



CARIBBEAN
EXAMINATIONS
COUNCIL



STRATEGIC PLAN 2021-2025

Committed
to Our
People...
Shaping
Our Future



CONTENTS

TABLES	1
FIGURES	1
ABBREVIATIONS	1
FOREWORD	3
PREFACE	5
EXECUTIVE SUMMARY	6
1.0 INTRODUCTION	10
2.0 SITUATION ANALYSIS	11
2.1 Context.....	11
2.1.1 Political Considerations	11
2.1.2 Economic Considerations	11
2.1.3 Social Considerations.....	12
2.1.4 Technological Considerations	12
2.2 Risk Assessment	13
2.2.1 Political Risk	13
2.2.2 Financial Risk	13
2.2.3 Stakeholder Risk	13
2.2.4 Disaster Risk.....	13
2.2.5 Technological and Infrastructure Risk	14
2.2.6 Strategic Risk Rating	14
2.2.7 SWOT Analysis.....	16
2.2.8 Risk Assessment Summary	17
3.0 THE STRATEGIC PLAN	18
3.1 The Vision	18
3.2 The Mission	18
3.3 The Core Values	18
3.4 Strategic Mandate	19
3.4.1 Value Proposition	19
3.4.2 Strategic Themes and Results.....	21
3.4.3 Strategy Map	23
3.5 Strategic Objectives, Measures and Initiatives.....	24
3.6 Implementation Plan	33
3.6.1 Introduction	33
3.6.2 Responsibility and Accountability	33
3.6.3 Divisional Strategic Focus.....	35
3.6.3.1 Office of the Registrar	35
3.6.3.2 Western Zone.....	36
3.6.3.3 Examination Services.....	38
3.6.3.4 Corporate Services	40
3.6.3.5 Information Technology Services	42
3.6.4 Divisional Outcomes	43
3.7 Monitoring and Evaluation.....	48
3.7.1 Monitoring and Evaluation Outcomes	49
4.0 CONCLUSION	50

TABLES

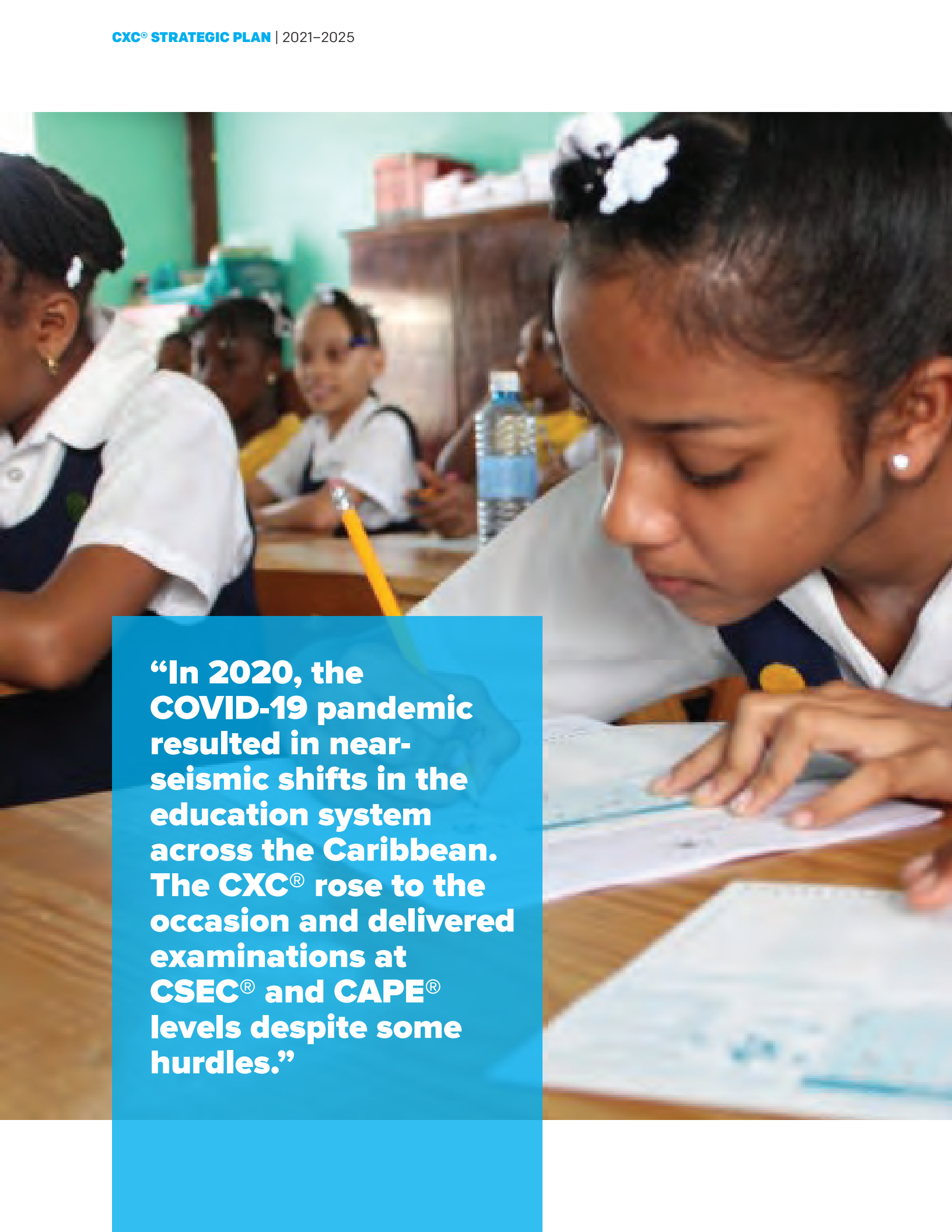
Table 1	Likelihood and Impact Matrix	14
Table 2	CXC® Strategic Risk Rating.....	15
Table 3	Value Factors for Emphasis	20
Table 4	Strategic Themes and Results.....	21
Table 5	Strategic Objectives with the Performance Measures and Targets.....	24
Table 6	Strategic Objectives with Major Initiatives.....	25
Table 7	Stakeholders Perspective.....	28
Table 8	Financial/Stewardship Perspective.....	29
Table 9	Business Processes Perspective	30
Table 10	Organisational Capacity Perspective	31
Table 11	Strategic Objectives Owners Assignments by Primary (P) and Secondary (S).....	34
Table 12	Strategic Initiatives and Assigned Project Lead.....	34
Table 13	Implementation Plan – Major Initiatives with Budgetary Considerations	44

FIGURES

Figure 1	CXC’s Strategy Formation 2021-2025	10
Figure 2	As-Is vs To-Be Strategy Profile.....	19
Figure 3	CXC’s Strategy Map.....	23
Figure 4	Western Zone’s Strategy Map.....	36
Figure 5	Examination Services’ Strategy Map	38
Figure 6	Corporate Services’ Strategy Map	40
Figure 7	Information Technology Services’ Strategy Map.....	42
Figure 8	CXC’s Monitoring and Evaluation Review Structure.....	49

ABBREVIATIONS

ARMU	Archives and Records Management Unit
AFC	Administrative and Finance Committee
BC	Business Continuity
CAPE®	Caribbean Advanced Proficiency Examination
CCSLC®	Caribbean Certificate of Secondary Level Competence
COVID-19	Coronavirus Disease 2019
CPEA®	Caribbean Primary Exit Assessment
CPSM	Corporate Planning and Strategy Management
CRM	Customer Relationship Management
CS	Corporate Services
CSEC®	Caribbean Secondary Education Certificate
CVQ®	Caribbean Vocational Qualification
CXC®	Caribbean Examinations Council
CXC®-AD	Caribbean Examinations Council Associate Degree
DR	Disaster Recovery
EAS	Examination Administration and Security
EDPD	Examination Development and Production Department
ERM	Enterprise Risk Management
ES	Examination Services
FOM	Finance and Office Management
GDP	Gross Domestic Product
GRC	Governance, Risk and Compliance
HR	Human Resource
ICT	Information and Communication Technology
IMF	International Monetary Fund
ITS	Information Technology Services
KPI	Key Performance Indicator
LEADS	Leadership Development Framework
OOR	Office of the Registrar
SO	Strategic Objective
SUBSEC	Sub-Committee School Examinations Committee
SWOT	Strengths, Weaknesses, Opportunities, Threats
TDABM	Time-Driven Activity-Based Monitoring
WZO	Western Zone Office



“In 2020, the COVID-19 pandemic resulted in near-seismic shifts in the education system across the Caribbean. The CXC® rose to the occasion and delivered examinations at CSEC® and CAPE® levels despite some hurdles.”



FOREWORD

In 1973, two regional institutions were established that would have tremendous impact on the Caribbean's future, they were the Caribbean Community (CARICOM) and the Caribbean Examinations Council (CXC®). CARICOM has served as a vehicle for realising its member countries' political independence aspirations, and the CXC® has facilitated the emancipation of the secondary education system from the inherited British system of examinations that determined the transition of Caribbean students to tertiary level. CXC® has evolved to take a place of pride in the Caribbean, providing a comprehensive qualifications framework for students who exit the secondary school system at various points, thereby allowing them to enter the workforce or to gain entry to post-secondary institutions in the region and across the world.

In 2020, the COVID-19 pandemic resulted in near-seismic shifts in the education system across the Caribbean. The CXC® rose to the occasion and delivered examinations at CSEC and CAPE levels despite some hurdles. However, with ongoing changes taking place in the global education landscape, the CXC® must ensure that it builds institutional capacity, resilience and flexibility to be able to effectively address any challenges that may lie ahead. A new strategic plan to guide its continued growth for the next five years – 2021 to 2025 – has been developed through a consultative process involving internal and external stakeholders, with keen attentiveness to regional needs as well as a global outlook. The plan recognises that CXC® functions as part of a wider education ecosystem and is oriented towards not only advancing its strategic mandate but also includes plans for the sustainability and viability of the institution within that ecosystem.


CXC® is a regional enterprise anchored in the fundamental principle of people-centeredness, placing value on the contribution and involvement of all stakeholder groups. This strategic plan places emphasis on the transformation of CXC® for the benefit of all regional stakeholders and by extension the development of our region.



PROFESSOR SIR HILARY BECKLES
Chairman



PROFESSOR SIR HILARY BECKLES
Chairman



“The transformation agenda of CXC® is to project itself, as a regional enterprise that demonstrates a degree of awareness and collective understanding of the scope, risks and challenges facing the region.”

PREFACE

The Caribbean Examinations Council (CXC®) is transforming for greater regional impact. Accordingly, a new strategic plan for the period 2021 – 2025 has been developed to strategically direct the Council's transformation. A new vision and mission reflective of the transformational direction of the Council have been articulated. This transformation will address critical regional imperatives, such as digital transformation, as a key resilience strategy for the region, and the creation of an agile education system.

The transformation agenda of CXC® is to project itself, as a regional enterprise that demonstrates a degree of awareness and collective understanding of the scope, risks and challenges facing the region. This regional enterprise comprises key stakeholders which include the staff, ministries of education, schools and universities, teachers, students, parents, employers and unions. CXC®, as a regional enterprise, will facilitate the requisite integration and development by becoming the premier regional authority on influencing teaching, learning and assessment through the infusion of digital technology informed by research and development.

Our communication and engagement will be digitally transformed for seamless and efficient stakeholders' interactions. The Council will harness the power of new and emerging information and communication technology (ICT) to drive innovative solutions which will include: data portals with interrogative capabilities for descriptive and predictive analytics, dashboards and digital validation of results, and the deployment of e-Learning and e-Testing systems in schools, as well as teachers' colleges to provide familiarity and preparation for both teachers and students.

This transformation agenda is to ensure that the Council is repositioned as a regional enterprise that is **Integrated** – working collaboratively with all stakeholders, **Flexible** – being able to adjust to efficiently and effectively meet the needs of our stakeholders, **Responsive** – demonstrating the capacity to remain relevant and innovative, and **Proactive** – anticipating and actively addressing challenges.

Central to this transformation agenda for CXC® is the **people-centred approach** which advocates for:

1. empowering employees with information and resources to work efficiently and effectively;
2. empowering management with the authority to manage by performance and
3. stimulating cordial working relationships with all stakeholders.

The foregoing is aimed at fostering an organisational culture that is characterised by an atmosphere of recognising and valuing people.

Let the transformation begin! Collectively, as a regional enterprise, we can and we must.



WAYNE WESLEY PhD, CMgr
Registrar and CEO



WAYNE WESLEY PhD, CMgr
Registrar and CEO

EXECUTIVE SUMMARY

The impetus governing this five-year strategic plan (2021 – 2025), boldly embraces the technological dynamism of the future as we re-imagine the strategic development of intelligent systems to advance regional cooperation for human and social development. The essence of this new thrust is captured in the new mission and vision of the Council to reflect a focus on the new frontier for human capital development and digital transformation. The Council's strategic transformational agenda seeks to innovatively build resilience in the provision of educational services crucial to the continued economic development and growth of the region. The strategic plan articulates deliberate and coherent strategic initiatives that **CXC**® will employ guided by its core values, while embracing the people-centred approach. **CXC**® endeavours to optimise its resources and capabilities to create organisational transformation that will not only ensure the Council's sustainability, but also the value proposition of advancing the regional good of a resilient education system for the benefit of all stakeholders.

The strategy formulation, outlined in **Figure 1**, presents the strategic elements to create a digitally transformed regional enterprise impacting and repositioning the regional education system to be adaptive and agile. The new vision advances that the future state of the Council, in five years, is a digitally transformed enterprise providing quality, relevant and globally recognised educational services. Accordingly, the Council's new mission articulates the purpose in executing our mandate, as we develop the human capital of our Caribbean people through partnerships for global competitiveness.





