

ACS PLAN OF ACTION 2022-2028

ASSOCIATION OF CARIBBEAN STATES (ACS)

**25th INTERSESSIONAL PREPARATORY MEETING FOR THE 28TH ORDINARY
MEETING OF THE ACS MINISTERIAL COUNCIL**

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(Virtual Meeting)

18th January, 2023

PLAN OF ACTION 2022-2028

The Action Plan outlines the strategic objectives, goals and strategic actions to be undertaken by the ACS, in the short term (2022 - 2028), to achieve the results, to be reviewed by 2025.

ASSOCIATION OF CARIBBEAN STATES (ACS)

FOR THE 27TH ORDINARY MEETING OF THE ACS MINISTERIAL COUNCIL
(Virtual Meeting)

Mexico, 29th April, 2022

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PLAN OF ACTION 2022-2028

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ASSOCIATION OF CARIBBEAN STATES (ACS)

Plan of Action 2022-2028

The 2022-2028¹ Plan of Action of the Association of Caribbean States (ACS) builds on the 2019-2021 Plan which was focussed on revitalisation and restructuring the ACS as per mandate of the Declaration of Havana of June 2016. This 2022-28 Plan takes into consideration the lessons learnt in implementing that Plan and the ongoing and new development needs of ACS Members in the context of COVID-19, Climate Change and related threats. The new 2022-28 Plan therefore focuses on strategizing to reposition the Greater Caribbean for enhanced resilience and rationalisation for optimal performance.

The Plan of Action outlines the strategic objectives and actions that must be undertaken by the ACS, in the short term (2022 – 2028), reviewable by 2025 in order to achieve the priority development outcomes for the Greater Caribbean: greater resilience to threats but also greater readiness to take advantage of opportunities.

The Greater Caribbean pursues a vision of inclusive development that embraces the Sustainable Development Goals; in this regard, the strategic objectives and related actions in this Plan of Action are mutually articulated and will consider the following cross-cutting issues.

- i. Protection and conservation of the environment;
- ii. application of a gender lens;
- iii. community participation;
- iv. engagement with youth, women, the differently abled and other vulnerable groups;
- v. digital transformation;
- vi. private sector participation;
- vii. support to micro, small and medium enterprises;
- viii. risk analysis and management

The 2022-2028 Action Plan seeks the active participation of Member States and the achievement of concrete results.

A fundamental part of the ACS Plan of Action is to continue the Revitalisation process that was initiated in the 2019-2021 Plan. In this regard, the Secretariat will pursue institutional improvement through a strong planning and results oriented culture, improved processes and communication, secured financial wellbeing and

¹ The Plan covers a six year period beginning in the month of April. The period begins in April 2022 and ends in April 2028.

sustainability, and ongoing organisational development including human resources, ICT, digitalization and capacity building for Member States, Associate Members and the Secretariat.

This document constitutes a GENERAL GUIDE, the basis of which will be used by the Secretary General to develop an implementation plan no later than 60 days following its acceptance on **29th, April, 2022. The implementation Plan will include an Annex of projects.**

The Ministerial Council and the subsidiary bodies may authorise changes or amendments to the programmes and projects approved, considering the resources and specific circumstances of each case.

The Plan is executed by the Secretariat, the Special Committees, and the Caribbean Sea Commission, with the support of the Coordination Mechanism and under the guidance of the Executive Board of the Ministerial Council, in accordance with the provisions of Agreement 16/18, among others.

The ACS Secretariat conveys its thanks to Member States, Associate Members and Observers for their continued support for this new period of cooperation and also takes this opportunity to acknowledge their contribution to the execution of the projects implemented in the 2019-21 ACS Plan of Action.

STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVE A: Identifying and building regional competitive and comparative advantages to promote sustainable development, complementarity in production and resilience in the productive sectors of the Greater Caribbean.

Focusing on maximizing equitable access to equal opportunities and benefits for people of the region, this objective will be pursued through the implementation of **(3) overarching Strategies as follows:**

- A.1. Increase Economic Competitiveness
- A.2. Increase access to Market Exposure
- A.3. Facilitate and promote investment

STRATEGIC OBJECTIVE B: Contribute to the strengthening of resilience measures, reduce the potential losses from disasters, promote rapid and adequate assistance to disaster victims and achieve rapid, effective and better recovery.

