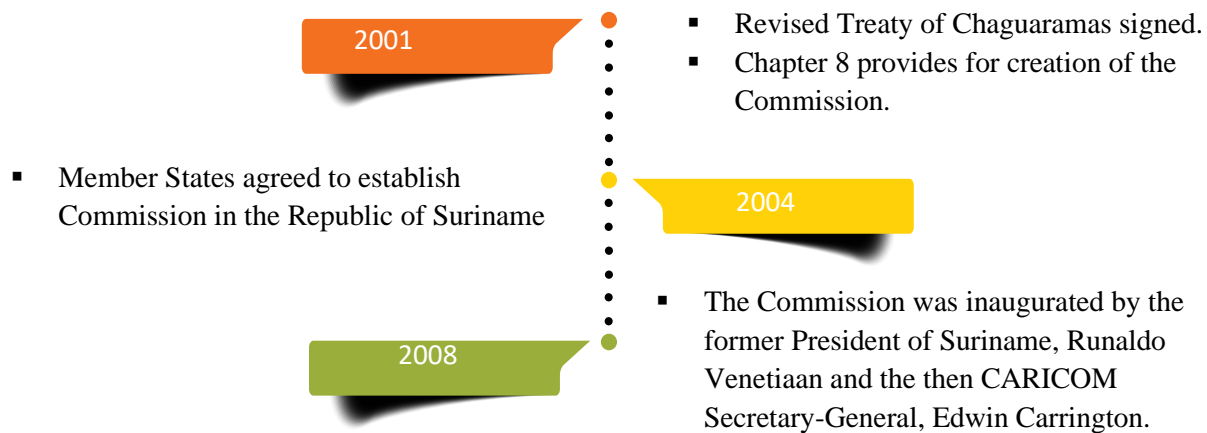
The Past



3.0 Our Story

3.1 Our History and Mandate

The Commission was formally established on January 18th, 2008 in Paramaribo, Suriname and has been in operation for a little over a decade, with roots which extend to an earlier time with the inception of the Caribbean Community (CARICOM) Single Market and Economy (CSME) in 2001. A few key milestones in the establishment of the Commission are:



The founding Commissioners were: Chairman Dr. Kusha Haraksingh, the late Dr. Trevor Farrell, Dr. Barton Scotland, Dr. Maureen Paul, Ambassador Arthur Stephenson, Commissioner Hans Lim A Po, and Commissioner Patterson Cheltenham, QC.

The current Board of Commissioners comprises Chairman Christopher Blackman, Mr. Nestor Alfred, Mrs. Emalene Marcus-Burnett, Mr. Anthony De La Ronde, Dr. Andrew Downes, Mr. Decoursey Eversley, and Mr. Timothy Jonas.

The Executive Director, who is appointed by the Board, manages the day-to-day affairs of the Commission and supervises the Staff in execution of the mandate, subject to the general guidance of the Board. The Commission currently operates with the following departments:



The Commission's mandate is set out in the Revised Treaty of Chaguaramas, Article 173 of which provides that the Commission shall:

Functions
[Article 173]

- a. apply the rules of competition in respect of anti-competitive cross-border business conduct;*
- b. promote and protect competition in the Community and co-ordinate the implementation of the Community Competition Policy; and*
- c. perform any other function conferred on it by any competent body of the Community.*

The Revised Treaty further states that in discharging these functions the Commission shall:

Functions
[Article 173]

- a. monitor anti-competitive practices of enterprises operating in the CSME and investigate and arbitrate cross-border disputes;*
- b. keep the Community Competition Policy under review and advise and make recommendations to COTED to enhance its effectiveness;*
- c. promote the establishment of institutions and the development and implementation of harmonised competition laws and practices by the Member States to achieve uniformity in the administration of applicable rules;*
- d. review the progress made by the Member States in the implementation of the legal and institutional framework for enforcement;*
- e. co-operate with competent authorities in the Member States;*
- f. provide support to the Member States in promoting and protecting consumer welfare;*
- g. facilitate the exchange of relevant information and expertise; and*
- h. develop and disseminate information about competition policy, and consumer protection.*

The Commission's mandate is critical for the effective development of the CARICOM Single Market and Economy (CSME) because competitive markets are the cornerstone of the economic integration movement. Our mandate is thus relevant to a broad constituency of stakeholders that include:

Member State
Governments

The COTED

The Private
Sector

Consumers



3.2 Our Early Achievements



Since its inauguration the Commission has endeavoured to become a leading institution in competition policy and law within the CSME. Amongst the first activities of the Commission was the development of rules to guide its work, including: Rules of Procedure; Guidelines on Investigations; and Fining Guidelines. To facilitate the harmonisation of procedures regarding competition law enforcement, the Commission also promoted these guidance documents as models for the national competition authorities in the region to follow.