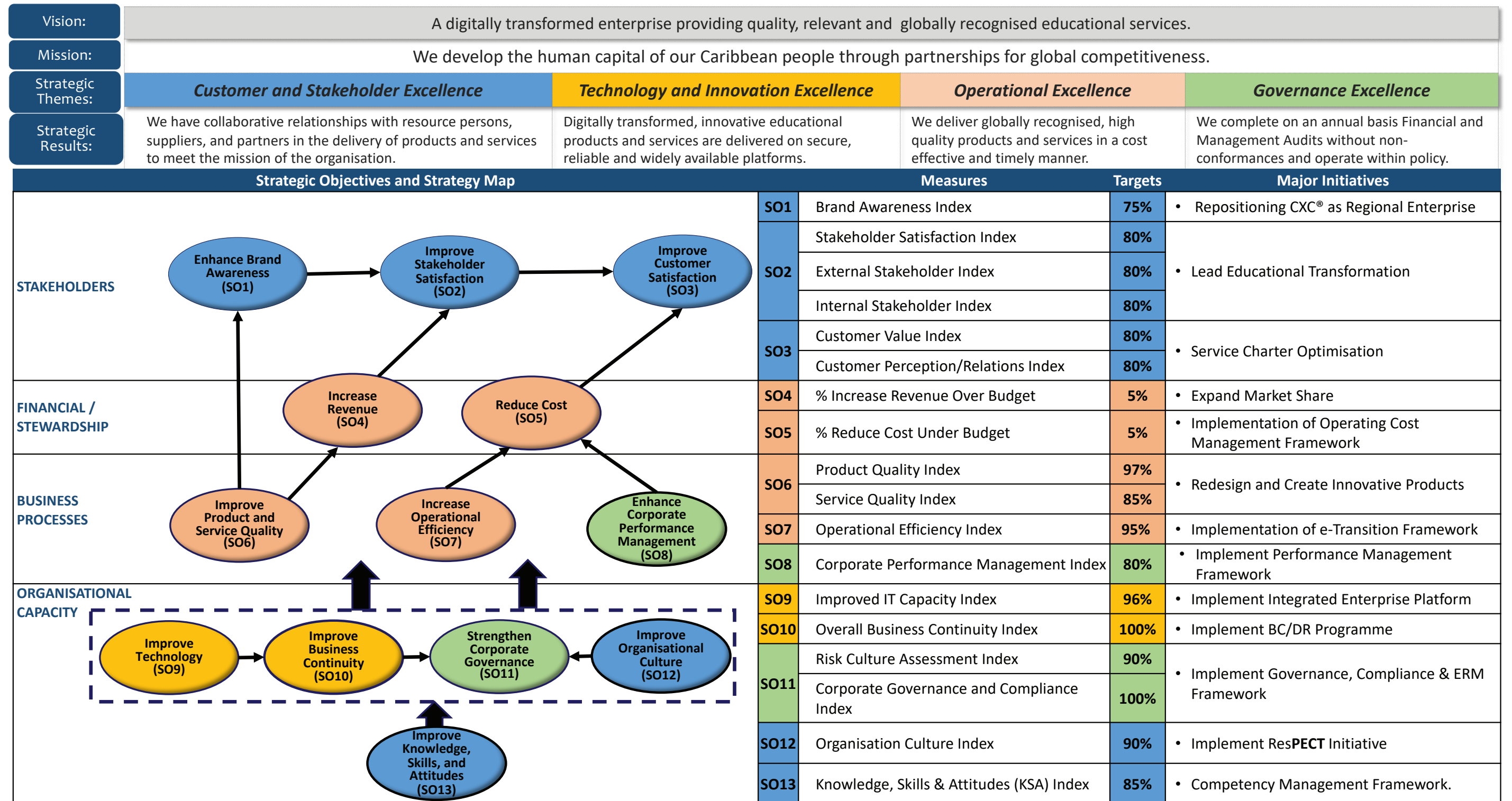
To support the achievement of the vision and mission four guiding pillars of excellence emerged during the formulation of the strategy. These pillars, referred to as the strategic themes, are Customer and Stakeholder Excellence, Technology and Innovation Excellence, Operational Excellence and Governance Excellence. The key outcomes, as expressed by the strategic results, embodies the transformational imperatives that must be manifested and sustained by the Council.

Influenced by the people-centred approach and the transformation agenda, Figure 1 depicts the strategic framework for value creation. The Council will provide the requisite opportunities to improve the knowledge, skills, and attitudes of the staff guided by strategic objective 13 (SO13). The strategic intent is to establish the crucial foundation on which the improvement in technology, business continuity, organisational culture, and strong corporate governance (SO9, SO10, SO11 and SO13) can be maximised. A robust and capable organisational capacity will provide the platform on which the Council’s business processes are made to be efficient and effective.



The Council’s strategic transformational agenda seeks to innovatively build resilience in the provision of educational services crucial to the continued economic development and growth of the region.

Figure 1: CXC's Strategy Formation 2021-2025



Core Values:

• Results Oriented • Professionalism • Excellence • Customer Focus • Teamwork

The business processes perspective addresses the development and execution of the Council's core product and services along its value chain. The strategy is to engage in a structured system of transformation, incorporating artificial intelligence, research and development, and the digitalisation of systems and processes. These strategic interventions are geared towards improved product and service quality, increased operational efficiency and enhanced corporate performance management (SO6, SO7, and SO8). The optimised business processes will create the conditions suitable to achieve financial sustainability and prudent corporate stewardship.

In light of the prevailing economic challenges facing the region and the associated repercussion on the finances of regional institutions, the strategic approach involves redesigning the current funding model, and targeted expansion into other markets both globally and regionally. The financial perspective has identified strategic initiatives that are intended to increase revenue and reduce cost (SO4 and SO5). To enhance stewardship of the Council's resources a comprehensive enterprise risk management framework will be developed and implemented. Achieving financial stability and exercising excellent stewardship will facilitate the provision of quality stakeholder experiences.

It is envisioned that with a robust and capable organisational capacity, efficient and effective business processes, coupled with prudent financial stewardship, the stakeholders' perspective is poised to guarantee excellence in quality product and service delivery. The stakeholder perspective thus consolidates the outputs of the other performance perspectives in ensuring enhanced brand awareness, improved stakeholder satisfaction, and improved customer satisfaction (SO1, SO2, and SO3). These strategic objectives and performance perspectives are intentionally integrated in formulating a compelling and deliberate approach for the seamless execution of initiatives and projects to drive the success of the strategy.

Recognising that staff are critical to the attainment of the Council's strategy the core values are emphasised as one of the key strategy components. These values form the basis for staff recognition and appreciation through an initiative dubbed **ResPECT**. This initiative is aimed at developing an organisational culture of valuing people.

The strategic imperative is **CXC®** repositioning for greater regional impact!



In light of the prevailing economic challenges facing the region and the associated repercussion on the finances of regional institutions, the strategic approach involves redesigning the current funding model, and targeted expansion into other markets both globally and regionally.

1.0 INTRODUCTION



In alignment with the CARICOM Human Resource Development 2030 Strategy, the Caribbean Examinations Council (**CXC**[®]), is building on its 48 years of achievements with continual emphasis on equipping students with a quality education through ICT enhanced resources that will contribute to the development of the human capital of the Caribbean people and to fostering of the ideal Caribbean person.

The Caribbean Examinations Council (**CXC**[®]) is mindful of the changing educational landscape which requires a strong technological focus on the digital transformation of teaching, learning and assessment. Accordingly, the Council has embarked on a journey towards transforming to a digital enterprise in an effort to augment its impact on human capital development specifically as it relates to the provision of innovative educational products and services that will advance the transformation of the regional education system, thus contributing to regional integration and development. These technologically enhanced products and services are well aligned with the global education and assessment forecasts.

Notwithstanding the strategic intent, the existing environment both globally and regionally present challenges that must be addressed for successful execution of the strategy. A comprehensive environmental analysis provided valuable insights about the prevailing conditions and guided the development of the strategic plan 2021 – 2025. The following situational analysis provides the details.

2.0 SITUATION ANALYSIS

2.1 Context

The Council was established by an agreement in 1972, which was approved by the Commonwealth Caribbean Regional Secretariat on 11 January 1973, 'for the institution of a new system of examinations in the area'. The mandate of the Council is to "conduct such examinations as it may think appropriate and award certificates and diplomas on the results of examinations so conducted." The Council conducts its activities from two-member countries for the region as a whole, Headquarters Office in Barbados and the Western Zone Office (WZO) in Jamaica.

2.1.1 Political Considerations

The Council is an apolitical operation, and as such it is essential to ensure the continued support of Governments while engaging the political opposition in each of the participating territories. The nature of the small island states of the Caribbean is such that there are two main political parties in each territory and based on the results of democratically held elections, there is usually the orderly transfer of power. Tribalism occurs occasionally and at times programmes initiated under the preceding ruling party might be stalled or discontinued by the successor government. However, through universal engagement, CXC® has seen critical programmes initialised under political predecessors continued.

2.1.2 Economic Considerations

Economic growth in the region has been sluggish over the last five years. Declining population growth and birth rates, and net outward migration has negatively impacted overall economic growth in the region.

Further to this, the unprecedented Coronavirus Disease 2019 (COVID 19) pandemic struck in March 2020. The economic effects of the COVID-19 pandemic are expected to exacerbate the challenges already facing regional and international economies. Most agencies and pundits have reviewed initial assessments of expected performance of the world economy; with the International Monetary Fund (IMF), for example, downgrading their growth projection — a contraction of 4.9 per cent for 2020. Their expectation is that the 2020 recession will be deeper with a slower recovery in 2021, projecting a cumulative loss to the global economy of over \$12 trillion over two years (2020-2021). Globally, fiscal actions now amount to about US\$10.7 trillion; and monetary policy measures amount to over \$6 trillion. Ninety-five per cent of countries are projected to face negative per capita income growth in 2020. Emerging markets and developing economies (excluding China) are projected to take a bigger hit to GDP growth than advanced economies in 2020-2021. This translates into a risk of slowing down the convergence between emerging and advanced economies.

Regionally, Caribbean economies are suffering even more due to their high dependence on one of the most dramatically impacted sectors - tourism - which, for some, accounts for 50 to 90 per cent of GDP and employment. Regional governments have aimed to mitigate the fallout by strengthening healthcare systems and infrastructure, providing support to affected sectors and vulnerable segments of society and boosting social services. Governments have also provided tax waivers and other incentives to entities retaining the majority of their staff and have taken steps to establish or enhance credit facilities for small and medium-sized businesses.

2.0 SITUATION ANALYSIS (CONTINUED)

The Caribbean economies have managed to flatten the COVID-19 curve, but their key lifelines have collapsed. With tourism coming to a virtual standstill and key source markets in advanced economies plunging into deeper recession, the region is likely to experience a very sharp and protracted contraction in economic activity. Despite the reopening of borders starting in June for some Caribbean countries, international tourist arrivals are not expected to return to pre-crisis levels in the short-term. In addition, the current drop in oil prices is hurting those commodity exporters in the region (for example, Guyana and Trinidad) through a loss in exports and fiscal revenues.

In light of the COVID-19 pandemic, the accelerated approach to the building of resilience and diversification of the Caribbean economies is clearly essential for sustainability in all sectors. The World Bank, for example, is working with Caribbean governments, focusing on building resilience across four dimensions:

1. fiscal and financial resilience;
2. physical and infrastructure resilience;
3. human capital resilience and
4. environment and natural resource resilience

It is perhaps the last two which provide the greatest opportunity for the Council. As much as this is an unprecedented scenario, previous economic downturns and periods of uncertainty have not diminished the support provided to the Council. Governments of the region have prioritised human resource development, specifically education, and by extension, **CXC**'s role in the educating of their citizens therefore, it is expected that the Council will be able to advance the digital transformation with respect to teaching, learning and assessment in order to promote economic growth.

2.1.3 Social Considerations

The Council has been the beneficiary of a favourable perception of the need for further education in the Caribbean, both by the policymakers and the general populace. Caribbean economies remain largely dependent on Tourism, Natural Resource Extraction and Agriculture. However, diversification in these and other sectors have required knowledge-based workers. This has resulted in persons seeking the requisite certifications to specialise in these areas, which has led to an expansion of our programme offerings.

Conversely, according to the World Bank census data between 2005 and 2018, the Caribbean experienced a negative change in the population rate due to a declining crude birth rate of approximately 18 per 1,000 population yearly. This has resulted in an adverse effect, particularly on our flagship qualification, **CSEC**. In the longer term, the potential for growth could emanate from the premium placed on further education (that is having the same level of candidate entries for **CAPE** as there are for **CSEC**). In the shorter term, growth is likely from an expansion of the territories registering candidates for the **CPEA**.

2.1.4 Technological Considerations

This is an area ripe for change in a positive way. The cost of technology continues to fall, while the technological advancements place tremendous computing capacity in the hands of the general populace. These advancements have changed the way in which we conduct all aspects of human interaction. This was brought forcefully to the fore by the COVID-19 pandemic with countries worldwide implementing lockdowns that necessitated a change to traditional work practices. Globally, telecommuting and remote

2.0 SITUATION ANALYSIS (CONTINUED)

work became the rule as opposed to the exception for most knowledge workers and only those designated as 'essential workers' expected to work from brick and mortar operations.

