

LIMITED  
LC/CAR/L.90  
1 May 2006  
ORIGINAL: ENGLISH

**MEETING OF THE EXPANDED CORE GROUP FOR  
THE ESTABLISHMENT OF A REGIONAL COORDINATING MECHANISM  
FOR THE IMPLEMENTATION OF THE MAURITIUS STRATEGY**

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## Table of contents

I.	Introduction.....	1
II.	Consideration of proposals for the organizational structure and management of the RCM .....	2
	A. The Inter-Governmental Council (IGC).....	2
	B. The Technical Advisory Committee (TAC).....	2
	C. RCM Secretariat.....	3
	D. National focal point mechanism.....	3
III.	Work programme .....	5
	A. Funding arrangements.....	5
	B. Budget.....	5
IV.	Priority setting.....	6
V.	Next steps.....	6
	Annex I List of Participants .....	8
	Annex II Agenda.....	10
	Annex III Discussion paper .....	10

## **I. Introduction**

A meeting of the Expanded Core Group to consider the Establishment of a Regional Coordinating Mechanism (RCM) for the Implementation of the Mauritius Strategy in the Caribbean, was convened in Port-of-Spain, Trinidad and Tobago, at the Association of Caribbean States (ACS) Headquarters on 16-17 March 2006. The following countries and organizations attended: Guyana, Jamaica, Saint Lucia, Trinidad and Tobago, the ACS, the Caribbean Community (CARICOM), the Economic Commission for Latin America and the Caribbean (ECLAC), the Organisation of Eastern Caribbean States (OECS), United Nations Development Programme (UNDP) and United Nations Environment Programme (UNEP). A list of participants appears as Annex I to this report.

The meeting was guided in its deliberations by a discussion paper submitted by ECLAC entitled “The operationalisation of the Regional Coordinating Mechanism for the implementation of the SIDS Programme of Action (SIDS PoA)/Mauritius Strategy in the Caribbean”.

Saint Lucia was appointed Chair of the meeting. A number of representatives voiced their support for the RCM, as follows: UNEP reiterated its support for the RCM in the context of its active involvement in the Barbados Programme of Action (BPOA), good governance, South-South cooperation, capacity-building and the UNEP Small Island Developing States (SIDS) Working Group as well as the Initiatives for Latin America and the Caribbean (ILAC) decisions. The CARICOM Secretariat viewed the RCM within its sustainable development mandate and expressed hope for a rapid finalization of the structure of the RCM. The OECS Secretariat saw no functional conflict between its organizational structure and that of the proposed RCM and saw the Mechanism as being compatible with its commitment to the St. George’s Declaration (SGD) of Principles for Environmental Sustainability in the OECS and the restructuring of the SGD to be more strategic in keeping with the language of global programmes such as the Millennium Development Goals (MDGs).

ECLAC assured the meeting of its continuing support for the RCM, indicating its role in the reconvening of the Core Group within the context of the ministerial meeting of the Caribbean Development and Cooperation Committee (CDCC) which was held in January 2006; facilitating the Core Group teleconference on 24 February 2006; submitting the discussion paper for the present meeting; and agreement to host the RCM Secretariat.

The Chair noted the importance of the RCM to Trinidad and Tobago’s involvement in the deliberations of the core group as Chair of both the CDCC and CARICOM. This afforded Trinidad and Tobago the opportunity to exercise its political leverage in championing the aims and objectives of the RCM.

The meeting reaffirmed the guiding principles, objectives and functions of the RCM as contained in the “Report of the Core Group formed to consider the Establishment of a Regional Coordinating Mechanism for the Implementation of the Mauritius Strategy in the Caribbean” (LC/CAR/L.87, February 2006). There was some discussion as to whether “functions” should be ascribed to the Mechanism in and of itself. It was suggested that the term “functions” should be attributed to the individual organs which make up the Mechanism, however, after discussion

the original wording was retained. The meeting then considered the aforementioned discussion paper and made several recommendations and amendments. The paper was to be circulated by ECLAC to members of the Core Group. The revised discussion paper is attached as Annex III to this report.

## **II. Consideration of proposals for the organizational structure and management of the RCM**

### **A. The Inter-Governmental Council (IGC)**

There were discussions with respect to who comprised the IGC and the mechanism through which this Council would communicate with ECLAC.

The IGC is composed of the foreign ministers of the CDCC providing oversight at the highest level to the RCM. The ECLAC Subregional Headquarters for the Caribbean would therefore communicate with the ministers via the CDCC ministerial meetings and Monitoring Committee meetings, which occur alternately on an annual basis. The ECLAC Subregional Headquarters for the Caribbean would also be able to communicate with ministers via its focal points in the CDCC countries, namely foreign affairs ministries of its member countries.