2010 saw the launch of the Commission's first regional investigation based on a request from the Council for Trade and Economic Development (COTED). The Commission has also promoted CARICOM competition law and policy in several international fora. The agency promptly became a member of the International Competition Network (ICN) and its various working groups and started participating in the OECD/IDB Latin American Competition Forum, the OECD Global Competition Forum, and the UNCTAD Intergovernmental Group of Experts on Competition Law and Consumer Protection.

Another prominent feature of the Commission's early work involved support for the development of competition and consumer protection cultures within the regional business environment. This work primarily took the form of competition and consumer advocacy outreach initiatives in the Member States. Some examples during the period 2008 to 2019 include:

- a. Conducted seminars in different CSME Member States to educate private firms, trade associations, consumer advocates, and government officials about: the importance of competition law and policy from both a national and regional perspective; the Commission's Rules of Procedure (2011); and specific pillars of competition law such as abuse of dominance and agreements and concerted practices.
- b. Published articles on competition law and policy and consumer protection issues on the agency's website and in national newspapers.
- c. Conducted and published research highlighting the benefits of competition.
- d. Educated the judiciary in the CSME on competition law and policy. These efforts were especially recognised by the ACP/EU Trade.Com facility, as a 'best practice' and as a model for other African, Caribbean and Pacific (ACP) regions to follow.
- e. Provided technical assistance to Suriname, Belize and the Organisation of Eastern Caribbean States (OECS) towards their efforts to enact their respective competition laws and establish their national competition

- f. Provided training to the staff and Commissioners of national competition authorities in Guyana and Trinidad and Tobago on techniques used in the application of competition law.
- g. Organised the national consumer protection authorities and consumer non-governmental organisations in the region by establishing platforms for them to share their knowledge, enforcement procedures and research with each other.
- h. Commenced a targeted outreach programme with the Members of the OECS regarding awareness and education in competition law and policy.



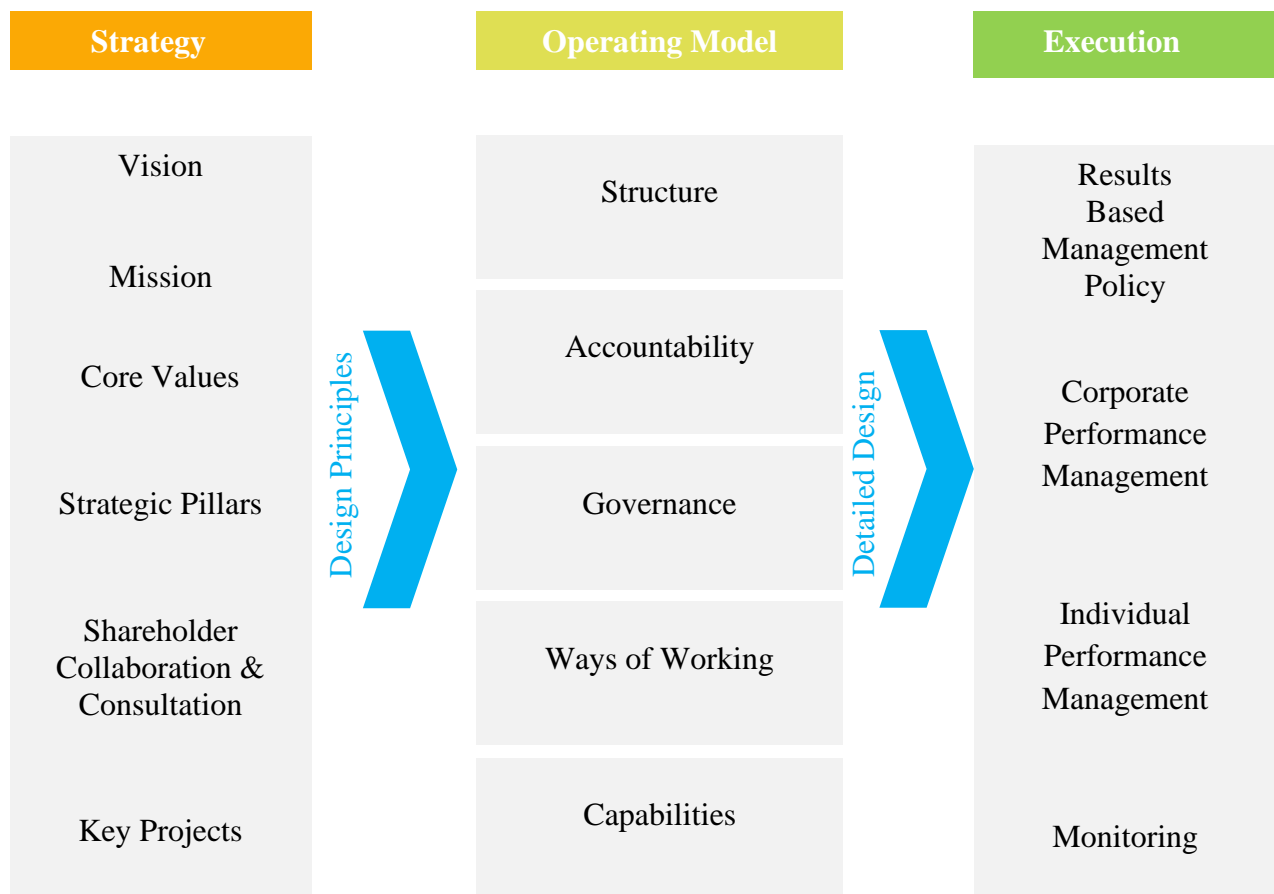
A close-up photograph of two hands holding two light-colored wooden puzzle pieces. The hands are positioned so that the pieces are facing each other, as if about to be joined. The background is blurred, showing a person in a dark shirt and a wooden surface. The text "The Present" is overlaid in blue on the left side of the image.