Given the current situation, **CXC®** has developed a robust strategic plan that considers where we are and where we would like to be in the future. The goal is to meet customers' demands, and digitally transform the Council to be a regional enterprise impacting and repositioning the regional education system to be adaptive and agile.

2.2 Risk Assessment

Critical to the successful achievement of the strategy is a thorough understanding of the uncertainties that have the potential to impact the Council over the next five years. The following are some high-level threats and risks that have been identified which must be managed in order for the strategic plan to be successful and effective.

2.2.1 Political Risk

The continued support of regional governments is critical to the sustainability and success of **CXC®**. As such, withdrawal of this support as a result of changes in political landscapes can have a serious negative impact on the Council's operations. Therefore, the Council must continue to maintain strong relationships with governments so as to ensure that their needs are understood and met, and that its contribution to the development of the human capital of the region is strongly supported.

2.2.2 Financial Risk

Implementation of the various initiatives that will be required to achieve the objectives of this strategic plan will require strong financial support. Cognisant of the negative impact that COVID-19 may have on regional governments' ability to meet their financial commitments to the Council, the Council will continue its thrust to forge alliances, pursue consultancies, and create opportunities to increase the candidate registration levels, while simultaneously focusing on reducing operational costs in an effort to position itself to fund the initiatives outlined in this strategic plan. Consideration has also been given to the declining birth rate of the region as forming part of the risk to revenue.

2.2.3 Stakeholder Risk

As the Council moves towards achievement of its vision of becoming a digitally transformed enterprise, the ability of Participating Governments to align with **CXC®**'s digitalisation focus and growth may be impacted by economic health and infrastructure challenges. **CXC®** must therefore continue to strengthen the partnerships it has built with the various ministries of education to ensure this digitalisation thrust does not leave its stakeholders behind, resulting in the loss of their support.

2.2.4 Disaster Risk

Natural disasters continue to pose a major threat to the various participating territories. The ability to be agile and quickly adaptable in the face of any business disruption caused by a natural disaster, as well as a strong business continuity/disaster recovery plan, will allow **CXC®** to be resilient in the face of these threats.

2.0 SITUATION ANALYSIS (CONTINUED)

2.2.5 Technological and Infrastructure Risk

The adaptation and implementation of some of the major initiatives of **CXC**[®] are based on the assumption that our customers have the necessary technological infrastructure in place to continue using our services and products. To this end, **CXC**[®] is cognisant that there exist risks with respect to issues such as:

- internet penetration: last mile connectivity particularly persons in remote areas;
- infrastructure (Cost): computer resources and electronic device costs;
- utility services – such as clean power and backup supply and
- technical capacity and capability to utilise the technology to advance the Council’s mission.

These challenges, while formidable, are not insurmountable and collectively we can find the optimal digital solutions to assist in mitigating such risks.

2.2.6 Strategic Risk Rating

For each of the risks listed through the identification process, the strategic risk rating was calculated using the probability/likelihood of the risk occurring and their impact to the strategic objectives following the criteria matrix in **Table 1**

Table 1: Likelihood and Impact Matrix

		Impact →				
		Insignificant 1	Minor 2	Moderate 3	Major 4	Critical 5
Likelihood ↑	Almost Certain 5	5	10	15	20	25
	Likely 4	4	8	12	16	20
	Possible 3	3	6	9	12	15
	Unlikely 2	2	4	6	8	10
	Rare 1	1	2	3	4	5

In the example above, the likelihood is considered as ‘Likely’ = 4, with the impact assessed as being ‘Major’ = 4. The resulting risk level will be shown as the intersection of the two dimensions. This provides the ‘Strategic Risk Rating’ of 16 = High. The matrix is broken into four shaded areas reflecting the increasing level of risk, shown below:



CXC[®] has ranked the impact of its five risk categories on the strategy as indicated in **Table 2**.

2.0 SITUATION ANALYSIS (CONTINUED)

Table 2: CXC® Strategic Risk Rating

RISK	LIKELIHOOD	IMPACT	STRATEGIC RISK RATING	RISK MITIGATING INITIATIVE	MITIGATION
Financial	Almost Certain	Critical	25	SO-04: Expand Market Share	<ul style="list-style-type: none"> Generate revenue through expansion into new markets Increase funding through partnerships with international and regional agencies
				SO-05: Implement Operating Cost Management Framework	<ul style="list-style-type: none"> Manage costs across the organisation Comply with all International Financial Reporting Standards and timely internal and external audits
Disaster	Likely	Major	16	SO-10: Implement BC/DR Programme	<ul style="list-style-type: none"> Transitioning to an e-platform for operational and core processes Preparation of a BC/DR plan which addresses natural and other disasters
Stakeholder	Possible	Major	12	SO-01: Repositioning CXC® as a Regional Enterprise	<ul style="list-style-type: none"> Reputational and brand awareness campaigns Implementation of an inclusive decision-making framework.
				SO-02: Lead Educational Transformation	<ul style="list-style-type: none"> Emphasise the need to embrace and adopt digital literacy
				SO-03: Service Charter Optimisation	<ul style="list-style-type: none"> Culture change built on organisational values that empower staff to meet customer needs
				SO-06: Redesign and Create Innovative Products	<ul style="list-style-type: none"> Develop current and relevant assessment products that are representative of regional and international trends.
Technological and Infrastructure	Possible	Major	12	SO-09: Implement Integrated Enterprise Platform	<ul style="list-style-type: none"> Periodic upgrade and enhancement of applications and systems Collaborate with Ministries of Education in the improvement of their technology and infrastructure Train teachers on use of CXC's e-platforms; and promote use of Learning Hub and Institute as LMS
Political	Possible	Moderate	9	SO-01: Repositioning CXC® as a Regional Enterprise	<ul style="list-style-type: none"> Early identification and active monitoring of political activity in the Area by Risk Committee Engagement with Participating Governments on the benefits to their constituents of a regional enterprise

2.0 SITUATION ANALYSIS (CONTINUED)

2.2.7 SWOT Analysis

An analysis of the internal and external environments in which the Council operates was conducted. The results are shown in **Table 1**.

Table 1: SWOT Analysis

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Brand acceptance and recognition 2. Technological innovation 3. Secure exam delivery model 4. Highly qualified and committed staff 5. Regional knowledge 6. Strong relationships/partnerships with ministries 7. Accepted certifications 8. Dominant in regional market 9. Capacity building capability 10. Culture and values 11. Performance management 12. Leadership 13. Strategic thinking and planning 	<ol style="list-style-type: none"> 1. Low employee engagement 2. Slow response to addressing stakeholders' concerns/needs 3. Discontented stakeholders (e.g. teachers' unions) 4. Limited IT human resources 5. Assumed brand loyalty in the region 6. High level of bureaucracy/not easily adaptable 7. Slow recruitment process 8. Poor project execution 9. Poor communication 10. Reactive approach 11. Departments operate in silos 12. Absence of a formal risk management strategy 13. Inadequate marketing 14. Process improvement 15. Performance measurement 16. Alignment 17. Sustainability
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Increase consultancy services 2. Expansion into new markets 3. Expansion to private sector 4. Promotion of new generation subjects 5. Under certified school learners 6. Leverage new technology – (new items types, novel assessment formats) 7. Changing needs of digital learners: - opportunity to provide new services 8. Change organizational culture (people centred approach) 9. Improve regional and stakeholder interactions 10. Create influence on the teaching learning process 11. Facilitate/lead assessment transformation 12. Be champion of regional integration 	<ol style="list-style-type: none"> 1. Dependent on strength of CARICOM and member status 2. Political climate 3. Political changes removing support and funding 4. Competition from external examining boards 5. Vulnerable to natural disasters 6. Dependent on regional governments 7. Does not cater to all learning abilities 8. Funding required to be innovative and responsive 9. Increased security risks 10. Examination security 11. Economic hardship on the region 12. Decline in birth rates within the region 13. General data protection regulations.

2.0 SITUATION ANALYSIS (CONTINUED)

2.2.8 Risk Assessment Summary

In summary, the Council is conscious of the challenges and risks facing the region and exaggerated by the COVID-19 pandemic. This global pandemic has totally transformed our way of doing business particularly the delivery of education and financial allocation. Accordingly, **CXC®** being cognisant of the adverse effect on regional governments' ability to make their contribution to the Council, has considered the development of a sustainable funding model. New opportunities to build financial strength will be pursued along with cost reduction strategies to augment the resources available to fund the initiatives required for successful achievement of the strategic objectives and ultimately the strategic plan. Our expansion of entries in areas such as **CCSLC®**, **CAPE®** and **CVQ** will show payback beyond the financial for the Council. In addition, the Council has also reviewed its approach to the expansion of its products to neighbouring territories such as Dominican Republic and Haiti with an aim of increasing market reach and to realise increased revenue. It aids in ensuring a broader section of the population has formative and more advanced technical capacity.

Using the strengths and opportunities identified in the SWOT analysis and mitigating against the risks, prospects lie ahead for **CXC®** and the region, despite the various challenges and threats in the environment in which **CXC®** operates. The Council intends to continue its efforts, through the use of technology, to not only meet its mandate of contributing to the human capital of the region, thus creating value for the society which it serves, but also to build resilience in a very difficult regional and global environment.

3.0 THE STRATEGIC PLAN

3.1 The Vision

Given the transformation agenda and stakeholders' expectations of **CXC**[®] it became evident that in order to remain relevant and competitive the vision of **CXC**[®] needed to change. Consequently, a new vision was developed to reflect the desired state of **CXC**[®] in five years. This new vision is articulated as follows:

A digitally transformed enterprise providing quality, relevant and globally recognised educational services.

3.2 The Mission

Similarly, the mission of **CXC**[®] was also reviewed to ensure alignment with the vision and to provide clarity on the regional good to be executed by **CXC**[®]. Accordingly, a new mission was developed as follows:

We develop the human capital of our Caribbean people through partnerships for global competitiveness.

3.3 The Core Values

The Council's core values, outlined in **Table 2**, which serve to guide decision making and the behaviour of employees remain valid and therefore unchanged. Emanating from the strategic review of the core values and in keeping with the people-centred approach, the **"ResPECT"** initiative, an acronym formed from the core values, is created to recognise and reward staff who exemplify these values.



Table 2: Core Values Definition

CORE VALUE	WE WILL
1. Results Oriented	<ul style="list-style-type: none"> We hold ourselves accountable for meeting individual and shared objectives that contribute to CXC[®]'s goals
2. Professionalism	<ul style="list-style-type: none"> We demonstrate respect and instil confidence in our interactions with each other and our stakeholders
3. Excellence	<ul style="list-style-type: none"> We are dedicated to maintaining the highest standards
4. Customer Focus	<ul style="list-style-type: none"> We aim to exceed our customers' expectations by continuously evaluating our quality of service
5. Teamwork	<ul style="list-style-type: none"> We are united in our commitment to achieving CXC[®]'s goals

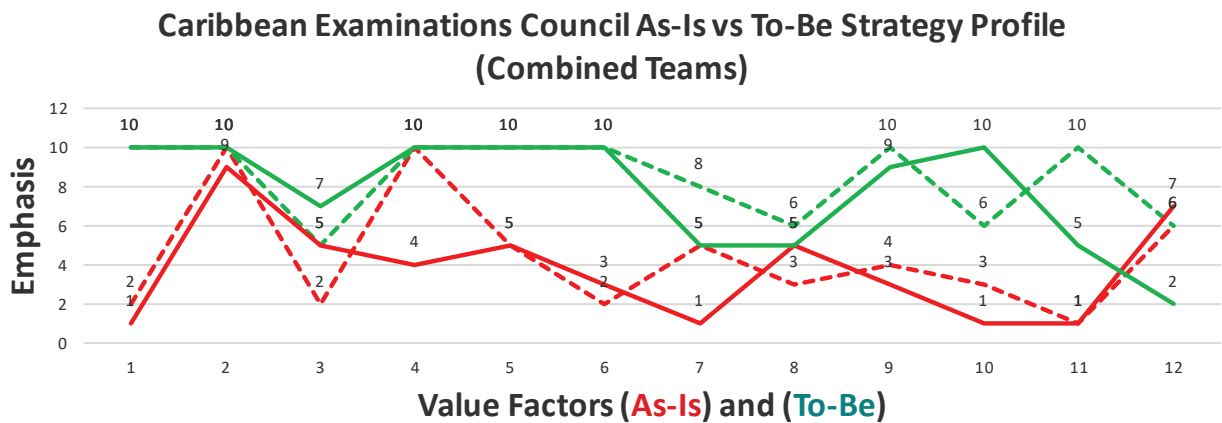
3.0 THE STRATEGIC PLAN (CONTINUED)

3.4 Strategic Mandate

3.4.1 Value Proposition

An assessment of CXC® value proposition across twelve areas revealed six value factors most critical for CXC® to channel its efforts to increase its regional impact. As shown in Figure 2, on the to-be strategy profiles, the six value factors that received the highest level of convergence on the emphasis rating are those associated with 1, 2, 4, 5, 6 and 9. These six value factors are defined in Table 3 and constitute CXC® strategic value proposition. These were used to inform the development of the strategic themes and results.