The meeting was apprised of a number of subregional meetings, namely, the special meeting of the Council for Trade and Economic Development (COTED) for ministers of the environment, to be held in Grenada, at a date still to be determined. The issue of the RCM has been placed on the agenda for the meeting. In addition, the OECS Meeting of the Ministers of the Environment will convene in June/July 2006, and a UNEP-sponsored meeting of the Ministers of the Environment of the Caribbean is also scheduled for June 2006 in Grenada (at a date to be determined). It was agreed that these forums should be utilized to solicit support for the RCM.

The text of the ECLAC Discussion Paper was amended to reflect the decision that the Council would oversee the work programme of its Secretariat and approve any agreements that the Secretariat may sign. Further, the RCM would not be responsible for designing any Caribbean work programme.

### **B. The Technical Advisory Committee (TAC)**

Concern was expressed that governmental representation on the TAC was too small and this situation could result in the TAC being agency-driven rather than country-driven, which would be counter to the purpose of the RCM. It was agreed that the composition of the TAC would be expanded and would consist of the following categories: four intergovernmental institutions; four member countries; one representative of civil society; three development partners (the Caribbean Development Bank (CDB) and two others); and three regional agencies (the University of the West Indies (UWI) and two others to be decided by CARICOM), comprising 15 members in total. Rotation of membership would coincide with the thematic

issues under consideration and expertise required and would occur bi-annually. The TAC would appoint its own Chair.

It was agreed that the Terms of References of the TAC should be expanded to include the provision of advice on modalities for streamlining, monitoring, reporting and disseminating of information.

Further, the meeting decided to amend the membership of the TAC from its original composition as suggested in the ECLAC Discussion Paper. This was to ensure a greater presence of member countries and promote a country-driven agenda for the RCM.

A suggestion was made by the Director of the ECLAC Subregional Headquarters for the Caribbean that a day be added to the CDCC ministerial session or Monitoring Committee meeting to facilitate the convening of the IGC and the TAC, respectively.

### **C. RCM Secretariat**

There was discussion on what constituted the Secretariat as referred to in the Discussion Paper. It was agreed that the term RCM Secretariat should be taken to mean the technical unit set up at the ECLAC Subregional Headquarters for the Caribbean.

In light of the expected work of the Secretariat, additional responsibilities were proposed to those already outlined, and these were directed towards: the identification of points of linkages within the work programmes of the various institutions operating in the Caribbean; facilitating capacity-building; briefing member countries on issues relating to the SIDS POA/Mauritius Strategy for Implementation (MSI); reporting on the implementation of its work programme; and convening meetings of the IGC and TAC.

At the international level, the RCM Secretariat should develop and pursue cooperation with other SIDS regions and global institutions.

For personnel purposes, the term ‘Typist/Secretary’ used in the discussion document when describing one position within the Secretariat, would be changed to ‘Administrative Assistant’.

The Terms of Reference of the post of Regional Coordinator, RCM, as proposed in the draft Discussion Paper was also revised after discussion by the participants of the Meeting.

### **D. National focal point mechanism**

There was concern that the duties of national focal point would be assigned to a person, on whom the implementation of all the outlined responsibilities would be placed. This had not worked in the past primarily because: (a) should that person be moved to another duty, the process or information linkages tended to break down; (b) the work required that person to be specially appointed and member countries were not always willing to designate additional

resources, since many forums in which the respective governments participated required local focal points; and (c) the person designated had other duties to perform and might not be able to function effectively.

With this in mind it was agreed to use the term “National Focal Point Mechanism” to ensure as much as possible that an institution would be appointed.

To facilitate the designation of national focal points, the Chair of the CDCC would write to the ministers of foreign affairs requesting that each member country designate a focal point. Guidelines to be formulated by members of the Core Group would be sent to assist the country in designating an appropriate focal point. Included in this missive would be the duties that the focal point mechanism would be expected to perform and the benefits to the country/region in naming the focal point. However, it would be the responsibility of governments to decide on the location of the focal points within the respective country.

The communication will be sent on behalf of the RCM Secretariat and not the ECLAC/CDCC Secretariat, since they are separate entities. It should be made clear that the designation of a national focal point mechanism would also assist countries in their own reporting functions to various forums (e.g. Conference of Parties (COPs), SGD) and the sharing of best practices, as may be necessary, and furthermore should not be a cumbersome process. As far as possible, it should be done within existing institutional arrangements to avoid the need to locate additional resources for the national focal point mechanism. An option would be to write the duties of the national focal point mechanism into one or more job descriptions.