The Present

4.0 Where Are We Now? – Starting the New Decade

4.1 Strategic Review

Following on from the Commission’s achievements in the first decade of its operations, it is appropriate to reflect on the position of the Commission as a CARICOM Community institution and how it can better serve critical stakeholders. This necessitated a 360-degree strategic review of the current state of the Commission, especially in terms of its mandate, operations and budget. The purpose was to develop viable strategies for moving the Commission forward in its second decade. The review was informed by the following Operating Model, which envisions seamless connection between strategy and execution.



Based on the Operating Model, the following activities were undertaken in the strategic review process:

Environmental scanning – In answering the overarching question of “where are we now?” environmental scanning of both the internal circumstances and external trends facing the Commission was done. The following scans were completed:

Internal environmental Scan

This involved assessing the functional strengths and weaknesses at the Commission.

RTC Compliance Scan

This involved a gap analysis of the Commission’s performance relative to its Treaty mandate.

Financial Scan

This provided a resource-based picture of the Commission.

Work Programme Review

This provided an operational picture of the past activities of the Commission.

Legislative and Policy Scan

This involved evaluating the legal environment for competition and consumer protection enforcement across the CARICOM Single Market and Economy, which is a critical part of the Commission’s Treaty mandate.

Political, Economic, Social, Technological, Legal and Environmental (P.E.S.T.L.E.) Scan

This involved assessing the opportunities and threats which face the Commission.

Key statements Vision, Mission and Core Values – The review process also involved updating key corporate statements such as the existing Mission Statement. In recognition of the importance of a change in corporate culture at the Commission, a new Vision Statement and Core Values were developed.



4.2 Gap Analysis

The results of the environmental scans were analysed in terms of the Commission's Strengths, Weaknesses, Opportunities and Threats. The analysis revealed the current internal and external positions of the Commission as follows:

Strength	Weakness	Opportunities	Threats
Hiring of new managerial and professional staff.	Budget deficits constrain operations and ability to deliver.	Member States accept need for competition and consumer laws and policies.	Low perception of the Commission, especially in enforcement.
Trained Commissioners and Staff.	Low public awareness of Commission.	Availability of ICT platforms for remote service delivery.	Delays in receiving Member State contributions.
Jurisdiction to act as a regional competition authority.	Delays in completing major investigations.	Willingness of international development partners to collaborate.	Internal and external shocks such natural and health disasters and economic shocks and their aftermath.
Good relations with CARICOM and international development partners.	Outdated Information Technologies.	Increasing public interest Mergers and Acquisitions and consumer protection remedies and processes	Remote stakeholders make outreach expensive.
Dual treaty role in competition and consumer protection.	Weak Standard Operating Procedures/Internal Policies.	Desire for stronger competition and consumer cultures.	Low priority for funding competition and consumer protection.