Figure 2: As-Is vs To-Be Strategy Profile



VALUE FACTORS		As-Is (Team A) -----	To-Be (Team A) -----	As-Is (Team B) -----	To-Be (Team B) -----
1	Visionary Policy Leadership/Influence	2	10	1	10
2	Quality/Validity/Accuracy/Fairness/Relevance	10	10	9	10
3	Transparency	2	5	5	7
4	Security	10	10	4	10
5	Reliable Platforms/Technology	5	10	5	10
6	Innovative	2	10	3	10
7	Accessibility to Products and Services	5	8	1	5
8	Inclusiveness/Exceptional Needs Requirements	3	6	5	5
9	Customer-Centric	4	10	3	9
10	Efficiency/Cost Effective	3	6	1	10
11	Timeliness/Agility/Responsiveness	1	10	1	5
12	Partnerships/Collaboration/Alignment	6	6	7	2

3.0 THE STRATEGIC PLAN (CONTINUED)

Table 3: Value Factors for Emphasis

VALUE FACTORS	DEFINITION
1. Quality/Validity/Accuracy/Fairness/Relevance	Every product and service provided exceeds customer requirements as well as attain education best practices. We provide valid, accurate, error-free and relevant products and services.
2. Customer-Centric	Maintaining stakeholder focus in everything we do. Satisfaction of customers, as well as anticipating their needs.
3. Innovative	Forward thinking, going where others have never been before. Incremental innovation - improvements on what we are currently doing; radical innovation - introduction of new products and services.
4. Security	Products, services and systems are robust. Measures taken to prevent penetration and unauthorised access.
5. Reliable Platforms/Technology	Platforms that are compatible, scalable, functional and highly available. 99.9% availability of systems.
6. Visionary Policy Leadership/Influence	Leaders of education reform regionally, provide policy advice and guidance in the education sector - teaching, learning and assessment.

3.0 THE STRATEGIC PLAN (CONTINUED)

3.4.2 Strategic Themes and Results

In addition to the value proposition, the strategic themes and results, presented in **Table 4** were informed by extensive analysis of the internal and external environments, and information gleaned from consultations with regional stakeholders. These strategic themes and results formed the basis for the development of the strategic objectives, **Table 4** also shows the alignment of the strategic themes and results with the strategic objectives.

Table 4: Strategic Themes and Results

STRATEGIC THEMES	STRATEGIC RESULTS	STRATEGIC OBJECTIVES
1. Customer and Stakeholder Excellence	We have collaborative relationships with resource persons, suppliers, and partners in the delivery of products and services to meet the mission of the organisation.	SO1: Enhance Brand Awareness
		SO2: Improve Stakeholder Satisfaction
		SO3: Improve Customer Satisfaction
		SO12: Improve Organisational Culture
		SO13: Improve Knowledge, Skills and Attitudes
2. Technology and Innovation Excellence	Digitally transformed, innovative educational products and services are delivered on secure, reliable and widely available platforms.	SO9: Improve Technology
		SO10: Improve Business Continuity
3. Operational Excellence	We deliver globally recognised, high quality products and services in a cost effective and timely manner.	SO4: Increase Revenue
		SO5: Reduce Cost
		SO6: Improve Product and Service Quality
		SO7: Increase Operational Efficiency
4. Governance Excellence	We complete on an annual basis financial and management audits without non-conformances and operate within policy.	SO8: Enhance Corporate Performance Management
		SO11: Strengthen Corporate Governance

We have collaborative relationships with resource persons, suppliers, and partners in the delivery of products and services to meet the mission of the organisation.

Digitally transformed, innovative educational products and services are delivered on secure, reliable and widely available platforms.

We deliver globally recognised, high quality products and services in a cost effective and timely manner.

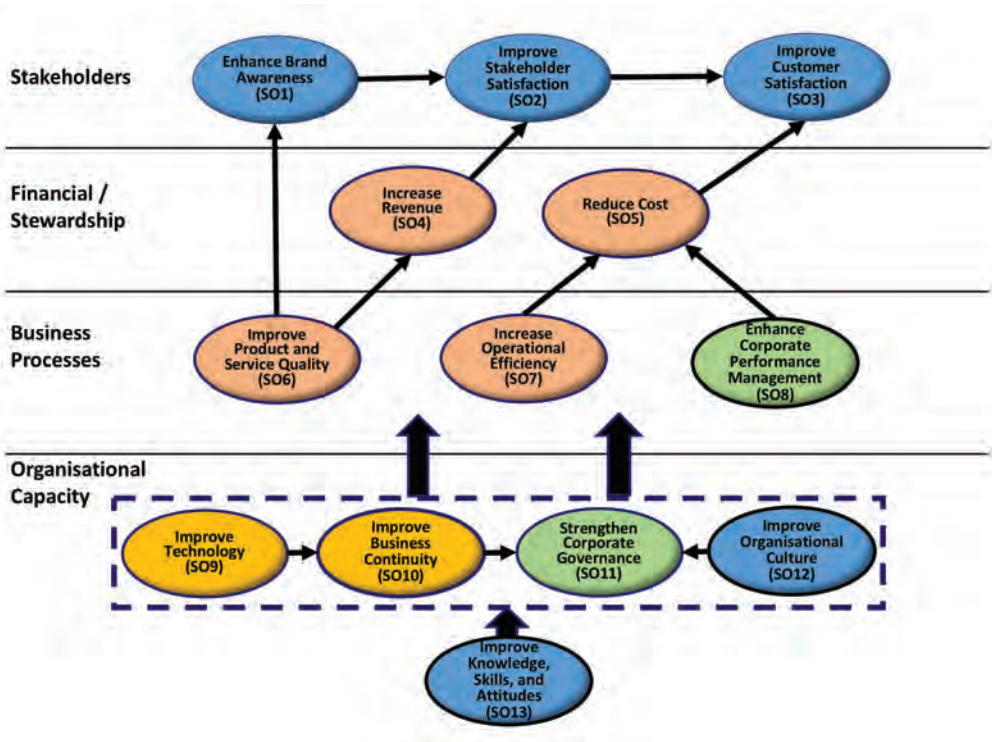
We complete on an annual basis financial and management audits without non-conformances and operate within policy.

3.0 THE STRATEGIC PLAN (CONTINUED)

3.4.3 Strategy Map

The creation of value for our customers and stakeholders will be achieved through the careful management of our strategic objectives across four performance perspectives as shown in **Figure 3**. The organisational capacity and business processes perspectives are the performance driving objectives and the financial/ stewardship and stakeholder perspectives are the results objectives.

Figure 3: CXC’s Strategy Map



The linking of the strategic objectives to the respective performance perspectives allows for seamless execution of initiatives and projects to drive the success of the strategy. It was recognised that the driving force of the strategy was that of making sure that the Council is equipped with the requisite knowledge, skills and attitudes (SO13). Having these, will enable the rapid adoption of improved technology (SO9), improved business continuity (SO10), a strengthened corporate governance structure (SO11) and an improved organisational culture (SO12), thus building the capacity of the organisation to execute the strategy. Strategic objectives 9 - 13 are the foundation on which the Council will be able to improve its business processes, financial management and stakeholders’ experience. Improving product and service quality (SO6) will ensure that the Council maintains and improves on its delivery of its products and services with the aim of increasing revenue (SO4) and enhancing brand awareness (SO1) through improved marketing strategies and other initiatives that will drive improved stakeholder satisfaction (SO2) and improved customer satisfaction (SO3). The Council has also found it necessary to increase operational efficiency (SO7) and enhance corporate performance management (SO8) with an aim of reducing cost (SO5) which will ultimately lead to improved customer satisfaction (SO3).

3.0 THE STRATEGIC PLAN (CONTINUED)

3.5 Strategic Objectives, Measures and Initiatives

The strategic objectives will serve as the framework by which the Council will be guided over the next five years while the key performance indicators (KPIs) will be used to measure the performance of each objective towards achievement of the mission and vision during the period. **Table 5** presents a summary of the strategic objectives with the key performance indicators in terms of measures and targets. Detailed descriptions and alignment of major initiatives with their corresponding strategic objective are presented in **Table 6**. The strategic objectives with descriptions and intended outcomes (effects), KPIs with descriptions, as well as the strategic initiatives/projects to be undertaken during the five-year period are presented in **Table 7**, **Table 8**, **Table 9** and **Table 10**.

Table 5: Strategic Objectives with the Performance Measures and Targets

Perspectives	Strategic Objectives	KPI Measures	Targets					Target Justification/Industry Benchmark
			2021	2022	2023	2024	2025	
Stakeholders	SO1: Enhance Brand Awareness	Brand Awareness Index	55%	65%	70%	75%	75%	Internet (Google) Trending Data - 50.4%
	SO2: Improve Stakeholder Satisfaction	Stakeholder Satisfaction Index	75%	75%	80%	80%	80%	American Customer Satisfaction Index - 72.9%
		External Stakeholder Index	75%	75%	80%	80%	80%	
		Internal Stakeholder Index	75%	75%	80%	80%	80%	
	SO3: Improve Customer Satisfaction	Customer Value Index	75%	75%	80%	80%	80%	
Customer Perception/Relations Index		75%	75%	80%	80%	80%		
Financial/ Stewardship	SO4: Increase Revenue	% Increase Revenue over Budget	0%	2%	3%	4%	5%	IMF Economic Outlook 2021 Latin America & Caribbean - 3.7%; CXC trending data 2020 - (-1.92%)
	SO5: Reduce Cost	% Reduce Cost under Budget	0%	2%	3%	4%	5%	CXC trending data 2020 - (-7.6%)
Business Processes	SO6: Improve Product and Service Quality	Product Quality Index	90%	93%	95%	97%	97%	CXC trending data 2020 - 91%
		Service Quality Index	75%	75%	80%	80%	85%	American Customer Satisfaction Index - 72.9%
	SO7: Increase Operational Efficiency	Operational Efficiency Index	80%	85%	90%	92%	95%	CXC trending data 2020 - 83%
	SO8: Enhance Corporate Performance Management	Corporate Performance Management Index	60%	65%	70%	75%	80%	CXC trending data 2020 - 57%
Organizational Capacity	SO9: Improve Technology	Improved IT Capacity Index	75%	80%	85%	90%	96%	CXC trending data 2020 -73%
	SO10: Improve Business Continuity	Overall Business Continuity Index	65%	75%	85%	95%	100%	CXC trending data 2020 - 61.67%
	SO11: Strengthen Corporate Governance	Risk Culture Assessment Index	50%	60%	70%	80%	90%	CXC trending data 2020 - 44%
		Corporate Governance and Compliance Index	65%	75%	90%	95%	100%	CXC trending data 2020 - 61.67%
	SO12: Improve Organisational Culture	Organisation Culture Index	50%	60%	70%	80%	90%	CXC trending data 2020 - 23%
SO13: Improve Knowledge Skills and Attitudes	Knowledge, Skills & Attitudes (KSA) Index	45%	55%	65%	75%	85%	CXC trending data 2020 - 44%	

3.0 THE STRATEGIC PLAN (CONTINUED)

Table 6: Strategic Objectives with Major Initiatives

STRATEGIC OBJECTIVES	INITIATIVES	INITIATIVES DESCRIPTION
S01 Enhance Brand Awareness	Reposition CXC® as a Regional Enterprise	Execution of a brand awareness campaign galvanised around a regional endeavour in creating value for all stakeholders. In addition, implementation of a structured engagement strategy to include a communication plan and an inclusive decision-making framework that provides a mechanism for critical stakeholder engagement, collaboration, and cooperation on strategic initiatives.
S02 Improve Stakeholder Satisfaction	Lead Educational Transformation	This project aims to position CXC® as the lead in transforming the educational agenda of the Caribbean through cutting edge research and development in teaching, learning and assessment. As an enterprise, CXC® will be the thought leader on emerging trends and issues that impact teaching, learning and assessment; providing space for regional institutions to contribute to the conversation that influence current practice in teacher training and innovative interventions in schools.
S03 Improve Customer Satisfaction	Service Charter Optimisation	This ongoing initiative seeks to raise awareness of and conformance with CXC's Service Charter among all staff with a view to increasing customer satisfaction. The initiative will identify gaps in response times in order to improve service delivery and customer satisfaction.
S04 Increase Revenue	Expand Market Share	This project seeks to increase the financial viability of the Council by revenue diversification. Market share expansion is one of the key components for ensuring the Council's sustainability. This includes an increase in our product offerings in current markets, while seeking penetration in those new ones. Additionally, it involves the marketing and promotion of other services outside of our traditional suite of qualifications, and developing our consultancies and partnerships.
S05 Reduce Cost	Implement Operating Cost Management Framework	This project will seek to reduce the organisation's costs through the development of a cost management framework to be used to identify key cost drivers with the view to contain cost. It will involve: <ol style="list-style-type: none"> 1. the identification of key direct operating cost drivers; 2. the monitoring and evaluation of the key cost drivers identified and 3. updates to the owners of identified key cost drivers

3.0 THE STRATEGIC PLAN (CONTINUED)

Table 6: Strategic Objectives with Major Initiatives (CONTINUED)

STRATEGIC OBJECTIVES	INITIATIVES	INITIATIVES DESCRIPTION
S06 Improve Product and Service Quality	Redesign and Create Innovative Products	This project seeks to continuously improve the existing syllabuses by adhering to the established standards and maintenance cycle. Additionally, by leveraging research and best practices, CXC® will develop current and relevant assessment products that are representative of regional and international trends.
S07 Increase Operational Efficiency	Implement e-Transition Framework	This initiative seeks to develop the e-Transition process that will allow CXC to achieve its goal of digital transformation and will focus on the development of: (1) electronic assessments across all suite of its examinations, (2) an e-Proctoring strategy to provide an alternative tool for completing examinations online, (3) a new e-Testing system to reduce/eliminate the manual intervention currently needed, (4) an on demand Testing strategy to provide the ability for candidates both regionally and internationally to write examinations at any time, and (5) the establishment of an e-QBank to expand its e-authoring capabilities including technological enhanced items. This project will also see the deployment of CXC's e-Learning and e-Testing systems in teachers' colleges and schools.
S08 Enhance Corporate Performance Management	Implement Performance Management Framework	This project seeks to enhance the corporate performance of the organisation through first defining the organisation performance reporting processes, focusing on the 'what', 'who' and 'when'. It will seek to incorporate the financial, operational and audit functions of the organisation.
S09 Improve Technology	Implement Integrated Enterprise Platform	This project will develop and deploy an integrated End-2-End solution from registration to results with APIs connecting the satellite systems in RMS, SAGE, e-Authoring, e-Testing and e-Marking. The platform will support easy access data portals and ensure very secure core databases and critical business processes through the development in-house software (RMS, ORS, EPS-Core) and the expansion of APIs to enterprise applications in SAGE, BTL-Surpass + RM-Assessor.
S10 Improve Business Continuity	Implement BC/DR Programme	The programme focuses on positioning the Council in a better position to manage business continuity more efficiently and recovering from any disaster. It focuses on all business aspects of the Council.