This objective will be pursued through the implementation of **four (4) overarching Strategies as follows:**

- B.1 Mitigate disaster risk in the Greater Caribbean region.

- B.2 Increase awareness and capacity for response and resilience to disaster risks in the Greater Caribbean region, promoting a culture of safety in the region.
- B.3 Strengthen the response capacity in the face of disasters in the Greater Caribbean region.
- B.4 Improve preparedness in order to build back better – Build Back Better in the recuperation, recovery, reconstruction.

STRATEGIC OBJECTIVE C: Reducing environmental risks, loss of biodiversity, and promoting the restoration, preservation, conservation, and sustainable use of biodiversity and other natural resources through the better governance of the Caribbean Sea. This objective will be pursued through the implementation of **four (4) strategies**:

- C.1 Promote the designation of the Caribbean Sea as a Special Zone in the context of sustainable development.
- C.2 Promote sustainable management of the Caribbean Sea and its resources.
- C.3 Strengthen mitigation and adaptation measures against Climate Change.
- C.4 Promote the sustainable management of land waste.

STRATEGIC OBJECTIVE D: Promote multidimensional cooperation as a fundamental tool for development of the Caribbean Region, achieving the Sustainable Development Goals (SDGs) and other international development agendas through ACS projects and programmes.

This objective will be operationalised through the implementation of the following **four (4) general strategies**:

- D.1 Attract and strengthen financial and non-financial cooperation for the established priorities by the ACS.
- D.2 Promote and strengthen relations with development partners.
- D.3 Position the ACS as a strategic development partner and increase the visibility of the advantages and opportunities to development partners.
- D.4 Strengthen the Secretariat's processes and the Secretariat as an institution.

STRATEGIC ACTIONS

A.1 SUSTAINABLE TOURISM

Acknowledge sustainable tourism as an essential activity for the economic and environmental development in the Greater Caribbean, the ACS will help to promote a sustainable and essential approach to tourism in recognition of the contributions that the tourism industry has to improve the economic, social and environmental conditions of the Greater Caribbean and thereby generate more competitive destinations that comply with the standards required by the global tourism market.

A.1.1 Support and promote the development and implementation of globally recognised systems, frameworks and indicators, for sustainability assessment and certification of visitor destinations in the region to enhance the contribution of tourism to the SDGs

The ACS would pursue a consolidated and strengthened Sustainable Tourism Zone of the Greater Caribbean (STZC), to encourage the use of independently verifiable sustainability standards for tourism in the region in an effort to promote the utilization of the region's unique set of destination assets.

A.1.2 Identify industry challenges and opportunities, and implement best practices to improve the region's tourism product

The commitment to programmes and activities that support enhanced industry awareness for better destination level tourism management and decision-making continues to be a priority of the ACS, in the face of the challenges and opportunities for both Travel and Tourism. In compliance with the ACS' objective of strengthening tourism management at the destination level, decision-making based on empirical evidence and an analysis of the challenges and opportunities of the travel and tourism industry will be strengthened.

A.1.3 Promote the diversification and innovation of the tourism offer in the Greater Caribbean, through the identification, selection, design and development of segments, niches, markets and experiences for tourists, on the basis of an inclusive vision

The ACS will work to support, strengthen, diversify and shape regional appeal to culturally-aware and conscientious visitors, recognising the current global trend of consumption of memorable experiences that creates a high rate of return visitors, and translates into a greater and better positioning of the image of the

destination at the international level, towards the achievement of the Sustainable Development Goals (SDGs).

A.1.4 Encourage the development and regional adoption of methodologies, tools and technologies that support a sustainable, resilient and innovative tourism value chain

As sustainable tourism is strengthened, there is need to protect and develop supporting ecosystems which allow maximum returns and enhanced adaptability of stakeholders. Thus, the ACS will facilitate better use of industry resilience practices, techniques, and expertise, as well as traditional, ancestral and specialised knowledge.