Vision

Mission

Core Values



5.0 Where Do We Want to Be? - The Commission Repositioned

With a keen understanding of its past and present, the Commission sets its sights firmly on repositioning itself to better deliver on its mandate for the benefit of the Member States in the first instance, and ultimately consumers and businesses in the CARICOM Single Market and Economy. This repositioning will be guided by the following:



“To be the leading institution in consumer and competition policy and law for the enhancement of economic efficiency and consumer welfare in the CARICOM Single Market and Economy”.

The Vision Statement speaks to the Commission’s aspirations of leading the transformation of the CARICOM Single Market and Economy in the fields of consumer and competition policy and law. As one of the few entities in the world with an international mandate to enforce competition law and promote consumer protection both within and across sovereign states, the Commission commits to leading positive change at both the national level, where it has jurisdiction to do so, and at the regional level.



“To ensure that consumers, businesses and the CSME Member States benefit from fair competition and adequate consumer safeguards. This is achieved through:

a. the development of harmonized laws and policies;

b. the enforcement of the rules of competition and consumer protection;

c. advocacy of the benefits of competition and consumer protection.

The Mission Statement captures the essence of the Commission’s mandate under Chapter 8 of the Revised Treaty of Chaguaramas. It provides clarity of purpose about what the Commission does to support the CARICOM Single Market and Economy; and what critical stakeholders such as Member State officials and international development partners can expect from the organisation.

The Core Values of the Commission represent the essence of its corporate culture which informs how it will reposition itself to better execute its mandate under the three (3) strategic pillars discussed in the next section of this Plan.

CORE VALUES OF THE CARICOM COMPETITION COMMISSION

Integrity:

- *We are objective in how we make decisions.*
- *We always strive to treat people fairly in the circumstances.*
- *We try to honour our commitments as an organisation.*
- *We support the values of intellectual honesty and professional ethics.*



Service Excellence:

- *We deliver on our mandate to the best of our abilities and resources.*
- *We strive to improve how we do our work.*
- *We are willing to consult with our stakeholders and be responsive to their needs taking into account the needs of others.*



Commitment:


- *Our team commits to working towards the Vision and Mission, even in the face of constraints.*
- *We commit to efficiently and effectively using the resources provided to us in delivering service excellence.*
- *Our staff commits to both individual growth and corporate success as two sides of the same coin.*



Accountability:

- *We strive to be transparent and credible communicators while balancing that with the need to respect confidential business information.*
- *Our Commissioners and Staff take ownership in all aspects of strategy and operations to deliver service excellence.*
- *We strive to lead by example in competition enforcement and consumer advocacy.*





The Way
Forward

6.0 How Do We Get There? – The Strategic Pillars

The Strategic Pillars are the drivers for strategy formulation, implementation and evaluation. They represent the critical imperatives which the Commission will pursue in order to bridge the gap between “*where we are now*” (that is, the Commission’s current strategic position as shown by the results of the SWOT analysis) to “*where we want to go*” (that is, the Commission’s desired strategic position as expressed in the Vision, Mission and Core Values).

Under each Pillar there is stated an overall expected outcome, which itself is made up of goals that guide strategy formulation. The enumerated strategies under each goal represent specific projects and programmes for implementation. The working draft of the Plan was issued for consultation formally at the 50th COTED and, even prior to that, the proposed three-year work programme, and a summary sheet of proposed vision, mission, core values and pillars were issued to the 49th COTED. During consultation, stakeholders were invited to propose specific projects and programmes under each stated goal for all the Pillars.

Ultimately, the Pillars are not mutually exclusive - a degree of synergy is expected among them for successful strategic implementation. Consequently, it is expected that specific projects and programmes under each Pillar may have relevance to achieving goals across all the Pillars.

In light of the critical treaty role of the Commission in strengthening the CARICOM Single Market & Economy, the Pillars of this Plan are consistent with those other pillars articulated in the CARICOM Strategic Plan 2015-2019, particularly the CARICOM pillar entitled “*Building Economic Resilience*” in the Community. The following are the three (3) Pillars:



6.1 PILLAR 1 – Building Institutional Resilience

As the results of the SWOT analysis revealed, the Commission continues to experience significant internal deficits. The rationale for this Pillar, therefore, is to remedy those internal deficits so that the Commission will become a stronger organisation to better deliver on its mandate. The recurring theme that underlines this Pillar is the notion of improving internal weaknesses by taking advantage of external opportunities and mitigating external threats.