3.0 THE STRATEGIC PLAN (CONTINUED)

Table 6: Strategic Objectives with Major Initiatives (CONTINUED)

STRATEGIC OBJECTIVES	INITIATIVES	INITIATIVES DESCRIPTION
S11 Strengthen Corporate Governance	Implement Governance, Compliance and ERM Framework	This initiative ensures that CXC® has the relevant processes in place to meet its internal and external legal requirements and effectively identify, monitor and manage its risks. In addition, the initiative will develop and establish an ERM Framework.
S12 Improve Organisational Culture	Implement ResPECT Initiative	This active initiative seeks to carve the culture of the organisation through the promotion of the core values, in order to develop the knowledge of and importance of the Council's core values. The ResPECT Initiative seeks to recognise outstanding display of CXC's core values by staff.
S13 Improve Knowledge, Skills and Attitudes	Implement Competency Management Framework	Alignment of employees' competencies to the organisation's strategic direction through determination of the skills and competency levels required. This will include succession planning, skills gap analysis, individual development plans and skills and competency assessment in recruiting procedures.

3.0 THE STRATEGIC PLAN (CONTINUED)

Table 7: Stakeholders Perspective

STRATEGIC OBJECTIVES		
<p>SO1: Enhance Brand Awareness Allows for increase in visibility and global recognition of CXC’s products and corporate image through increased and targeted public relations and marketing, and establishment of CXC® as a thought leader - influencing the regional educational agenda. Owner: Pro-Registrar/Deputy CEO</p>	<p>SO2: Improve Stakeholder Satisfaction Facilitates consistent, timely communication with stakeholders through adherence to service level agreements and policies and procedures; creates positive relationships with stakeholders using a people-centred approach; and leverages technology to incorporate effective digital communication tools to create additional avenues for interaction with key stakeholders. Owner: Pro-Registrar/Deputy CEO</p>	<p>SO3: Improve Customer Satisfaction Facilitates the consistent understanding and anticipation of customers’ needs and meet or exceed their expectations, and adherence to the CXC® Customer Service Charter, increased level of communication with customers, developing products and services that respond to customers’ needs. Owner: Pro-Registrar/Deputy CEO</p>
INTENDED RESULTS		
<ol style="list-style-type: none"> Enhanced reputation. Increased brand awareness and brand equity. Enhanced value and competitiveness of our products and services. 	Stakeholder satisfaction has increased.	Customer satisfaction has increased.
KPIS AND DESCRIPTIONS		
<ol style="list-style-type: none"> Recognition Index <ul style="list-style-type: none"> Improved engagement Improved perception and public image Increased affinity to the Council Brand Reputation Index <ul style="list-style-type: none"> Enhanced reputation Increased partnerships Increased proctoring centres 	<ol style="list-style-type: none"> Stakeholder Satisfaction Index Measures satisfaction of internal & external stakeholders with specific focus on: <ul style="list-style-type: none"> accessible and timely information timely and effective communications transparency and fairness of the Council in the conduct of its activities leadership of the organisation use of stakeholders’ feedback to inform decision making ease of use of interfaces/portals and integration of CRM system with other applications Reduction in complaints and queries. External Stakeholder Index Measures external stakeholders’ satisfaction with specific focus on increasing: <ul style="list-style-type: none"> engagement satisfaction ratings the involvement of regional tertiary institutions in the work of the Council the number of stakeholders promoting CXC® as a recognised brand affiliation. Internal Stakeholder Index Measures internal stakeholders’ satisfaction with specific focus on: <ol style="list-style-type: none"> increasing staff engagement reducing attrition improving job satisfaction 	<ol style="list-style-type: none"> Customer Value Index <ul style="list-style-type: none"> Increased customer satisfaction/ service rating (service value) Increased customer base Net Promoter Score Enhanced reputation (Link to Brand Awareness) Customer Perception/Relations Index <ul style="list-style-type: none"> Timely and effective communication Customers are well informed Greater knowledge and awareness of products and services Reduction in complaints Reduction in queries
STRATEGIC INITIATIVES		
Reposition CXC® as Regional Enterprise	Lead Educational Transformation	Service Charter Optimisation

3.0 THE STRATEGIC PLAN (CONTINUED)

Table 8: Financial/Stewardship Perspective

OBJECTIVES		
SO4: Increase Revenue	SO5: Reduce Cost	
Facilitates the increase of revenue from income fees and other income sources, such as consultancy services, grant funding, partnerships, products and other ventures. Owner: Director of Corporate Services	Facilitates the reduction in expenditure through cost management and the efficient and effective utilisation of resources. Owner: Director of Corporate Services	
INTENDED RESULTS		
Increases in other revenue over the budget as well as consultancies, grant funding, partnerships and collection methods have been realized.	The expenses and operational costs of the organization have been reduced.	
KPIS AND DESCRIPTIONS		
1. Increase in revenue over previous year Tracks the performance changes in revenue.	1. Reduction in operational expenses Seeks to track financial management and operational expenses.	
2. % Increase over PY (Surplus/ Reserves)	2. % Budgetary Savings (Cost vs. Budget)	
3. % Increase over PY (Fee Income)	3. % Compliance Description: ... with focus on: <ul style="list-style-type: none"> • work plan compliance • budget and cash flow management • payment procedure • bad debt collection/reduction on aging • procurement policy • collection 	
4. % Increase over Budget (Fee Income)		
5. % Increase over PY (Other Income)		
6. % Increase over Budget (Other Income)		
		4. % Timely Payment
		5. Variance Analysis – performance review
STRATEGIC INITIATIVES		
Expand Market Share	Implementation of Operating Cost Management Framework	

3.0 THE STRATEGIC PLAN (CONTINUED)

Table 9: Business Processes Perspective

STRATEGIC OBJECTIVES		
<p>S06: Improve Product and Service Quality</p> <p>CXC® provides stakeholders with access to current, relevant and quality products and services that are error-free, internationally recognized and meet or exceed globally established standards.</p> <p>Owner: Director of Operations</p>	<p>S07: Increase Operational Efficiency</p> <p>Current business operations, practices, strategies, methods and technologies will be reviewed and enhanced to effectively and efficiently deliver reliable services and products to fulfil customers' and stakeholders' needs and expectations.</p> <p>Owner: Director of Operations</p>	<p>S08: Enhance Corporate Performance Management</p> <p>The organisation's performance is improved through utilisation of technology to improve business processes and maintenance of and compliance with process documentation; employees' access to improved systems; clarity of processes and increased accountability; timely communication with internal and external stakeholders; and adherence to contract terms.</p> <p>Owner: Director of Corporate Services</p>
INTENDED RESULTS		
<ol style="list-style-type: none"> Increase in acceptance by candidates, employers and overseas higher education institutions to the benefit of candidates Products that respond to regional/ international imperatives Improved quality indices (products and services) Reduced complaints from customers on product quality Increased demand for products and services: <ul style="list-style-type: none"> increased registration increased contracts for services increased revenue Enhanced syllabuses Product quality has improved Service Quality has improved 	<ol style="list-style-type: none"> Increased efficiency index (including service index) Optimized processes Improved communication Improved project management methodology implemented quality management system (policies and procedures implemented) ISO 9001: 2015 registered [Linked to Improved Knowledge, Skills and Attitudes] Improved system reliability (integrated systems) 	<p>Improvement in corporate performance:</p> <ul style="list-style-type: none"> Timely financial statements Timely communication/information sharing Increased percentage in process documentation Increased internal audits Reduced operational deficiency High performance with contractual agreements Increased conformance to accepted international standards, (IFRS, ISO, etc.) Reduced policies and procedures violations
KPIs AND DESCRIPTIONS		
<ol style="list-style-type: none"> Product Quality index Service Quality index 	<p>Operational Efficiency Index</p>	<p>Corporate Performance Management Index.</p>
STRATEGIC INITIATIVES		
<p>Redesign and Create Innovative Products</p>	<p>Implement e-Transition Framework</p>	<p>Implement Performance Management Framework</p>

3.0 THE STRATEGIC PLAN (CONTINUED)

Table 10: Organisational Capacity Perspective

STRATEGIC OBJECTIVES	
<p>SO9: Improve Technology Ensures deployment of software, hardware and supporting tools to enable a secure, innovative and reliable environment, enhancing technological services that increase operational efficiency and effectiveness.</p> <p>Owner: Director of Technology and Innovation</p>	<p>SO10: Improve Business Continuity Allows the organisation to be more resilient in its operations by designing processes & infrastructure to withstand disruptions, incorporating adequate mitigation controls and appropriate disaster recovery mechanisms to maintain critical business operations.</p> <p>Owner: Director of Technology and Innovation</p>
INTENDED RESULTS	
<ol style="list-style-type: none"> Enhanced capacity planning Reduced application and software development cycle Increased use of innovative technologies Improved IT end-to-end security compliance 	<ol style="list-style-type: none"> Improved stability, sustainability and resilience Faster recovery to operations Reduced disruption resulting from unintended interruptions Enhanced IT security and availability
KPIs AND DESCRIPTIONS	
<ol style="list-style-type: none"> % IT systems availability Measures overall available IT infrastructure up time. % IT SLA compliance Measures the compliance of services with published IT service catalogue. No. of non-conformances from security audit Identifies the number of high-impact security weaknesses in the end-points, IT infrastructure and services. No. of solutions developed Measures the number of solutions developed and utilized as an indirect indicator of improved automation. % of hosted infrastructure Measures the proportion of infrastructure that is hosted to improve security and availability while able to tolerate processing peaks with reduced overall capital and operating costs. % of certifications completed Measures the currency of IT skill sets that support organization infrastructure and services. 	<ol style="list-style-type: none"> Business continuity index Monitors the business continuity/ disaster recovery (BC/DR) capacity of the organization, considering recovery time objectives, recovery point objectives and operational security. Organisational availability index Tracks the level of unplanned down time that interrupts service delivery across the critical production systems. Operational security index Measures security incidents that negatively impact on critical operations with specific focus on: end user devices, physical plant, IT infrastructure, exam administration, and exam development
STRATEGIC INITIATIVES	
Implement Integrated Enterprise Platform	Implement BC/DR Programme

3.0 THE STRATEGIC PLAN (CONTINUED)

Table 10: Organisational Capacity Perspective (CONTINUED)

STRATEGIC OBJECTIVES		
<p>SO11: Strengthen Corporate Governance Reinforcement of established standards and protocols of the Council; promotion of an environment that supports compliance and accountability, which provides the foundation.</p> <p>Owner: Director of Operations</p>	<p>SO12: Improve Organisational Culture Improve organisational culture through the facilitation of a balanced work life, increased staff engagement and commitment to our mission and vision.</p> <p>Owner: Director of Technology and Innovation</p>	<p>SO13: Improve Knowledge, Skills and Attitudes Increase and improve the level of knowledge and skills/know-how of employees at all levels. Encourage and support training and professional development, whether employer or employee initiated, that align with the organisation's strategic objectives. Cross train employees to expand their knowledge and skills and to facilitate business continuity. We will employ and contract the right structures and skills to support CXC's strategies and operations.</p> <p>Owner: Director of Corporate Services</p>
INTENDED RESULTS		
<ol style="list-style-type: none"> All regulations and policies updated and communicated Improved governance processes Enhanced access to information Increased compliance with organisational decision making Increased activities related to corporate social responsibilities Information system for monitoring governance, risk and compliance 	<ol style="list-style-type: none"> Increase in staff engagement over prior year Organisational culture and employee satisfaction have improved Increase in innovations submitted by staff Improved incentive and recognition programme, productivity, visibility of "ResPECT" initiative, understanding of the Council's performance standards, and compliance with operational standards, policies and processes Reduced attrition Increased use of cross-functional teams on projects/strategic initiatives 	<ol style="list-style-type: none"> Employee skills match organisational needs Employees perform competently and professionally Employees have tools to perform their tasks effectively Employees have completed their training and professional development programmes Job satisfaction is increased Increased capacity to fuel innovation (more ideas) Employees possess adequate skills to undertake or assist in different roles. Gaps resulting from retirements, resignations, terminations or separations can be readily filled
KPIs AND DESCRIPTIONS		
<p>Risk Culture Assessment Index Corporate Governance and Compliance Index</p>	<p>Organisation Culture Index This composite measure reflects weighted scores from Gallup Q12 Survey; ResPECT Measure and the Engagement Ratio.</p>	<ol style="list-style-type: none"> % of implementation of approved learning and development plan Measures the number of employees trained. Knowledge, Skills and Attitudes (KSA) Index Organisational Capacity Index
STRATEGIC INITIATIVES		
<p>Implement Governance, Compliance & ERM Framework</p>	<p>Implement ResPECT Initiative</p>	<p>Implement Competency Management Framework</p>

3.0 THE STRATEGIC PLAN (CONTINUED)

3.6 Implementation Plan

3.6.1 Introduction

For CXC® to be successful in translating its strategy into action, it has to be intentional in its actions; executing on its programmes and adroitly deploying its limited resources. CXC® must be flexible and responsive to ensure that changing environmental dynamics does not hinder the execution of programmes. There must be a synchronous approach to the roll out and execution of the initiatives. Consequently, across all divisions and units, the activities selected support and are interwoven in order to realise the intended results. Successful implementation will create value for the organisation and propel it closer towards achieving its mission of, ‘...developing the human capital of our Caribbean people through partnerships for global competitiveness.’