Additional duties were added to the portfolio of the national focal point mechanism, namely that its representative should: (a) participate in meetings of the TAC preceding the meeting of the IGC, for the purpose of discussing issues before the IGC and making recommendations for discussions; and (b) the national focal point mechanism will serve as the focal point for communication with countries as well as the coordination of information, and will network with the TAC via the RCM Secretariat

The issue of designation of the national focal point mechanism will be raised by the CARICOM Secretariat at the Ministers of Environment Meeting, and will subsequently be brought to the Community Council and to the Meeting of the Heads of Governments. Due to the all-encompassing nature of the Mauritius Strategy, the issue of the RCM should be raised at all ministerial forums where specific issues are brought for discussion.

It would also be necessary to inform different forums and constituencies about the RCM, in which case specific information packages would have to be developed. In this context, the possibility of sensitization workshops in various regions should be considered.

Communication of the RCM Secretariat with member countries will be done via a two-pronged approach: the ministry of foreign affairs and the national focal point mechanism.

### **III. Work programme**

The meeting agreed that the work programme of the RCM Secretariat for its initial two-year period should be focused within the following thematic areas:

- Institutional strengthening and capacity building;
- Wider dissemination of information concerning best practices in sustainable development within the region;
- Partnership building;
- Facilitating SIDS-SIDS cooperation;
- Public awareness and communication;
- Effective management of deliverables and follow-up as outlined in the work plan;
- Active monitoring of MSI implementation within the Caribbean.

All planned activities should fall within one or more of these categories.

#### **A. Funding arrangements**

There was discussion on the appropriate funding arrangements that would be in place to facilitate the operation of the RCM. The meeting inquired whether the ECLAC Subregional Headquarters for the Caribbean would have oversight and control over funds deposited for use by the RCM, or whether the funds would be subject to regulations and oversight from its headquarters in Santiago. The Director of the ECLAC Subregional Headquarters for the Caribbean stated that this office would have control of the funds but their use would be recorded by the accounting system of the United Nations.

It was agreed that the ECLAC Subregional Headquarters for the Caribbean would maintain an account, as would the CARICOM Secretariat. The use of funds from either of these accounts must have the mutual consent of ECLAC and CARICOM. Agencies or institutions wishing to support the RCM are not bound to deposit money into these accounts, but may donate in accordance with their respective accounting processes.

#### **B. Budget**

The suggested budget presented in the Discussion Paper was reviewed and it was pointed out that there was need to include a line item for production of reports by the RCM Secretariat. It was also suggested that some of the costs of personnel might be met via the use of interns or secondments from other institutions.

The costs for meetings of the TAC will now have to be increased since its membership has now been expanded.

#### **IV. Priority setting**

Two work programme matrices, one submitted by the UNEP Working Group on SIDS and another by the CARICOM Secretariat, were presented for discussion.

The UNEP matrix evolved from the Margarita Meeting of the SIDS Working Group, the UNEP Ministers of Environment Meeting in Caracas, Venezuela, (November 2005), and from feedback from member States of the UNEP Working Group on SIDS. There was need for more specificity in the suggested activities so that funding could be more targeted.

There is a deadline of the 31 March 2006 for submission of comments from members of the Core Group, regional agencies and member countries. These comments are to be sent to the representative of Saint Lucia. The new matrix will then be submitted to the UNEP Regional Office for Latin America and the Caribbean (ROLAC) for consideration.

The matrix prepared by the CARICOM Secretariat and submitted by ECLAC to the United Nations Department for Economic and Social Affairs (UN DESA), was designed for donor review and devising of investment strategies. This matrix was compiled using the CARICOM submission to the Mauritius International Meeting, the MSI, the OECS Secretariat's submission at the Mauritius International Meeting and the work programmes of regional agencies. It is an intermediate product and is subject to comment and upgrading, as necessary.

#### **V. Next steps**

The representative of UNEP informed the meeting of the following:

- Mr. Mark Griffith is the designated person in UNEP/ROLAC assigned to SIDS and their related issues;
- UNEP/ROLAC has pledged its support for a convening of a meeting of the ministers of the environment of the Caribbean in June 2006, but is willing to adjust the dates as necessary;
- UNEP/ROLAC will support attendance of representatives of member countries to the special meeting of the COTED, but needs an agenda to finalise its offer;
- The Regional Director of UNEP/ROLAC is interested in having discussions with the outgoing Chair of the Core Group to see how UNEP/ROLAC can further assist in the formation and support of the proposed RCM

To complete the work of the Core Group and to advance the formalization of the RCM, the report of the present meeting together with changes suggested in the Discussion Paper should be sent to all members of the Core Group for comment within two weeks. Further, the suggested budget in the Discussion Paper should be revised in accordance with the comments of the meeting, and then a teleconference of Core Group members would follow. The report of the Core Group's deliberations would then be sent to the ministries of foreign affairs of member countries after comments have been received and incorporated. The Core Group would then have completed its duties.