A.1.5 Develop and encourage the adoption of regional strategies that facilitate the planning, management and expansion of Sustainable Tourism in the Greater Caribbean

The ACS will continue to create value for strengthening Sustainable Tourism through integrated planning with a focus on the achievement of common goals and making use of opportunities for the industry, through the implementation by Member States of the common sustainability frameworks of the United Nations.

A.1.6 Promote social, economic and environmental sustainability as key elements for the development and differentiation of tourist destination brands in the Greater Caribbean

Taking into account the economic, social and environmental considerations interlinked with sustainable tourism by which the ACS will promote the consolidation of common approaches throughout the region which is essential to the goal of an integrated interpretation of Sustainable Tourism.

A.1.7 Promote the development of a specific sustainable tourism offer focussed on the tangible and intangible heritage classified as World Heritage by UNESCO

The Caribbean countries have a natural and cultural heritage of a profound richness which have been valued and recognised as a World Heritage site by UNESCO. Considering the tourist attractiveness of heritage sites to visitors, it is essential to promote the creation of a specific tourist offer in the ACS countries within the framework of a multi-destination project for sustainable tourism.

A.1.8 Encourage destination cooperation for raising joint tourism development financing

The ACS would continue to advocate for “coopetition” (i.e., cooperation between competing destinations) among its Membership as there are significant benefits to be derived through a collective approach to opportunities and challenges, particularly in the area of resource mobilisation and the multi-destination tourist offer.

A.2 TRADE DEVELOPMENT AND EXTERNAL ECONOMIC RELATIONS

A.2.1 Promote and support the gradual and effective reduction of obstacles to intra-regional trade

The ACS will focus regional efforts on the effective reduction of obstacles to trade as part of improving the regional trade ecosystem, advocating for progress towards the simplification of procedures and the use of technological tools that facilitate intra-regional trade.

A.2.2 Enhance the development and access to databases and empirical information in the development of evidence-based programmes and policies to support the region's economic development

Understanding the importance of empirical data to the formulation of relevant and effective programmes and policies, the ACS is committed to closing the gaps in data and statistics within the region in order to support effective decision-making and COVID-19 recovery plans and develop and maintain an updated database and statistical system.

A.2.3 Create a facilitative environment for the expansion of trade and enhanced competitiveness in the Greater Caribbean

Cognisant of the need to improve the regional trade system, the ACS will continue to work toward the creation of a regional environment that supports the removal of obstacles to trade and ensure that the right infrastructures are present to utilise international agreements like the World Trade Organization Trade Facilitation Agreement as a point of reference. Additionally, it will promote mechanisms for the facilitation and expansion of trade.

A.2.4 Promote the sustainable and inclusive development of the region including through the ocean economy and its resources, to expand its economic base

The ACS recognizes the crucial role of economic diversification in the process of bolstering economic regional recovery, and therefore will seek to promote and will engage in the relevant development of systems and human capacities to support a sustainable and inclusive ocean economy and its resources.

A.2.5 Promote the development, complementarity and competitiveness of the regional productive capacities and value chains

Cognisant of the economic value of participation in regional and global value chains and the constraints regional businesses face in this regard, the ACS will support programmes that improve market access opportunities, the generation of strategic alliances, linking supply and value chains.

A.2.6 Promote the development of the creative economy based on the cultural traditions of the region, to harness its competitive and comparative advantages

In order to realize the economic potential of the regional creative economy, the ACS will promote programs to transform talents, capacity and skills building, protection and safeguarding the cultural heritage and intellectual property of the Greater Caribbean, transforming them into goods, services and cultural expressions in order to support the process of regional economic diversification and the expansion of trade in services.

A.2.7 Promote and support the development of digital trade in the Greater Caribbean

Recognizing the importance of the global digital economy to the economic recovery of the Greater Caribbean, the ACS will pursue programmes supporting the development of digital trade and related economic activities as key priorities for increased competitiveness and productivity in the region.

Considering the support that MSMEs need in the development and use of digital systems, the ACS will pursue a programme to support the adoption of e-commerce solutions as part of a strategic plan to strengthen MSMEs within the Greater Caribbean.

A.2.8 Promote innovation to increase the production capacity of businesses and the economic development of the Greater Caribbean

Innovation is one of the main pillars of the fourth industrial revolution and the application of innovative ideas and new technologies continues to lead to the efficient production of better-quality products, services and sustainable economic growth. Considering this, the ACS will work to ensure the effective participation of its Member States in this digital transformation and the promotion of 4.0 technologies.