3.6.2 Responsibility and Accountability

Each strategic objective have a primary and secondary owner as presented in **Table 11** where the primary owner is accountable for the overall objective performance while the secondary owner is responsible for the management of the team linked to the objective along with reporting summary results and recommending changes to measures and initiatives. With respect to strategic initiatives, each initiative has a project lead as presented in **Table 12** who is responsible for the completion of tasks and activities within the established budget linked to that particular initiative. Since, the Executive Team has divisional responsibility in addition to strategic oversight, quarterly strategic reviews will be pivotal. In addition, Senior Managers will review departmental initiatives monthly in order to maintain operational oversight. Consideration must be given to both the outputs as well as the outcomes of any change. Focus will also be given to the actions taken as well as to the value derived from said actions.

Ongoing scanning of the strategy’s implementation plan will be the purview of the Corporate Planning and Strategy Management (CPSM) unit, which will be providing timely reporting to the Executives. This will allow for the rolling out of the Plan annually with an aim at continuously improving business processes and systems. Scanning, review and adjustment will ensure that the Plan remains relevant and that the Council is agile and responsive to any environmental changes throughout the five-year period.

3.0 THE STRATEGIC PLAN (CONTINUED)

Table 11: Strategic Objectives Owners Assignments by Primary (P) and Secondary (S)

STRATEGIC OBJECTIVE	PRIMARY (P) AND SECONDARY (S) OWNERS
SO-01: Enhance Brand Awareness	Pro-Registrar (P), Corporate Communication Manager (S)
SO-02: Improve Stakeholder Satisfaction	Pro-Registrar (P), Corporate Communication Manager (S)
SO-03: Improve Customer Satisfaction	Pro-Registrar (P), Corporate Communication Manager (S)
SO-04: Increase Revenue	Director of Corporate Services (P), Financial Controller (S)
SO-05: Reduce Cost	Director of Corporate Services (P), Financial Controller (S)
SO-06: Improve Product and Service Quality	Director of Operations (P), Pro-Registrar (S)
SO-07: Increase Operational Efficiency	Director of Operations (P), Senior Manager (EDPD, EAS) (S)
SO-08: Enhance Corporate Performance Management	Director of Corporate Services (P), Senior Manager (CPSM) (S)
SO-09: Improve Technology	Director of Technological Innovation (P), Senior Manager (ITS) (S)
SO-10: Improve Business Continuity	Director of Technological Innovation (P), Senior Manager (CPSM) (S)
SO-11: Strengthen Corporate Governance	Director of Operations (P), Legal and Compliance Manager (S)
SO-12: Improve Organizational Culture	Director of Corporate Services (P), Senior Manager (HR) (S)
SO-13: Improve Knowledge, Skills, and Attitudes	Director of Corporate Services (P), Senior Manager (HR) (S)

Table 12: Strategic Initiatives and Assigned Project Lead

STRATEGIC INITIATIVE	PROJECT LEAD
SO-01: Repositioning CXC® as Regional Enterprise	Pro-Registrar
SO-02: Lead Educational Transformation	Pro-Registrar
SO-03: Service Charter Optimisation	Corporate Communication Manager
SO-04: Expand Market Share	Director of Corporate Services
SO-05: Implement Operating Cost Management Framework	Director of Corporate Services
SO-06: Redesign and Create Innovative Products	Pro-Registrar
SO-07: Implementation of e-Transition Framework	Director of Operations
SO-08: Implement Performance Management Framework	Senior Manager (CPSM)
SO-09: Implement Integrated Enterprise Platform	Director of Technological Innovation
SO-10: Implement BC/DR Programme	Senior Manager (ITS)
SO-11: Implement Governance, Compliance & ERM Framework	Director of Operations
SO-12: Implement ResPECT Initiative	Senior Manager (HR)
SO-13: Competency Management Framework	Senior Manager (HR)

3.0 THE STRATEGIC PLAN (CONTINUED)

3.6.3 Divisional Strategic Focus

3.6.3.1 Office of the Registrar

The repositioning of the Council as a regional enterprise will employ a broad based platform to provide a formal mechanism for engagement of critical stakeholder groups inclusive of the national student bodies, national parent teachers' associations and teachers' colleges. There will also be targeted and deliberate interventions to foster greater interaction between Ministers of Education and the Council.

As the **CXC**® transforms for greater regional impact, ongoing stakeholder engagement and feedback will be a key focus. The Corporate Communications team will work closely with the Registrar and CEO, and leadership team, to ensure greater synergy and integration of all stakeholder relation and marketing programmes. Through both internal and external engagement, and collaborative activities, the team will support the repositioning of **CXC**® as a regional enterprise and facilitate greater participation of key stakeholder groups in the work of the Council. This campaign will be a key strategic communications priority throughout the lifetime of the Plan.

Governance is critical to **CXC**® achieving its mission and strategic objectives. Thus, corporate governance continues to be an area of major focus with the establishment of formal structures for independent and internal audit and risk management review. A strengthened governance process will assist **CXC**® to maintain its credibility and image as a model regional enterprise. Further, this implementation will influence and strengthen the ethos of **CXC's** culture.

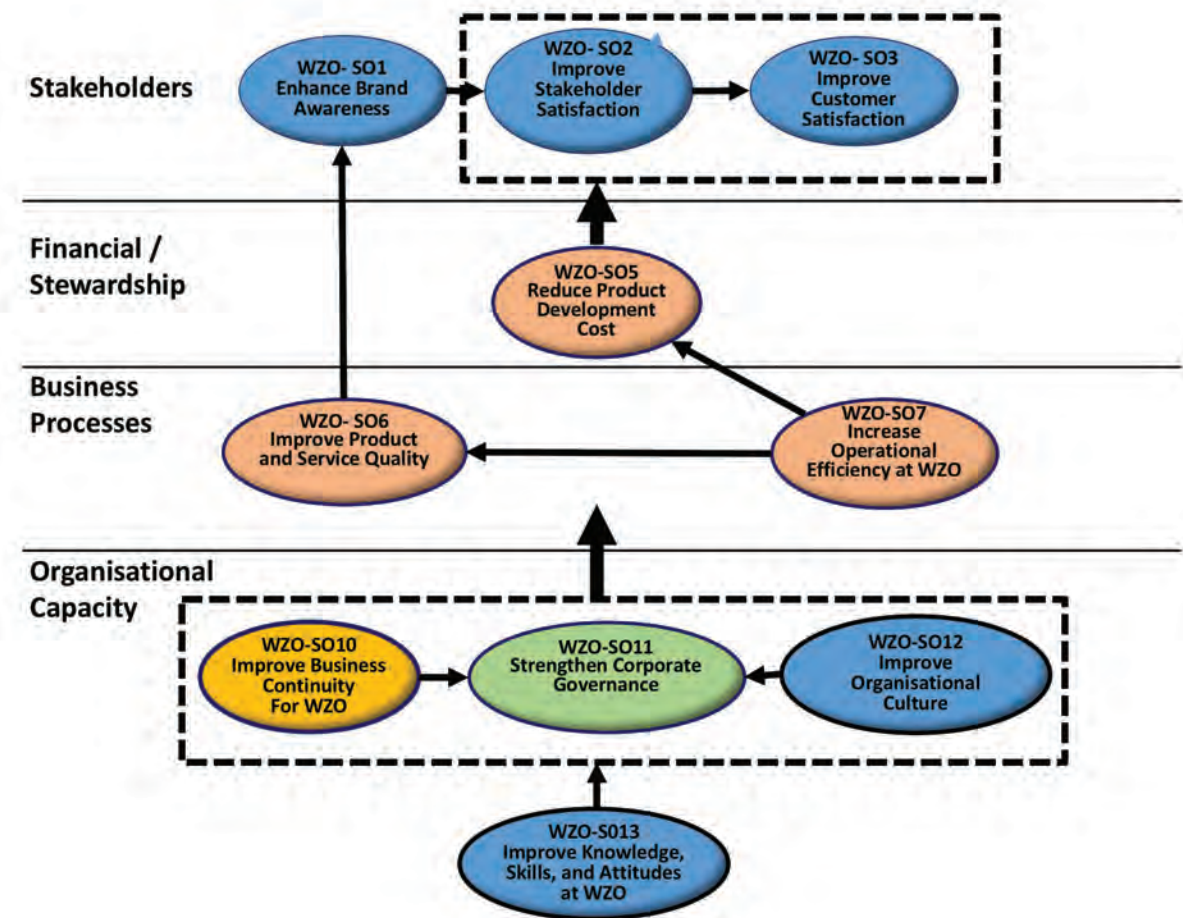
A successful implementation will create value for the organisation and propel it closer towards achieving its mission of, '...developing the human capital of our Caribbean people through partnerships for global competitiveness.'

3.0 THE STRATEGIC PLAN (CONTINUED)

3.6.3.2 Western Zone

The Western Zone Office will be strategically repositioned to utilise cutting edge research that will inform teaching, learning and assessment. **Figure 4** outlines the strategic focus for WZO in support of the corporate strategy.

Figure 4: Western Zone’s Strategy Map



Guided by the divisional strategic priorities for 2021-2025, the WZO will focus on four broad activities:

1. research and development (SO6, SO12, SO13);
2. syllabus development and maintenance (SO6);
3. stakeholder engagement (SO1, SO2, SO3) and
4. learning support resources development, namely the CXC Learning Hub and Learning Institute (SO5, SO6, SO10).

3.0 THE STRATEGIC PLAN (CONTINUED)

The establishment of a new research and development department is a key strategic necessity that will be executed by the Office of the Pro-Registrar. This will include the development of the requisite governance structures in order to strengthen corporate governance (SO11) to ensure legitimate functionality for relevance. It is envisioned that this new department will become the driver for policy discussion and influence. Thus setting the framework to lead educational transformation as described in the strategic initiatives.

The Office of the Pro-Registrar will conduct face-to-face discussions with Ministry officials and relevant stakeholders aimed at implementing **CPEA**®, **CCSLC**® and **CVQ** in additional territories. This may require the redesigning of **CPEA**®, **CCSLC**® and **CVQ** in order to meet the demand of stakeholders. The acquisition of resources, both human and equipment, will allow for the development of learning resources in-house and to support **CPEA**® and **CCSLC**® expansion.

WZO will continue to play a pivotal role in the development of public-private partnerships. It is envisaged that these partnerships will result in product development via the Learning Hub and the design and development of course and certification modules for online delivery through the Learning Institute. **CXC's** Learning Institute will continue to offer alternative approaches to teacher orientation and teacher training.

The development of on-time, error-free syllabuses in order to drive the improvement of product and service quality (SO6) will require a greater use of information technology when conducting online panel review and working committee meetings; stakeholder engagement sessions; teacher orientation workshops and teacher training to support product implementation as well as to sensitise selected key stakeholders about the value of the new generation syllabuses. The implementation of an alternate approach will ultimately reduce product development cost (SO5) and increase operational efficiency (SO7).