OUTCOME

Operational weaknesses addressed and external threats to the Commission mitigated.

1.1 – To optimise the organisational structure of the Commission.

1.2 – To improve the operations of the Commission for better outcomes.

1.3 – To strengthen corporate governance, accountability and transparency.

1.4 – Enhance operational effectiveness through the acquisition of critical software and licences.

6.2 PILLAR 2 – Value-Driven Stakeholder Engagement

While Pillar 1 is designed to address internal organisational deficits, Pillar 2, Value-Driven Stakeholder Engagement, is designed to address external organisational deficits. A major external deficit is low public perception of the Commission which translates into a weak corporate image. This must be addressed for continued Community support of the Commission and its programmatic work.

In this context, a relevant organisational strength of the Commission has been good relationships with Community stakeholders and International Development Partners over the years. Therefore, a recurring theme that underpins this Pillar is optimisation of the advocacy and public relations functions for maintaining and enhancing those relationships thereby raising the profile of the Commission and delivering mutual value to all involved.



6.3 PILLAR 3 – Safeguarding Competition and Consumer Welfare

This Pillar captures the essence of the Commission’s treaty mandate. Indeed, no strategic repositioning of the Commission would be complete without a focus on optimizing core functions. This is particularly important in the aftermath of the Covid-19 pandemic, which reaffirms the important role of the Commission and its national counterparts in maintaining trust and confidence in market economies in times of stress and uncertainty. A recurring theme for this Pillar is to build on the strengths of the Commission in technical competencies in order to address trends relevant to competition and consumer protection in the CARICOM Single Market and Economy (CSME), ensuring effective monitoring and investigation of anticompetitive behaviour and enforcement of Commission decisions.

OUTCOME

Improved delivery of treaty mandate in competition and consumer protection.

3.1 – To strengthen the monitoring function of the Commission in the CSME.

3.2 – To strengthen the investigative functions of the Commission.

3.3 – To reform the Commission’s procedure for adjudication.

Chapter 8 of this document sets out the detailed projects for each goal.





7.0 How Do We Ensure Arrival? – Evaluating the Pillars


7.1 Our Commitment to Results-Based Management (RBM)

The Commission recognises the need for a robust system to monitor and evaluate the work within its three-year strategic plan. Consequently, the Commission adopted a Results-Based Management (RBM) framework to measure the results of its activities and projects and aid evidence-based decision-making by its Board and Management. It also highlights the importance the Commission places on accountability, transparency and its commitment to sharing results with stakeholders within the CARICOM region and beyond.

The RBM framework is articulated within the 2019 RBM Policy of the Commission, which seeks to establish a clear vision of how the organisation implements this strategic approach. This RBM Policy was developed around six key principles that make the monitoring framework robust. These principles include:

- *Promoting and supporting a culture of learning and results*, recognising the value of collecting not only data but lessons learnt while conducting projects and activities to inform strategic decisions of the Commission.
- *Building strategic results frameworks with ownership at all levels*, by establishing specific goals to be achieved by the Commission and delineating clear roles for its Commissioners and staff.
- *Measuring objectively and systematically*, by assessing on a continuous basis the results of Commission activities using quantitative and qualitative evidence.
- *Developing user-friendly RBM information systems* to ensure that RBM are easy to use by all staff and Commissioners.
- *Using results information for managing, reporting and accountability* to establish best practices and foster a high work ethic within the Commission.
- *Building an adaptive RBM through regular review and update* to ensure the activities and projects of the Commission are impactful and relevant to targeted audiences.



A close-up photograph of a hand placing a puzzle piece into a larger puzzle structure. The puzzle pieces are illuminated from below, creating a strong glow against a dark background. The text is overlaid on the right side of the image.