A.2.9 Promote and support the effective implementation of trade facilitation measures to support internationalisation of MSMEs

Cognisant of the importance of Micro Small and Medium-Sized Enterprises (MSMEs) to the region's economic development, the ACS will actively promote and support the effective implementation of trade facilitation measures as a means of supporting MSME development and increased participation in the global market. As such, it is important to advance transformation in many aspects of Micro, Small and Medium-Sized Enterprises, to reduce gender inequalities and encourage support for ethnic and other vulnerable groups.

A.2.10 Redefine international trade for an enhanced economic development

The current context has changed the game in many areas of global trade. The ACS observe an increase in the cost of raw materials and transport which, in turn, increases the cost of consumer products for our populations in our countries. It is essential to once again create a balanced commercial space, a "Triangle of Progress", with a dual focus on geographic and strategic challenges. Geographic, because it takes into account international trade between "the Americas – the Caribbean – Europe". Strategic, because it includes "Raw Materials – Transport – Economy".

A.2.11 Promote access to innovative financing mechanisms for the development and growth of MSMEs

While MSMEs remain important engines of job creation economic diversification and development, loans and credit facilities from traditional banking institutions remain largely out of their reach, causing financial debilitation. Therefore, the ACS will work toward promoting access to innovative financing mechanisms to improve MSMEs' access to finance and sources of capital to improve their financial position.

A.2.12 Support a Programme of Ongoing Training and Technical Assistance for MSMEs

The economic potential of MSMEs can enable countries to drive a stronger economic recovery. As such, the ACS will pursue a training and technical assistance programme that would focus on capacity building, financing and inclusion in the digital economy to support MSME's recovery.

A.2.13 Promote the development of Small Business/MSME Development Centres and Networks

Through the development of a network of Small Business Development Centres (SBDCs)/ MSME and long-term technical assistance programmes, the ACS would promote and support entrepreneurship and innovation.

A.2.14 Promote and strengthen Public Private Partnerships to leverage available resources efficiently

In its effort to maximize on Public Private Partnerships (PPPs) as a strategic approach for the provision of public goods and services, the ACS programme of work will focus on strengthening PPP models that mobilize resources for projects in the Greater Caribbean.

A.2.15 Develop effective partnerships to pursue investment opportunities

As a regional organization uniting the countries of the Greater Caribbean, the ACS will leverage strategic partnerships with investors and development agencies in order to mobilize resources in support of infrastructural and technological investment that promote the generation of quality jobs, penetration of global value chains and increased intra-regional and extra-regional exports.

A.2.16 Promote measures to improve the climate and opportunities for investment and support intra and extra-regional investment in the Greater Caribbean

Understanding the importance of an enabling business and regulatory environment, the ACS would continue to support the establishment of regional policies that will promote Foreign Direct Investment (FDI) and maximize its development impact. As such, the ACS will undertake work that stimulates investors' confidence including, promoting the reduction of regulatory uncertainty, increased transparency and predictability of investment measures, streamlined administrative processes and the requisite framework encouraging open dialogue between governments and investors.

A.2.17 Support trade and investment promotion agencies, institutions and other entities responsible for promoting trade and investment in the Greater Caribbean

Considering that investment promotion agencies (IPAs) are the main ports of call for potential investors, the ACS will focus on strengthening the technical capacity of IPAs of the institutions and other entities responsible for investment policy in ACS countries to enhance the quality of services offered to investors.

A.2.18 Continue to provide and support platforms to promote opportunities for business and investment

In order to promote the Greater Caribbean as a preferred destination for business and trade and investment in targeted sectors, the ACS will continue its work to build the regional brand by supporting platforms showcasing business and investment opportunities in the region. The ACS will review strategic sectors to attract investment.

A.3 TRANSPORT

A.3.1 Promote the modernisation of transport systems to increase its efficiency and resilience

The ACS will centre its work on the promotion of modernisation of transport systems through joint action, harmonized processes and common policy approaches that facilitate an integrated, modern, economical, and safe regional transport system.