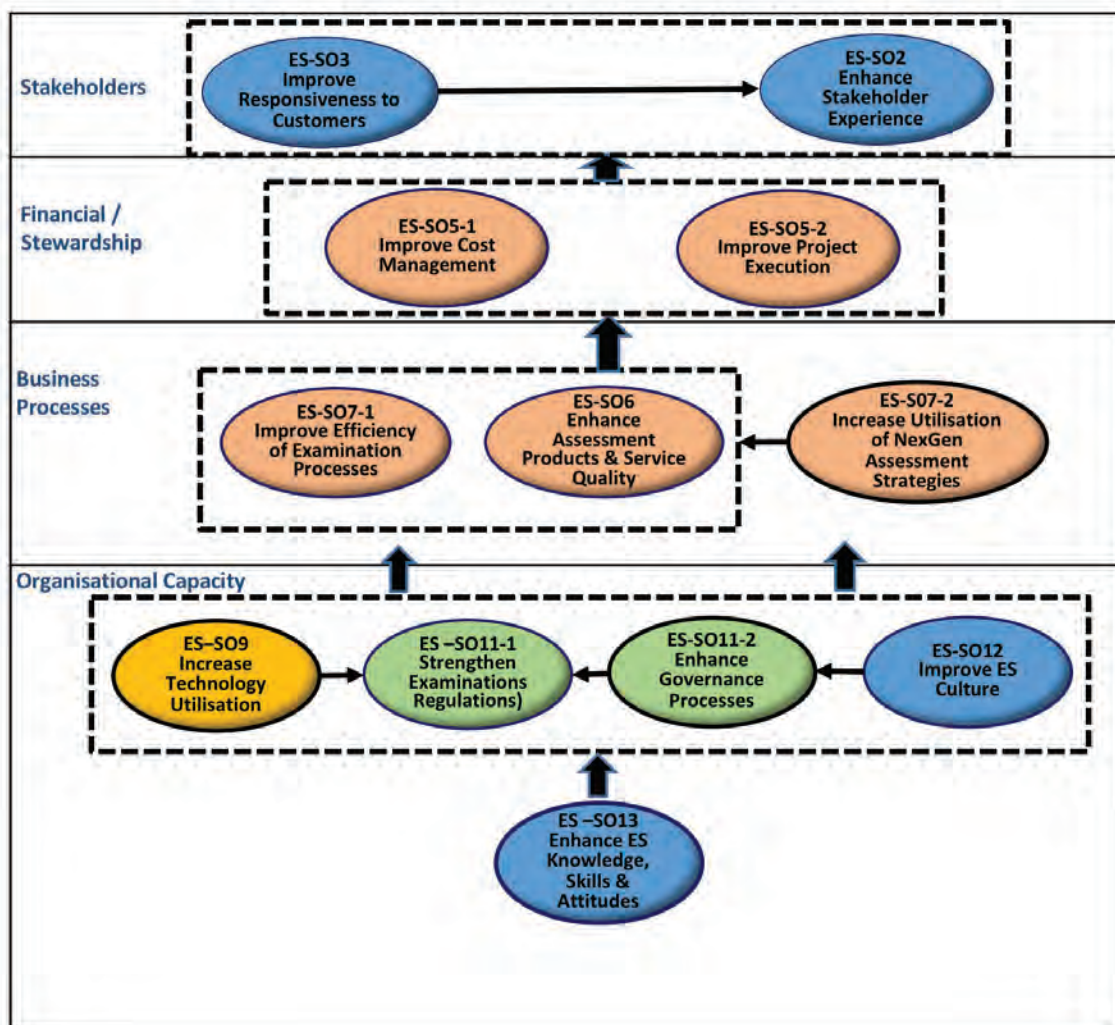
CXC will be the thought leader on emerging trends and issues that impact teaching, learning and assessment; providing space for regional institutions to contribute to the conversation that influence current practice in teacher training and innovative interventions in schools.

3.0 THE STRATEGIC PLAN (CONTINUED)

3.6.3.3 Examination Services

The Examinations Services (ES) focus for 2021- 2025 is to build capacity within the education system that facilitates acceptance and integration of the e-Transitioning framework. **Figure 5** outlines the strategic focus for ES in support of the corporate strategy.

Figure 5: Examination Services’ Strategy Map



3.0 THE STRATEGIC PLAN (CONTINUED)

The ES also has responsibility for providing pertinent project management support services which is shared between Examinations Administration and Security (EAS) and Examinations Development and Production (EDP).

The EAS is positioned to support the Council's strategic imperatives and the proposed projects are aimed at assisting the Council in achieving its strategic objectives. The expansion of the e-Testing population where possible facilitates on-demand testing which will allow the Council to further satisfy its' stakeholders. The intent is to capitalise on the interest generated by the various Governments during the COVID-19 pandemic as a basis for discussion on the implementation of this activity. In order to maintain examination administration of the highest standard through the Council's quality management system, the internal processes will be continuously reviewed with each iteration (SO5). In addition to e-Testing, e-Marking will also allow for a quicker turnaround time with respect to the release of results which will increase the operational efficiency (SO7-1, SO7-2) and drive the reduction of operational cost (SO5-1, SO5-2).

The EDPD is primarily concerned with the development, scoring and grading of examinations developed, administered and or certified by **CXC®** in an efficient and sustainable manner which exceeds the expectations of the Council's internal and external customers (SO2, SO3). In support of the strategic mandate, the EDPD would also provide psychometric expertise for the development of syllabuses and the reporting of candidate performance to further enhance its' globally recognised educational products and services (SO6). Therefore, the EDPD main focus in assisting the Council in achieving its strategic objectives would be:

1. facilitating the implementation of the e-Transition framework (SO6, SO7-1, SO7-2, SO9);
2. strengthening stakeholder relations (SO2, SO3);
3. delivering valid examinations (SO6, SO11-1) and
4. leveraging ICT (SO9).

These programmes will be disaggregated within the context of the strategic initiatives to ensure alignment with the organisational strategic thrust while supporting the upskilling and training of staff to remain competent and relevant (SO13).

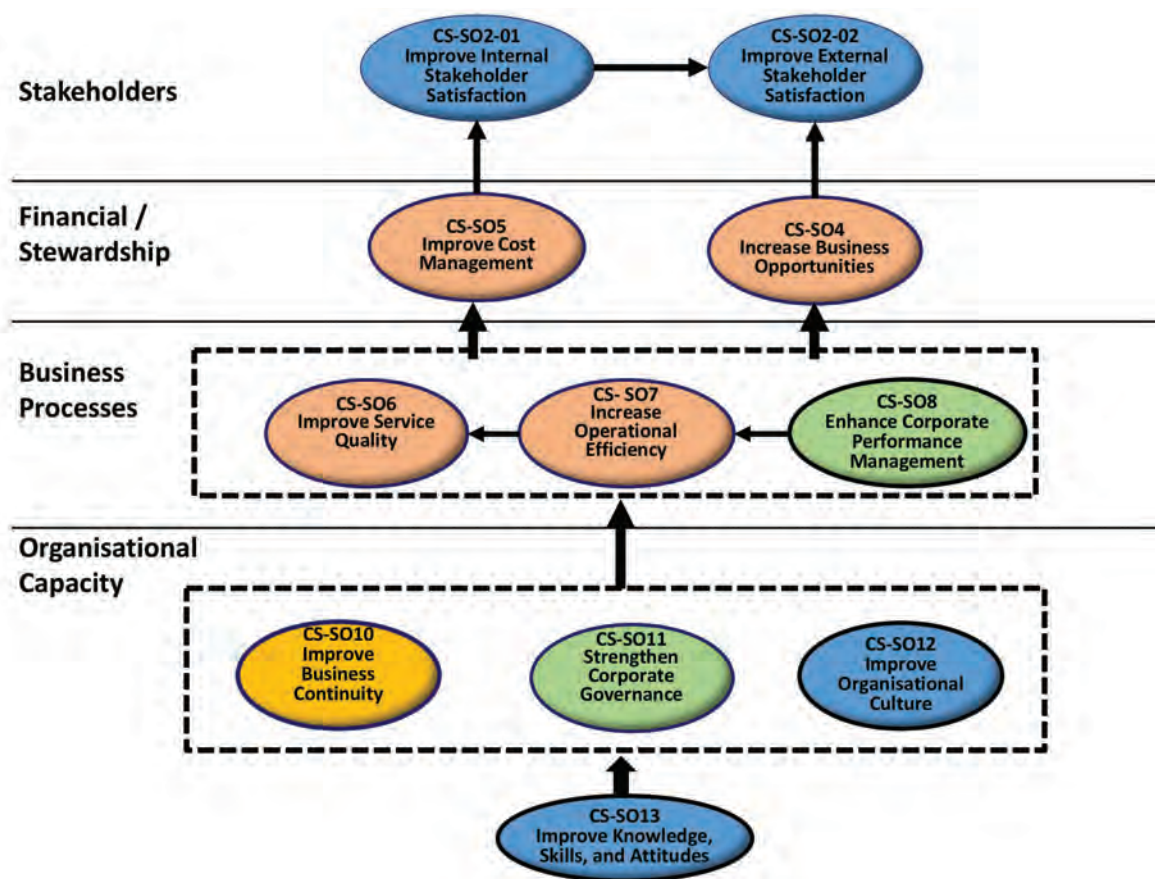
Examination Services will lead the charge of implementing the e-Transition Framework through the deployment of CXC's e-Learning and e-Testing systems in teachers' colleges and schools.

3.0 THE STRATEGIC PLAN (CONTINUED)

3.6.3.4 Corporate Services

The Corporate Services Division will focus primarily on corporate performance management; providing strategic support in the critical areas of financial stewardship, human resource development and enterprise risk management. **Figure 6** outlines the strategic focus for CS in support of the corporate strategy.

Figure 6: Corporate Services' Strategy Map



The strategic repositioning and realignment of the Corporate Services Division is crucial to the sustainable operation of the core business of the Council and the efficient delivery of its' products and services. Accordingly, the Division's focus is on providing innovative and technologically advanced solutions to facilitate an enhanced stakeholder experience (SO2-1, SO2-2) in line with the overall strategic mandate, through investment in the right people (SO12, SO13), consistent use of technology to increase operational efficiency (SO7) and adherence to quality standards (SO6) and regulatory requirements.



The Corporate Services Division will focus primarily on corporate performance management; providing strategic support in the critical areas of financial stewardship, human resource development and enterprise risk management.

3.0 THE STRATEGIC PLAN (CONTINUED)

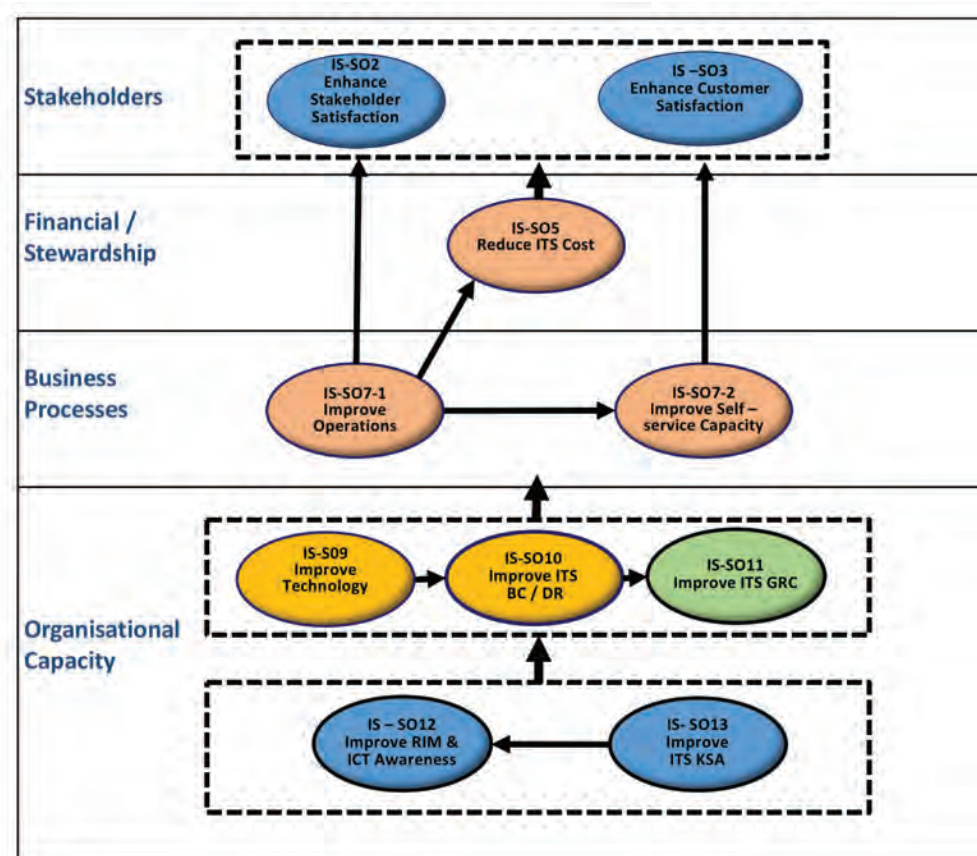
In order to achieve this, the division has devised a set of projects/initiatives that will yield the output necessary to assist the Council in successfully achieving its strategic goals. Some of the major projects are:

1. pursue partnerships and consultancies (SO4);
2. implement budget management system (SO5);
3. implementation of business intelligence tools (SO7);
4. full implementation of the ResPECT initiative (SO12);
5. development of corporate performance framework (SO8) and
6. implement ERM framework (SO11).

3.6.3.5 Information Technology Services

The Council's digital transformation strategy will be directed and managed by the Information Technology Services Division (ITS). The division will work towards providing innovative information management and business solutions that enrich our stakeholders' value. **Figure 7** outlines the strategic focus for ITS in support of the corporate strategy.

Figure 7: Information Technology Services' Strategy Map



3.0 THE STRATEGIC PLAN (CONTINUED)

The work of the ITS Division is executed through the IT Operation (ITOPs), the Enterprise Solutions and Application Development (ESAD) and the Archives and Records Management Unit (ARMU). The Division will lead on the Council's Technology and Innovation Excellence Theme and has specific responsibility for improving technology (SO9) and business continuity (SO10). Some of the major projects to support these strategic objectives are:

1. rationalisation of enterprise applications and productivity tools (SO7-1, SO7-2, SO9) ;
2. adoption of an agile /scrum approach to software development and maintenance (SO5, SO7-1);
3. develop an integrated application platform to support core business and support services (SO2, SO3, SO5, SO7-1) ;
4. improve IT operations and change management (SO5, SO13) and
5. Develop and operationalise a BC/DR strategy for critical business processes (SO10).

In addition, ARMU will continue to provide accurate, relevant and timely information to enable sound decision-making. The Unit will also ensure the strategic preservation of institutional knowledge using archival principles and best practises (SO12). The Unit will continue to focus on:

- (a) providing access to strategic information and archives and
- (b) improving stakeholder experience (SO2, SO3).