Strategic Plan- Key Activities 2020-2022

8.0 CCC Strategic Plan Key Activities 2020-2022

Strategic Outcome	Activities	Timeframe		Budget		Risks and Assumptions
		Start	End	Cost	Source	
STRATEGIC PILLAR # 1: BUILDING INSTITUTIONAL RESILIENCE						
1.1 To optimise the organisational structure of the CCC	1.1.1 Revise current human resource and administrative structures to meet new strategic imperatives	2020	2021	N/A	CCC	Assumption: Structures approved by Board of Commissioners (Board) Risk: Non-approval by Board
	1.1.2 Development of policy framework on the expanded role of the CCC subject to approval of submission of the Reconvened Task Force on Competition Law and Policy	2020	2021	N/A	CCC	Assumption: New structure approved by the Board and COTED Risk: Non-approval by Board and COTED
	1.1.3 Drafting of amendments to the Revised Treaty regarding the expanded role of the CCC	2021	2021	N/A	CCC/CCS	Assumption: approval by Board and COTED Risk: non-approval by Board and COTED
	1.1.4 Create new organisational structure for expanded role (national and regional) subject to approval by Heads of Government	2021	2022	TBD	CCC COTED	Assumption: New structure approved by the Board and COTED Risk: Non-approval by Board and COTED
	1.1.5 Implement new organisational structure for expanded role (national and regional) subject to approval by Heads of Government	2021	2022	TBD	CCC COTED CCOM	Assumption: New structure approved by the Board and COTED

Strategic Outcome	Activities	Timeframe		Budget		Risks and Assumptions
		Start	End	Cost	Source	
						Risk: Non-approval by Board and COTED
1.2 To improve the operations of the CCC for better outcomes	1.2.1 Establish sound Standard Operating Procedures in functional areas such as Finance, marketing & communication, and administration	2020	2022	TBD	TBD	Assumption: Resources are available to develop the identified policies. Risk: Delay in developing policies due to lack of resources.
1.3 To strengthen corporate governance, accountability and transparency	1.3.1 Training in corporate governance for Commission and staff	2021	2021	TBD	CCC	Assumption: Funds are available for training identified. Risk: No funds are available.
	1.3.2 Training in adjudication for Commission	2022	2022	TBD	CCC	
	1.3.3 Training in mediation for Commission	2022	2022	TBD	CCC	
	1.3.4 Training in risk management for staff	2021	2021	TBD	CCC	
	1.3.5 Implement risk management framework	2021	2022	TBD	CCC	
1.4 Enhance operational effectiveness through the acquisition	1.4.1 Procure the relevant software needed	2020	2022	US 11,350	CCC	Assumption: Funds available to procure software and licences identified. Risk: No funds available.

Strategic Outcome	Activities	Timeframe		Budget		Risks and Assumptions
		Start	End	Cost	Source	
of critical software and licences						
STRATEGIC PILLAR # 2: VALUE-DRIVEN STAKEHOLDER ENGAGEMENT						
2.1 To enhance advocacy initiatives	2.1.1 Develop online training course on competition law and policy	2020	2021	TBD	TBD	Assumption: Resources are available for the development and launch of the online courses. Risk: No resources available to the CCC.
	2.1.2 Implement online training in competition law & policy	2020	2022	TBD	TBD	
	2.1.3 Implement online competition leaders programme for competition and market authorities.	2020	2022	TBD	TBD	
	2.1.4 Develop online training course on consumer protection	2021	2021	NIL	CCC	
	2.1.5 Implement online training in consumer protection	2021	2022	TBD	CCC	
	2.1.6 Stage regional essay competition around competition and consumer themes	2019	2020	XCD 13,555	UNICEF other sponsors and CCC	Assumption: Students submit essays on the identified topics. Risk: No essays are submitted to the CCC
	2.1.7 Outreach to secondary school students on competition and consumer protection	2020	2022	TBD	UNICEF other	Assumption: Funds will be available for sensitisation in the schools.

Strategic Outcome	Activities	Timeframe		Budget		Risks and Assumptions
		Start	End	Cost	Source	
					sponsors and CCC	Risk: No funds will be available.
	2.1.8 Re-develop the CCC website	2021	2022	US 5,000	CCC	Assumption: Funds will be available for the website. Risk: Funds not available
	2.1.9 Develop materials to support Advocacy and Education and Research initiatives for consumers, business and government	2021	2022	Nil	CCC	Assumption: Resources will be available to prepare and publish articles. Risk: Resources not available
	2.1.10 Deliver training in competition law and policy to Small and Medium Enterprises (SMEs)	2022	2022	TBD	CCC	Assumption: Funds will be available and support obtained from national competition authorities Risk: No funds available and lack of support from national competition authorities
	2.1.11 Execute in-country or virtual outreach events in the OECS sub-region	2020	2022	TBD	CARI-FORUM, OECS Commission, CCC	Assumption: Funds will be available Risk: No funds available
	2.1.12 Prepare and publish a 10-year commemorative review of competition and consumer law and policy in the Region	2020	2020	XCD 1,355	CCC	Assumption: (a) Resources available for the publication; (b) contributions by competition and consumer authorities and other proposed contributors.