The ECLAC Subregional Headquarters for the Caribbean is to contact the Ministry of Foreign Affairs and the Permanent Secretary of the Ministry of Public Utilities and the Environment of Trinidad and Tobago and engage their support for the RCM. This is important with respect to the leverage that Trinidad and Tobago can provide in the region, due to its current position as Chair of the CDCC and of CARICOM.

The ECLAC Subregional Headquarters for the Caribbean is to contact UN DESA in New York and obtain feedback on the matrix submitted, and the approach that DESA would be taking with respect to the Meeting of the Commission on Sustainable Development (CSD) carded for May 2006 in New York. Comments and suggestions on the matrix submitted by CARICOM can be submitted at any time, but preferably a few days prior to the start of the Meeting of the CSD in New York from 1-12 May 2006, where it is likely to be presented. Table 1 gives an indication of the timelines for the relevant activities.

**Table 1**  
**TIMELINES FOR ACTIVITIES OF CORE GROUP**

<b>ACTION</b>	<b>AGENCY</b>	<b>TIMELINE</b>
Completion of Meeting report and submission to members for comment	ECLAC	3 April 2005
Comments on UNEP matrix	All Member Countries	3 April 2006
Comments on Meeting report and incorporation of comments in Final Report	ECLAC	19 April 2006
Chair of Core Group to speak with Director, UNEP/ROLAC	Chair of Core Group/UNEP	April 2006
Comments on CARICOM Matrix	All CARICOM Member Countries	21 April 2006
Meeting with Minister of Foreign Affairs and Permanent Secretary of Ministry of Public Utilities and Environment, Trinidad	Director, ECLAC	By end of April 2006
Final Report of the Meeting of the Core Group sent to Ministries of Foreign Affairs of CDCC Countries	ECLAC	End of April 2006 (end of Core Group duties)

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Annex II

**AGENDA**

**Day 1: Thursday 16 March 2006**

1. Review of Agreement on the Guiding Principles, Objectives and Functions of the RCM as outlined in the *Report of the Core Group to Consider the Establishment of a Regional Coordinating Mechanism for the Implementation of the Mauritius Strategy in the Caribbean*.
2. Consideration of proposals for the organisational structure and management of the RCM:
  - a) The Inter-Ministerial Council: role and function;
  - b) The Technical Advisory Committee: TOR, composition, method of selection and rotation;
  - c) National Focal Point: TOR and method of communication with the TAC;
  - d) The RCM Secretariat: structure, functions and staffing.
3. Review of the purpose and content of an initial Regional Programme Matrix and priority setting.
4. Proposed funding arrangements and costing for the RCM Secretariat.
5. Next steps for the operationalisation of the RCM.
6. Any other matters.

Annex III*(Revised Discussion Paper)***THE OPERATIONALISATION OF THE REGIONAL COORDINATING  
MECHANISM FOR THE IMPLEMENTATION OF THE  
SIDS PROGRAMME OF ACTION (SIDS/POA)  
MAURITIUS STRATEGY IN THE CARIBBEAN****1. INTRODUCTION**

At the twenty-first session of the Caribbean Development and Cooperation Committee (CDCC), Port-of-Spain, 16-17 January 2006, member countries agreed to the establishment of a Regional Coordinating Mechanism (RCM) for the implementation of the Mauritius Strategy in the Caribbean and, in particular:

(a) That the ministerial forum of the CDCC will serve as a ministerial council to provide oversight in directing the work of the RCM, in collaboration with existing subregional intergovernmental processes;

(b) That a technical advisory committee will be established to assist the RCM in coordinating and monitoring the implementation of the Mauritius Strategy within the Caribbean subregion; and

(c) That a secretariat will be established at the Economic Commission for Latin America and the Caribbean (ECLAC) Subregional Headquarters for the Caribbean with identified arrangements for sharing responsibilities with the subregional intergovernmental secretariats and with appropriate arrangements for sharing resources.