ARMU will work to enhance the records and information management processes through greater use of ICT tools (SO12). This is expected to improve the timely delivery of its customer services via:

- (a) timely capture, classification and routing of records and information (SO11) and
- (b) full use of records management tools for both retention, retrieval, and sharing of information.

3.6.4 Divisional Outcomes

Cumulatively, through the strategic linkages among the various Divisions, the Council's strategic goals and objectives will be driven by the synchronisation of projects in order to realise success. Ultimately, the results of these projects will be positively reflected in the Council's thirteen strategic objectives.

Budgetary Considerations

The goal of **CXC®** to reposition as a regional enterprise is audacious but timely. However, in order to accomplish this and other initiatives serious consideration must be given to the financing of same; without adequate and available finances our intended outcomes will not be realised. **CXC®** being mindful of the financial challenges that Participating Governments are experiencing has carefully considered this matter and has identified two objectives increase revenue and reduce costs (SO4 & SO5) that together will seek to bolster the Council's revenue, whilst at the same time reducing costs and mitigating risks without compromising on its vision and goals.

The Division will lead on the Council's Technology and Innovation Excellence Theme and has specific responsibility for improving technology and business continuity.

3.0 THE STRATEGIC PLAN (CONTINUED)

Table 13: Implementation Plan – Major Initiatives

Implementation Plan - Initiatives and Timelines									
Strategic Objectives	Major Initiatives	Divisional Initiatives	Division	2021	2022	2023	2024	2025	Primary/Secondary Owner - Project Lead
SO1: Enhance Brand Awareness	Reposition CXC as a Regional Enterprise	Brand Awareness Campaign	WZO	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Pro-Registrar/Corporate Communications Manager
		Develop Engagement Plan	WZO	Q 1 - 4	-	-	-	-	Pro-Registrar/Corporate Communications Manager
		Develop Communication Plan	WZO	Q 1 - 4	-	-	-	-	Pro-Registrar/Corporate Communications Manager
		Inclusive Decision-making framework	WZO	Q1 – 3	-	-	-	-	Pro-Registrar
		Brand Recognition	WZO	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Pro-Registrar/Corporate Communications Manager
		Learning Hub & Learning Institute	WZO	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Pro-Registrar
		Strategic Partnerships	WZO	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Pro-Registrar/Corporate Communications Manager
SO2: Improve Stakeholder Satisfaction	Lead Educational Transformation	Establishment of research unit	WZO	Q1 – 2	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Pro-Registrar
		Establish advisory committee	WZO	Q1 – 3					Pro-Registrar
		Hosts seminars/conferences – thought leadership - CXC Conferences	WZO	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Pro-Registrar/Corporate Communications Manager
		Establish Service Excellence Policy	ES	Q 1 - 2	-	-	-	-	Director of Operations
		Stakeholder consultations, conferences and other engagement	WZO/CC	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Pro-Registrar/Coporate Communications Manager
		Sponsor two events	WZO/CC	Q 1 - 3	Q 1 - 3	Q 1 - 3	Q 1 - 3	Q 1 - 3	Pro-Registrar/Coporate Communications Manager
		Rollout of the redesign of corporate website (AI and chatbots)	WZO/CC	Q 1 - 3	Q 2 - 4	Q 2 - 4	Q 2 - 4	Q 2 - 4	Coporate Communications Manager
		Conduct internal engagement workshops	CS	Q 2 - 4	Q 2 - 4	Q 2 - 4	Q 2 - 4	Q 2 - 4	Director of Corporate Services/Senior Manager - Human Resources

3.0 THE STRATEGIC PLAN (CONTINUED)

Table 13: Implementation Plan – Major Initiatives (CONTINUED)

Implementation Plan - Initiatives and Timelines									
Strategic Objectives	Major Initiatives	Divisional Initiatives	Division	2021	2022	2023	2024	2025	Primary/Secondary Owner - Project Lead
SO3: Improve Customer Satisfaction	Service Charter Optimisation	Implement CRM	WZO/CC	Q 1 - 3	-	-	-	-	Pro-Registrar/Corporate Communications Manager
		Freshdesk Optimisation	WZO/CC	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	
SO4: Increase Revenue	Expand Market Share	Identify and pursue grant funding agencies	CS	Q1- Q4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Director of Corporate Services
		Pursue partnerships and consultancies	CS	Q1- Q4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	
		Engagement of Regional and International Territories	WZO	Q 1 - 3	-	-	-	-	Pro-Registrar
SO5: Reduce Cost	Implement Operating Cost Management Framework	Management of Administrative Expenses	CS	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Director of Corporate Services/Financial Controller
		Implement Budget Management System	CS	Q1-4	-	-	-	-	
SO6: Improve Product and Service Quality	Redesign and Create Innovative Products	CS Service Charter	CS	Q 1 - 4	-	-	-	-	Director of Corporate Services
		Redesign and create innovative products	WZO	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Pro-Registrar
		Integrated Quality Management System (WZO)	WZO	Q 1 - 4	Q 1 - 4	Q 1 - 4	-	-	Director of Operations/Quality Manager
		Development Of An Authentic Assessment Framework	ES	Q 1 - 4	-	-	-	-	Director of Operations/Senior Managers (EDPD)
SO7: Increase Operational Efficiency	Implement e-Transition Framework	Implement Quality Management System	ES	Q 1 - 4	Q 1 - 4	-	-	-	Director of Operations/Senior Managers (EAS,EDPD)
		e-Authoring	ES	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	
		e-Testing	ES	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	
		e-Marking	ES	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	
		e-Learning	ES	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	
e-Qbank	ES	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4			

3.0 THE STRATEGIC PLAN (CONTINUED)

Table 13: Implementation Plan – Major Initiatives (CONTINUED)

Implementation Plan - Initiatives and Timelines									
Strategic Objectives	Major Initiatives	Divisional Initiatives	Division	2021	2022	2023	2024	2025	Primary/Secondary Owner - Project Lead
SO8: Enhance Corporate Performance Management	Implement Performance Management Framework	Initiative Monitoring Framework	CS	Q 1-4	-	-	-	-	Senior Manager - Corporate Planning & Strategy Management
		Development of Corporate Performance Framework	CS	Q 1-4	-	Q 1-4	-	Q 1-4	
		Corporate Performance Monitoring and Evaluation	CS	Q 1-4	Q 1-4	Q 1-4	Q 1-4	Q 1-4	
SO9: Improve Technology	Implement Integrated Enterprise Platform	Rationalisations of enterprise applications and productivity tools	IS	Q 1-4	Q 1-4	Q 1-4	-	-	Director of Technological Innovation
		Adopt an agile /scrum approach to software development and maintenance	IS	Q 1-4	Q 1-4	Q 1-4	Q 1-4	Q 1-4	
		Develop an integrated application platform to support core business and support services	IS	Q1-4	Q1-4	Q1-4	Q1-4	-	
		Deploy Data Portals	IS	Q 1-4	-	-	-	-	
		Improve IT operations and change management	IS	Q 1-4	Q 1-4	Q 1-4	Q 1-4	Q 1-4	
SO10: Improve Business Continuity	Implement BC/DR Programme	Develop and operationalise a BC/DR strategy for critical business processes	IS/CS	Q1-4	-	-	-	-	Director of Technological Innovation/Senior Manager - Information Systems/Senior Manager - CPSM/Director of Operations (ES/IS)
		Develop Emergency Examination Structure	ES/IS	Q1-4	-	-	-	-	
		Implementation of BC/DR strategy for critical business processes	CS	-	Q 1-4	Q 1-4	-	-	
		Improve Business Continuity for EZO	CS	Q1-4	Q 1-4	Q 1-4	Q1-4	Q1-4	
		Improve Business Continuity for WZO	WZO/CS	Q1-4	Q 1-4	Q 1-4	Q1-4	Q1-4	

3.0 THE STRATEGIC PLAN (CONTINUED)

Table 13: Implementation Plan – Major Initiatives (CONTINUED)

Implementation Plan - Initiatives and Timelines									
Strategic Objectives	Major Initiatives	Divisional Initiatives	Division	2021	2022	2023	2024	2025	Primary/Secondary Owner - Project Lead
SO11: Strengthen Corporate Governance	Implement Governance, Compliance Framework and ERM Framework	Implement ERM framework	CS	Q1-4	Q1-4	-	-	-	Senior Manager - Corporate Planning & Strategy Management
		Monitor and Evaluate ERM system	CS		Q1-4	Q1-4	Q1-4	Q1-4	Senior Manager - Corporate Planning & Strategy Management
		Implement Governance, Compliance & ERM Framework	OOR/ES		Q1-4	Q1-4	-	-	Legal & Compliance Manager/Director of Operations
		Internal Audit Function Establish	ES		Q1-4	Q1-4	-	-	Director of Operations
SO12: Improve Organisational Culture	Implement ResPECT Initiative	Implement GALLUP	CS	Q1-4	Q1-4	Q1-4	Q1-4	Q1-4	Senior Manager - Human Resource/Manager - Human Resource
		Implement ResPECT Initiative	CS	Q1-4	Q1-4	Q1-4	Q1-4	Q1-4	
SO13: Improve Knowledge, Skills and Attitudes	Implement Competency Management Framework	Alignment of Organisational KSA with Organisational Objectives	CS	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Q 1 - 4	Director of Corporate Services/Senior Manager - Human Resource
		Capacity Building of Resource Persons	WZO						Pro-Registrar/Senior Manager - Syllabus & Curriculum

3.0 THE STRATEGIC PLAN (CONTINUED)

3.7 Monitoring and Evaluation

As a requirement to the effective monitoring and evaluation (M&E) process, the CPSM Unit, cognisant of the complex interactions among divisions in which the **CXC**® operate, has devised a simple yet effective and efficient three step monitoring and evaluation process supported by an efficient monitoring tool. The process in general includes:

1. identification of strategic objective owners (primary/secondary), project leads and supporting roles;
2. scanning and tracking by corporate, division, department and unit level with respect to all strategic objectives, projects/initiatives timelines and KPIs and
3. analysis of all activity linked to strategic objectives and project outcomes using a time-driven activity-based cost management approach.

More directly, the outcome of the M&E process will enable greater oversight of all activities through proactively using the monitoring tool to identify possible projected outcomes to projects which are linked to strategic objectives by either using the KPIs and or the projected budgetary implications based on current activity. Although projects and KPIs may be reported on a monthly and quarterly basis to the executive team, the CPSM Unit is positioned to provide reports along with recommendations based on the information in **Table 13**, while allowing other employees access to the monitoring tool (Quick Score) with an aim of closely tracking and scanning their respective objectives, projects and KPIs.

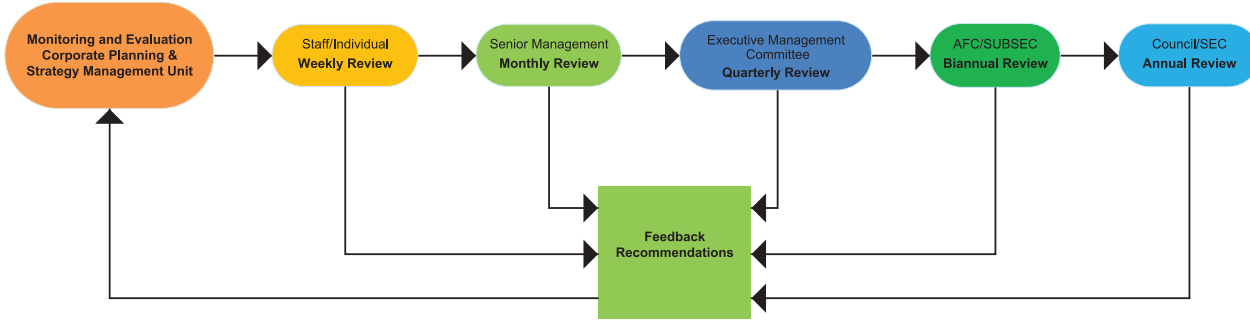
In keeping with good governance and reporting practices as depicted in **Figure 8**, in addition to internal reporting and reviews, **CXC**® will report on the execution of the strategic plan and its overall performance at the April and October Administrative and Finance Committee (AFC) meetings and to Council at its December meeting. The overall strategy will be reviewed annually to ensure strategic focus and alignment are maintained.

3.0 THE STRATEGIC PLAN (CONTINUED)

3.71 Monitoring and Evaluation Outcomes

The end outcome of the monitoring and evaluation process will allow for better data and information driven decision-making with respect to the Council achieving its strategic objectives. This approach as depicted in **Figure 8** will assist the Council in successfully meeting its strategic goals through continuous feedback and structured recommendations.

Figure 8: CXC’s Monitoring and Evaluation Review Structure



4.0 CONCLUSION

This strategic plan is representative of **CXC's** strategic direction and key areas of focus over the next five years. The efforts of the Council as demonstrated through this highly structured strategic plan is ultimately to create a digitally transformed regional enterprise using a people-centred approach to achieve the new vision and mission. The Council in executing its organisation-wide strategy of transformation, to reposition as a regional enterprise, will efficiently and effectively utilise its resources and capabilities to advance the regional good in adding value to our customers and stakeholders.

The successful execution of this strategy will transform **CXC®** into a digitally innovative regional enterprise providing leadership in educational services and responding adequately to the needs of our customers and stakeholders. **CXC®** is reimagining customer and stakeholder excellence in a digitally transformed enterprise.

This strategy is
“committed to our people - shaping our future”

Together we can do this!



The successful execution of this strategy will transform CXC® into a digitally innovative regional enterprise providing leadership in educational services and responding adequately to the needs of our customers and stakeholders.

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