A.3.2 Digitalisation of the transport sector to increase operational efficiency

The ACS will support mechanisms that generate paperless logistic operations with online platforms and digital procedures for the clearance and movement of goods and services, and encourage the development of security mechanisms, including cybersecurity, to protect digital infrastructure and data.

A.3.3 Encourage and support the use of relevant technologies to enhance the transport logistics ecosystem in the Greater Caribbean

The ACS will design and implement capacity-building initiatives that strengthen technical capacity to utilise new and existing digital infrastructure critical to a robust transport ecosystem.

A.3.4 Develop strategies to support and improve air and maritime connectivity in the Greater Caribbean

The ACS will facilitate the formation of supportive regulatory frameworks, agreements and mechanisms that guide Membership on key policy considerations for an interconnected and expanded regional air and maritime network.

A.3.5 Develop solutions towards an efficient transport mechanism to facilitate connectivity in the Greater Caribbean

In direct response to high transportation costs, diseconomies of scale and limited transportation routes, the ACS will support initiatives, programmes and projects that expand intra and inter-regional transport networks.

A.3.6 Enhance the Strategic Framework for Logistics in the Greater Caribbean to Build Competitiveness and Resilience

The ACS will work with partners and its membership to coordinate the development a strategic framework that would govern an integrated approach to developing and managing a robust regional logistics network.

A.3.7 Promote sustainable transportation to ensure linkages between environmental protection, economic efficiency and social progress

The ACS will promote the objectives of sustainable transportation by supporting Member State adoption of global standards that reduce environmental and climate impact, improve resilience, enhance safety as well as facilitate universal access and greater efficiency in developing sustainable transportation in the region.

A.3.8 Promote Public Private Partnerships for the development of logistics, transport infrastructure and transport services in the Caribbean

Cognisant that Public Private Partnerships can be leveraged as a procurement approach for the provision of modern and better-quality transport infrastructure. Therefore, the ACS will focus on building partnerships to address these infrastructural and service needs in the transport sector.

B. DISASTER RISK REDUCTION

B.1 Promoting the strengthening and integration of comprehensive disaster risk systems and climate change adaptation in development planning

The challenges of adaptation, mitigation and integral disaster risk management are predominantly local, and interconnected regionally and globally. In order to mitigate disasters, the ACS must conduct assessments of institutional capacities to manage disaster risk within the region (focusing initially on Sargassum, pandemics, tropical cyclones, volcanoes, tsunamis, earthquakes, drought, flood, bush fires, landslides and heatwaves) and review the current status of early warning systems (EWS) in the Caribbean. Our region shall consider the adoption of international standards to unify the messages and signalling of EWS as well as the creation of a repository to link the entities which monitor natural hazards. Likewise, promote mitigation and prevention measures for current and future risk conditions, as well as a culture of financial protection in the face of disasters.

B.2 Promote the strengthening of disaster response capacities, resilience and safety culture in the region

Disaster loss can be significantly reduced when people are motivated to adopt a culture of safety and resilience. Likewise, promote a more sustainable relationship between human beings and nature. This can be achieved through the use of Geographic Information Systems (GIS), as well as knowledge sharing and collaboration between disaster risk experts, government agencies, communities, businesses, and other key stakeholders. Creative, innovative and inclusive approaches must be prioritised to this end.

B.3 Promote the strengthening of preparedness for effective response in the face of disasters in the Greater Caribbean region

Recent experiences of intense tropical cyclones, earthquakes, the COVID-19 pandemic and volcanic eruptions elucidate the urgency for strategic disaster preparedness planning within the region. Authorities, businesses and communities must be equipped with the knowledge and capacity to mount timely and effective responses in multi-hazard scenarios. To this end, the strengthening of coordination mechanisms at the regional, national and local levels is imperative, as well as to maintain an updated regional directory of focal points.