Strategic Outcome	Activities	Timeframe		Budget		Risks and Assumptions
		Start	End	Cost	Source	
						Risk: (a) Resources for the project are unavailable; and (b) no interest from the relevant stakeholders in contributing to the publication.
	2.1.13 Deliver Commission Annual Lecture	2021	2022	NIL	TBD	Assumption: There is no cost to CCC Risk: There is a cost to CCC
2.2 To strengthen relationships with other Regional institutions	2.2.1 Collaborate more closely with CARICOM Secretariat, CROSQ, CAHFSA, and other agencies that support consumer protection functions in the CSME	2020	2022	Nil	CCC	Assumption: Willingness of CARICOM institutions to engage with CCC. Risk: Unwillingness of regional institutions to engage the CCC
2.3 To strengthen relationships with regional legal and judicial	2.3.1 Collaborate more closely with CAJO, CCJ, law associations, Bar associations and other legal entities	2020	2022	NIL	CCC	Assumption: Judicial and legal officers willing to engage with CCC Risk: Lack of take-up of initiatives
2.4 To strengthen relationships with sector regulators	2.4.1 Collaborate more closely with sector regulators in the CSME	2020	2022	NIL	CCC	Assumption: Sector regulators willing to enter cooperation agreements with CCC Risk: Unwillingness of sector regulators to engage the CCC.

Strategic Outcome	Activities	Timeframe		Budget		Risks and Assumptions
		Start	End	Cost	Source	
2.5 To strengthen relationships with International Development Partners (IDPs)	2.5.1 <u>Negotiate</u> funding from UNICEF, CARIFORUM, IDB, OECD, and UNCTAD for projects and initiatives under CCC mandate.	2020	2022	TBD	TBD	<p>Assumption: Projects approved, and funding provided by IDPs.</p> <p>Risk: Non-approval of projects and funding declined.</p>
2.6 To strengthen relationships between consumer non-government organisations (NGOs) in the region.	2.6.1 <u>Collaborate</u> more closely consumer NGOs network in the CSME	2020	2022	NIL	CCC	<p>Assumption: Consumer NGOs willing to engage with CCC and each other</p> <p>CCC can access technical support from external agencies such as US FTC, regional NCAs and consumer organisations</p> <p>Risk: Unwillingness of consumer NGOs to engage with each other and the CCC.</p> <p>CCC cannot access technical support from external agencies</p>
2.7 To build relationships with the private sector within the CSME	2.7.1 <u>Sensitise</u> the private sector in the CSME on competition and consumer protection	2020	2022	NIL	CCC	<p>Assumption: Private sector willing to engage with CCC</p> <p>Risk: Unwillingness of private sector to engage with each other and the CCC.</p>

Strategic Outcome	Activities	Timeframe		Budget		Risks and Assumptions
		Start	End	Cost	Source	
2.8 To coordinate policy and advocacy response by competition, consumer, and trade officials to COVID-19 crisis in the CSME	2.8.1 Strengthen/ Expand consultation forum for COVID-19 response	2020	2022	NIL	CCC	Assumption: There is no cost to CCC Risk: There is a cost to CCC
STRATEGIC PILLAR # 3: SAFEGUARDING COMPETITION AND CONSUMER WELFARE						
3.1 To strengthen the monitoring functions of the CCC	3.1.1 Conduct market studies/ inquiries in priority sectors including: a study of air transportation in the CSME	2020	2021	NIL	NIL	Assumption(s): (a) Resources available to conduct studies; (b) support from the national competition authorities and (c) key stakeholder groups Risk: (a) Resources unavailable; (b) lack of support from national competition authorities and key stakeholder groups
	3.1.2 Conduct study on the impact of merger activity in the CSME	2020	2021	NIL	CCC	Assumption: Resources available to conduct studies; support from the national competition authorities, and key stakeholder groups