This Discussion Paper is submitted in keeping with operative paragraph 3 of CDCC resolution 65 (XXI) for the formation of the RCM. The purpose of the paper is to advance a number of proposals for consideration by the members of the Expanded Core Group on the principles, objectives, functions and organisational structure of the RCM. It is anticipated that these deliberations will help to forge a consensus on the way forward for the operationalisation of the RCM and the setting up of a technical unit within the ECLAC Subregional Headquarters for the Caribbean to assist the Mechanism in coordinating the implementation of the Programme of Action of Small Island Developing States/Mauritius Strategy for Implementation (SIDS POA/MSI) in the subregion.

The successful implementation of this regional initiative requires concerted efforts and sustained commitment from CDCC member governments, as well as the involvement of a number of RCM partners (i.e. subregional intergovernmental organizations and regional/international agencies) that are prepared to pool resources in support of a coordinated

implementation arrangement for the SIDS POA/MSI and for sustainable development activities in the region. The start-up cost for the establishment of the RCM Secretariat, including the budget for the implementation of activities in the first two years is estimated at US\$436,491. The United Nations Environment Programme (UNEP) and the United Nations Development Programme (UNDP) have each pledged their willingness to support the Caribbean initiative, specifically as it relates to the identification of ECLAC as the Secretariat for the coordination of the further implementation of the SIDS/POA and the MSI in the subregion. The participation of a range of regional and international funding and technical assistance (TA) agencies will also be sought to implement this initiative.

## **II. PRINCIPLES, OBJECTIVES AND FUNCTIONS OF THE RCM**

### **A. Guiding principles of the RCM**

The RCM for sustainable development in the Caribbean will seek to promote a coordinated approach to sustainable development as a means for the efficient and effective use of human and natural capital. This will ensure that human, cultural, historical and natural resources are used and managed efficiently and for the greater good at the national and regional levels. This will be done in accordance with the principles outlined in Agenda 21, the Johannesburg Plan of Implementation (JPOI), the Barbados Plan of Action (BpoA) and the MSI.

The RCM shall be guided by the following principles:

- (a) Fair and equitable consideration of all member countries regardless of their political or sovereign status;
- (b) Information sharing and coordination across a wide range of issues and institutions; this would include the sharing of best practices, setting goals and identifying the necessary means for achieving them;
- (c) Optimal utilisation of resources, strengthening of institutional arrangements, identification of gaps and avoidance of duplication of activities;
- (d) Effective participation of civil society in sustainable development activities, including the involvement of the private sector, the labour movement, community-based organizations (CBOs), non-governmental organizations (NGOs) and other stakeholders; and
- (e) Consideration of the special needs of the lesser developed countries of the Caribbean.

## **B. Objectives of the RCM**

The RCM will have as its objectives:

- (a) To ensure the achievement of effective coordination of sustainable development initiatives in the Caribbean region with a view to enhancing coherence, complementarity and consistency of activities;
- (b) To facilitate the implementation of Agenda 21, the JPOI, the BPoA and MSI through the coordination and rationalisation of all required technical and other inputs towards these ends;
- (c) To optimise benefits from the use of available human, financial and other resources for the achievement of sustainable development goals in the Caribbean;
- (d) To assist in the mobilisation of new and additional resources, including the use of south-south collaboration, for achievement of sustainable development; and
- (e) To promote awareness at all levels of sustainable development issues and activities.

## **C. Functions of the RCM**

The functions of the RCM will be as follows:

- (a) Assisting in the development, monitoring and coordination of a regional work programme and evaluating its satisfactory delivery to member countries;
- (b) Facilitating the exchange of best practices, information sharing, transfer of experiences, knowledge-based technology and techniques among Caribbean SIDS and countries of the Greater Caribbean;
- (c) Liaising with SIDS in other regions in promoting joint positions in international forums;
- (d) Assisting in the promotion of capacity-building efforts and strengthening of the human resource base through training and education;
- (e) Contributing to the identification of development partners and sources of funding for development activities;
- (f) Providing technical advisory and policy services to member countries in support of their sustainable development efforts;
- (g) Facilitating the provision of technical assistance to member countries;

- (h) Building and maintaining institutional memory on sustainable development activities in the Caribbean subregion;
- (i) Establishing a regional database on sustainable development activities;
- (j) Promoting, strengthening and establishing cooperative arrangements and partnerships among relevant government agencies, CBOs and non-governmental organizations, the private sector and other stakeholders; and
- (k) Supporting, reinforcing and assisting sustainable development initiatives at the local, national and regional levels.

### **III. ORGANIZATIONAL STRUCTURE AND MANAGEMENT**

The RCM will comprise: (i) an inter-governmental council (IGC); (ii) a technical advisory committee (TAC); (iii) a national focal point; and (iv) a secretariat. The functions of each of these bodies are detailed below. (See Appendix I for the organizational chart.)