- **Caribbean Coral Aquariums Project** (Mitigation of the effects of climate change on the coral reefs of the Caribbean: breeding and propagation of stony corals and long spined urchins to restore reefs)

- **Biopharmaceutical Sargassum Project** (Management of arrival of sargassum for use in Caribbean countries)
- **Sandy Shorelines Project.** (Evaluation of the impact of climate change on the sandy coasts of the Caribbean: alternatives for its control and resilience)

B.4 Promote the creation, development and/or strengthening of planning mechanisms and coordination of methods and procedures in order to ensure that recovery activities are structured and implemented appropriately

Recovery is most successful when the needs of communities, organizations and individuals are addressed in a coordinated manner, making recovery one of the most complex functions of disaster management, involving the largest number and variety of stakeholders and impacting the long-term social and economic success of a community. Therefore, in light of the many relationships that must be fostered for recovery, the ACS will encourage the creation of an inclusive and comprehensive disaster recovery framework that is in full adherence to the concept of 'Build Back Better' adopted in the Sendai Framework.

B.5. Promote the inclusion of biological and health risks in the plans and strategies for disaster risk reduction, in collaboration with the health sector, and promote holistic approaches which incorporate human, environmental and animal health dimensions

Promote training actions and exchange of good practices that encourage the inclusion of biological and health risks in the plans and strategies for disaster risk reduction in the region, in collaboration with the health sector.

C. CARIBBEAN SEA COMMISSION

C.1 Give a renewed impetus to the initiative of the designation of the Caribbean Sea as a Special Area in the context of sustainable development bearing in mind the multi-dimensional and multi-sectorial implications of the Caribbean Sea

It is necessary to provide the Caribbean Sea region with the necessary resources to allow for a higher level of protection to ensure the conservation and preservation of healthy ecosystems, reduce the impacts of climate change and future pandemics and lessen the impact of maritime transport on the environment. The development of initiatives, frameworks and policies related to environmental and ecological issues that affect the development of societies are necessary to achieve this. The ACS will submit biennial reports to the United Nations General Assembly (UNGA) that will include among others, the advancements made by the ACS on elucidating the implications of the Caribbean Sea designated as a Special Area in relation to the oceanographic and ecological conditions.

C.2 Promote the sustainable management of the Caribbean Sea and its resources through the development of strategies that incorporate innovative practices, nature-based solutions, an integrated approach aimed at the conservation and preservation of ecosystems and biodiversity

It is necessary to establish partnerships between regional organizations, agencies, the private sector and other entities to promote the long-term sustainable use and optimization of the resources of the Caribbean Sea. This can be facilitated by the identification of synergies by the ACS to promote knowledge transfer and innovation. The ACS will also identify key issues related to adaptation, mitigation, financing, as well as "damage and loss" related to climate change, because the Caribbean Sea is one of the areas that is most susceptible to the impact of this change.

C.3 Promote greater resilience of ecosystems, biodiversity and the adaptation of Caribbean communities to the impacts of climate change, with emphasis on sea level rise and extreme hydrometeorological events

The region shares with concern, the findings of the latest report of the Intergovernmental Panel of Experts on Climate Change (IPCC), published on February 28th 2022, which highlights the frequency of potentially dangerous and destructive extreme climate events that will occur in all regions of the planet, including the Greater Caribbean region. It is therefore important to strengthen relationships and identify synergies amongst international, regional and/or national

organizations to conduct capacity building courses/workshops on the effects of climate change and threats to the Caribbean Sea and human life. It is imperative to identify the gap between scientific, technical, and civil society experts to enforce scientific disclosure and dissemination which will improve the collaboration between technicians, scientists, ACS Members and Associates to achieve this goal.

C.4 Promote measures for the elimination or mitigation of the impacts generated by solid waste on the environment and on the health of the citizens of the Greater Caribbean

Land activities generate between 70-85% of the garbage in the Caribbean Sea and it is mainly composed of plastics, resulting in one of the most worrying pollutants in the region. For this reason, the adoption of mechanisms that guarantee the right of every person to a healthy environment and promote sustainable development through the prevention of the generation, recovery and comprehensive management of hazardous waste, urban solid waste and special handling will be promoted; prevent the contamination of the sites with these residues and carry out their remediation.

Mass mobilization is expected in the Caribbean region due to food insecurity and reduced access to portable water, risks of flooding and soil erosion, and rising sea levels, all of which are linked to global warming. In this sense, face-to-face or virtual communication with coastal communities acquires great importance to strengthen and build resilience to climate change. The dissemination of infographics and the promotion of campaigns in social networks as in other media that strengthen resilience become vital as a form of communication with civil society to avoid catastrophic consequences, including the development and implementation of the Caribbean Climate Mobility Initiative to generate data to support decision making.