Strategic Outcome	Activities	Timeframe		Budget		Risks and Assumptions
		Start	End	Cost	Source	
						Risk: Resources unavailable; lack of support from national competition authorities and key stakeholder groups
	3.1.3 Conduct research on the telecommunications sector.	2022	2022	NIL	CCC	Assumption: Resources available to conduct studies; support from the national competition authorities, and key stakeholder groups Risk: Resources unavailable; lack of support from national competition and key stakeholder groups
	3.1.4 Conduct research on data protection, privacy and competition across Member States	2021	2021	NIL	CCC	Assumption: Resources available to conduct studies; support from the national competition authorities, and key stakeholder groups Risk: Resources unavailable; lack of support from national competition authorities
3.2 To strengthen the investigative functions of the CCC	3.2.1 Develop guidance notes on key principles under Chapter 8 of RTC, including: (a) Legal guidance on cross-border jurisdiction of the CCC, implementing Article 181 RTC, and Restrictive agreements under Article 177;	2020	2022	Nil	Nil	Assumption: (a) Resources available to develop the guidance documents; (b) Approval by Board Risk(s): (a) Resources needed unavailable; (b) Non-approval by Board

Strategic Outcome	Activities	Timeframe		Budget		Risks and Assumptions
		Start	End	Cost	Source	
	<p>(b) Legal standard for determining anti-competitive business conduct, efficiency defences, dominance under Article 179;</p> <p>(c) CSME Merger Guidelines; and CSME Draft Merger Provisions for RTC</p>					
3.3 To strengthen the adjudicative functions of the CCC	3.3.1 Revision of the CCC ROP 2011	2020	2021	TBD	TBD	<p>Assumption: Responses received in a timely manner.</p> <p>Risk: Delayed receipt of responses</p>
	3.3.2 Develop rules for the conduct of preliminary assessments by the CCC	2020	2021	NIL	CCC	<p>Assumption: Responses are received in a timely manner.</p> <p>Risk: Delayed receipt of responses</p>
	3.3.3 Develop rules for the conduct of investigations by the CCC	2020	2021	NIL	CCC	<p>Assumption: Responses are received in a timely manner.</p> <p>Risk: Delayed receipt of responses</p>
	3.3.4 Revision of CCC Fining Guidelines	2022	2022	NIL	CCC	<p>Assumption: Responses are received in a timely manner.</p> <p>Risk: Delayed receipt of responses</p>

A close-up photograph of four hands of different skin tones (two light, two dark) working together to assemble white puzzle pieces. The hands are positioned around the pieces, with some already connected and others being placed. The background is a bright, out-of-focus window with greenery visible outside. The text 'Summary of the CCC Strategic Plan' is overlaid in the center in a blue, sans-serif font.

Summary of the CCC Strategic Plan



9.0 Summary of the CCC Strategy

VISION	To be the leading institution in consumer and competition policy and law for the enhancement of economic efficiency and consumer welfare in the CARICOM Single Market and Economy		
MISSION	To ensure that consumers, businesses and the CSME Member States benefit from fair competition and adequate consumer safeguards. This is achieved through: (a) the development of harmonized laws and policies; (b) the enforcement of the rules of competition and consumer protection laws; and (c) advocacy of the benefits of competition and consumer protection		
CORE VALUES	Integrity.	Service Excellence.	Commitment. Accountability
STRATEGIC PILLARS	1. Building Institutional Resilience	2. Value-Driven Stakeholder Engagement	3. Safeguarding Competition and Consumer Welfare
OUTCOMES	Operational weaknesses addressed and external threats to the Commission mitigated.	Enhanced public profile of the Commission through more active management of stakeholder relationships.	Improved delivery of Treaty mandate in competition and consumer protection.
STRATEGIC GOALS	1.1 To optimise the organisational structure of the CCC.	2.1 To enhance advocacy initiatives	3.1 To strengthen the monitoring function of the Commission in the CSME.
	1.2 To improve the operations of the CCC for better outcomes.	2.2 To strengthen relationships with other Regional institutions	3.2 To strengthen the investigative function of the CCC.
	1.3 To strengthen corporate governance, accountability and transparency.	2.3 To strengthen relationships with regional legal and judicial bodies	3.3 To strengthen the adjudicative function of the CCC.
	1.4 To enhance operational effectiveness through the acquisition of critical software and licences.	2.4 To improve relationships with International Development Partners (IDPs).	



Hendrikstraat # 69
Paramaribo
Suriname

www.caricomcompetitioncommission.com

Tel: (597) 491 439 - (597) 491 455

Email: admin@ccc.sr

Fax: (597) 530 639



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