#### **A. Inter-Governmental Council**

In accordance with operative paragraph 1 of CDCC resolution 65(XXI) for the formation of the RCM, member countries agreed that the ministerial forum of the CDCC will serve as an Inter-Governmental Council (IGC) to provide oversight in directing the work of the RCM, in collaboration with existing subregional intergovernmental processes. The IGC will constitute the highest decision-making authority of the RCM. The main terms of reference of the IGC are:

- (a) To serve as a lead forum for discussing relevant issues relating to programming and policy initiatives for the implementation of the SIDS POA/MSI in the Region.
- (b) To provide oversight, monitoring and evaluation of regional progress and approaches in the implementation of the SIDS POA/MSI, the RCM's support, results of work completed or in progress, as well as financing arrangements and effectiveness and efficiency of collaboration between participating entities.
- (c) To coordinate and guide inter-agency collaboration and coordination in the delivery of TA to the CDCC member countries.
- (d) To approve the work programme of the RCM Secretariat.
- (e) To approve the budget, financial reports and statements of the RCM Secretariat.
- (f) To approve collaboration agreements between the RCM Secretariat and other agencies and institutions.



## **B. Technical Advisory Committee (TAC)**

The TAC will be multi-sectoral and multi-disciplinary in nature. It will be responsible for providing technical advice and will consist of no more than 12 representatives drawn from the following:

### Governments

- One of the non-independent Caribbean countries;
- One of the OECS countries;
- One of the non OECS CARICOM country;
- One from either Cuba or the Dominican Republic or Haiti

### Regional/intergovernmental organizations

- 4 Intergovernmental institutions;
- 4 Governments;
- 1 Organization representing Civil Society;
- 3 regional Agencies (University of the West Indies and two others);
- 3 Development Partners (Caribbean Development Bank and two others)

The functions of the TAC are:

(a) To provide technical advice to the IGC on the rationalisation of roles, responsibilities and functions of the regional institutions/agencies involved in supporting sustainable development initiatives at the national and regional levels.

(b) To undertake periodic review and advise on the development of the Secretariat's work programmes.

(c) To identify gaps in sustainable development policies and TA support programmes for the implementation of the SIDS POA/MSI and recommend remedial action.

(d) To advise on modalities for streamlining, monitoring, reporting and dissemination of information.

Meetings of the TAC will convene at least once a year, while communicating with the Secretariat and among themselves, as necessary.

The Regional Coordinator will serve as Technical Secretary (*ex-officio*) of the TAC meetings.

### **C. National focal point mechanism**

It is proposed that the RCM's main point of contact at the country level will be determined by the respective CDCC member governments. The MSI places great emphasis on the establishment of national coordination mechanisms in each country and the overall effectiveness of the RCM is ultimately dependent on the activities at the national level. As such there is great need for effective coordination in each member country.

The RCM will need to develop its links through the NFPM identified by each country. The focal point should be an appropriate agency or institution which will work closely with other stakeholders in the country.

The coordination process can be effected through different approaches reflective of national specifics. These can include formal meetings, common programmes and actions and information sharing. In particular the National Focal Point Coordination Mechanism will be expected to:

(a) To serve as the principal national point of contact between the RCM and the national government, NGOs, the private sector and other stakeholders on all SIDS POA/MSI issues;

(b) To serve as a driving force behind the follow-up and implementation of the MSI at the country level, in collaboration with NGOs, the private sector and other stakeholders as well as relevant departments and ministries;

(c) To facilitate the flow of information and to ensure adequate coordination of activities between the RCM and the national government, NGOs, private sector and other stakeholders;

(d) To coordinate inputs, including consultations, at the country level and facilitate timely and regular feedback on implementation of the MSI for submission to the RCM Secretariat;

(e) To establish regular networking with other CDCC members' National Focal Points through various means of communication, including the internet.

### **D. The RCM secretariat**

Under the direction of the IGC, and guided by the TAC, the Secretariat will play a monitoring and coordination role within the Mechanism and serve as the Technical Unit to the IGC. Institutions functioning at the regional level will be responsible for the implementation of activities within their respective work programmes/mandates. The RCM Secretariat should seek to identify the linkages within these activities and its role in facilitating them.

The RCM Secretariat will be established at the ECLAC Subregional Headquarters for the Caribbean for an initial period of two years. A technical unit will be formed within the ECLAC Subregional Headquarters for the Caribbean for this purpose, supported by the existing secretariat services and an agreed division of labour with related division/allocation of human and financial resources.