D.1 COOPERATION AND RESOURCE MOBILISATION

Cooperation is a fundamental tool for the development of countries and regions and for the fulfilment of the SDGs and also constitutes one of the pillars of the ACS. To comply with the strategic objectives outlined in the Action Plan for priority areas of the ACS, especially the challenges imposed by the impact of the COVID 19 pandemic in the Greater Caribbean region, the cooperation and resource mobilization approach will be oriented towards coordination and mobilization to ensure the availability of resources for the implementation of ACS projects and programs and will focus on the following:

D.1.1 Promote the increase and diversification of financial resources from different sources to provide sustainability to ACS programmes and projects

Secure and diversify sources of funding development partners, private sector and cooperation agencies and other sources of financing} for ACS initiatives, based on the design and formulation of projects and programmes identified as a priority in the region jointly with the Member States and Associate Members on the basis of equal access for all Parties and non-discriminatory treatment.

D.1.2 Participation in international cooperation events

In conjunction with the Secretary General and based on the objectives of the Action Plan 2022-2028, the ACS will participate in cooperation events to identify new opportunities for cooperation and raise awareness of the work of the ACS and its Member States.

D.1.3 Draw attention to the importance of promoting access to co-operation for Middle-Income Countries (MIC)

Promote the access of the Greater Caribbean to cooperation funds to support the efforts of members classified as "Middle Income Countries" to be recipients of Official Development Assistance (ODA), taking into account structural gaps and other vulnerabilities.

D.2.1 Promote and strengthen relations with potential development partners

Since one of the key pillars of the ACS is cooperation, it will seek to foster and generate new relationships with donors and strengthen existing ones in order to attract cooperation for its projects as well as work with regional, sub-regional and international partners.

Similarly, the importance of triangular cooperation and its role in building capacity, the transfer of technology and the promotion of other forms of support to developing States, is emphasized. This in keeping with the principles of South-South Cooperation and cognizant that there is no substitute for North-South Cooperation.

D.2.2 Promote and develop strategic partnerships

The creation and development of macro-regional, multi-stakeholder partnerships, taking into account the respective roles and responsibilities of stakeholders, is a central action to enhance cooperation and achieve development in the region.

D.2.3 Negotiation, implementation and conclusion of Memoranda Of Understanding (MOU)

Promoting and diversifying the sources of cooperation (financial, in-kind, technical cooperation) and providing sustainability to ACS programmes and projects through the negotiation and use of this mechanism and identifying synergies with potential partners is a strategic priority to translate the work programmes designed on the basis of Memoranda of Understanding into concrete actions.

D.3.1 Ensure visibility of development partners of the benefits of partnering in ACS projects and programmes

Strategic communication plays an important role and, in order to position and promote the ACS as a reference and strategic partner in the Greater Caribbean region, it is vital to have a donor-oriented strategy and, at the same time, to provide visibility to the activities and results sponsored by donors and development partners.

D.3.2 Strengthen communications through the development and implementation of a multi-channel strategy to promote, inform and engage with all stakeholders

To have a specific communication plan aimed at donors and development partners, in order to promote cooperation. Information will be socialised and systematised with all actors involved in the projects and initiatives developed.

D.4.1. Ensure a continuous process of quality control of the programmes, projects and initiatives of the ACS

Transparency and accountability of the projects and programmes carried out by the Association of Caribbean States will be promoted on the basis of a previously established methodology, which will allow for the **planning, follow-up, monitoring and evaluation** of projects in compliance with international quality standards. Information will be collected from all stages of each project in order to have a comprehensive overview from its inception, development and conclusion, as well as the effective use of financial and non-financial resources.

D.4.2. Promote institutional development of the ACS

Implement a process of continuous improvement, re-tooling and restructuring will be implemented through the establishment of a framework of improved processes and organisational development including human resource development and training and technology enhancement.

D.4.3 Institutional intelligence

Benchmark with other institutions to identify best practices and experiences in cooperation and resource mobilisation, which can be useful to improve institutional processes.