The technical unit will be comprised initially of a regional coordinator, a researcher/technical cooperation officer, and an administrative assistant. (see Appendix II for draft Terms of Reference). Consultants will be recruited, as necessary, to augment the RCM Secretariat in carrying out its work programme.

The functions of the Secretariat are:

- (a) To execute assigned work programme outputs comprised of activities approved by the IGC (on the advice of the TAC) dealing with areas that require work at the regional level;
- (b) To collaborate with national focal point coordination mechanism/sustainable development agencies by serving as a source of information and as facilitator for the delivery of technical assistance on aspects of SIDS POA/MSI implementation, including resource mobilisation;
- (c) To facilitate and coordinate institutional linkages nationally and regionally;
- (d) To develop and pursue cooperation with other SIDS regions and global institutions;
- (e) To develop an institutional network (comprised of national governments, NGOs, the private sector, regional agencies and other stakeholders States), with a view to promoting optimal involvement and efficient functioning of the RCM Secretariat;
- (f) To develop serve as a regional clearing house for the dissemination and exchange of information and knowledge on sustainable development strategies;
- (g) To channel all communications from the IGC to the appropriate agencies and authorities at the national, regional and international levels;
- (h) To establish and manage databases and other mechanisms for the storage, retrieval and dissemination of information, as appropriate;
- (i) To convene ad hoc meetings of experts on issues related to the implementation of the SIDS POA/MSI;

- (j) To convene meetings of the TAC and IGC, serve as the Secretariat and report on progress and implementation of its Work Programme;
- (k) To brief governments and attend meetings as appropriate, on issues pertaining to the SIDS PoA/MSI;
- (l) To facilitate capacity building initiatives at the national and regional levels.

#### **IV. WORK PROGRAMME**

The emphasis of the work programme will be influenced by the scope of works previously described under the functions of the RCM. For the initial two-year period, the programme of work for the RCM will include the following:

- (a) **Core Work Programme** – While the programme of work will be determined by the participating governments, regional intergovernmental organisations and regional/international TA agencies, the framework for the assistance to be provided by the RCM Secretariat will include the following:
  - (i) Training workshops (national and regional) in policy and strategy formulation in areas associated with natural resource management and sustainable development;
  - (ii) Policy analysis including establishing the relationships between macro policy, sectoral policy and project issues and the impact of cross sectoral issues on project performance;
  - (iii) Studies that directly inform policy adjustment and formulation;
  - (iv) Consultations leading to programme and project development; and
  - (v) Training in project cycle management.
- (b) **Project Facilitation Assistance** – The RCM will:
  - (i) Assist the participating countries in mobilising resources for the implementation of natural resource management and sustainable development programmes;
  - (ii) Coordinate the delivery of technical assistance for the benefit of the participating countries;
  - (iii) Facilitate networking and sharing of information between projects of similar design.

## V. PROJECT COST AND FINANCING

The estimated cost for the establishment of the Secretariat and financing of its work programme for the first two years is presented in Table 1 below. The total cost is estimated at US\$436 491. Financing of the Secretariat will be met from both cash and in-kind contributions. Cash contributions will be provided primarily by donor agencies to meet the cost of organising a series of consultative meetings/training workshops, hiring of consultancy services, travel and the day-to-day operations of the Secretariat. Contributions of technical assistance are expected to be mainly in-kind, through assignment of personnel to assist in the work of the Secretariat. To the extent possible within the operational modalities of contributions to the RCM, the offices of the ECLAC and CARICOM will be used to administer resources assigned for the RCM.

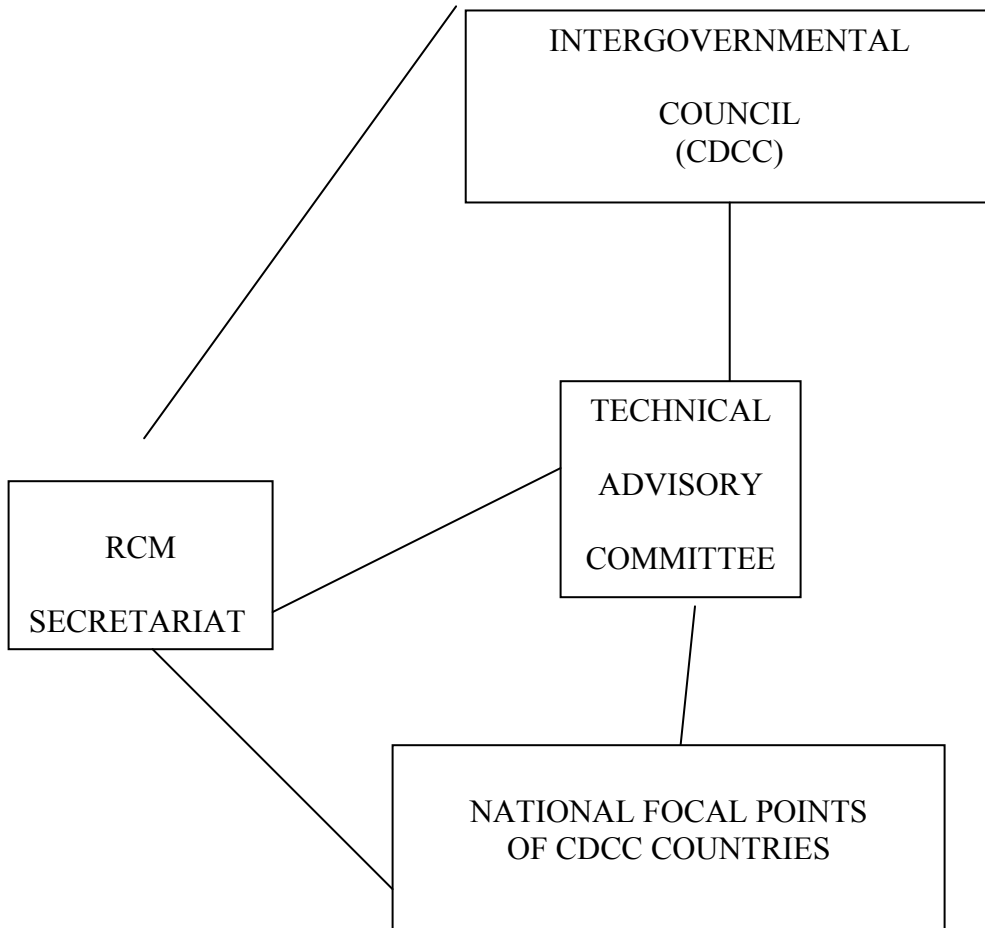
**Table 1**  
**Estimated Project Cost and Financing (2006-2008)**  
**(USD \$)**

ITEM	ECLAC (In-Kind)	DONOR	TOTAL
<b>CAPITAL EXPENDITURE</b>			
Interpretation Equipment		18 750	
Office Furniture			
Sub Total			
<b>OPERATING EXPENDITURE</b>			
Professional Staff	91 536	91 536	
Support Staff	49 227	49 227	
Regional Travel & Meetings		40 000	
Consultant Services		20 000	
Participants in 2 Training Workshops		54 000	
Production and dissemination of reports	5 000		
Total Base Cost			
Communication		3 000	
Overhead (Admin. Support Costs)*		50 125 *	
<b>TOTAL COST</b>	<b>145 763</b>		<b>436 491</b>

\* Price contingencies: 13 per annum on all items.

Appendix I

**SCHEMA OF THE RCM**



Appendix II**DRAFT TERMS OF REFERENCE**

- Position Title:** Regional Coordinator, Regional Coordinating Mechanism
- Purpose of Position:** To provide leadership and direction in the administration and execution of the RCM's activities and maintaining effective relationships with participating institutions and entities.
- Scope of Duties:** The scope of duties of the position will include the following:
- (a) Participating in the recruitment of personnel for the RCM Secretariat;
  - (b) Developing and maintaining good working relationships with regional and international participants in the RCM;
  - (c) Maintaining effective means of communication among the members of the TAC, National Focal Point Mechanisms and the Inter-Governmental Council
  - (d) Ensuring that the operational procedures for personnel of the RCM Secretariat are in place as well as implementation of agreed work programmes;
  - (e) Initiating activities that promote the image of the RCM and assisting in the management of the human and other resources available to the RCM;
  - (f) Ensuring that relevant reports are available to the TAC, National Focal Point Mechanisms and the Inter-Governmental Council in a timely manner; and
  - (g) Communicate directives of the IGC to the NFPM and TA; monitor and report on the execution of the directives of the IGC.
- Reporting:** The Regional Coordinator will report to the Director of the ECLAC Subregional Headquarters for the Caribbean.
- Requirements/ Skills :** The position will be required to possess a graduate degree in either the environmental or social sciences with training in programme management. The position will be required to be self-directed, with good interpersonal skills in building relationships both within and outside the RCM. The position will be required to be experienced in managing professionals in an organization, having worked in a senior executive position or professional leadership role for a minimum of five years. The position will be required to be experienced in working in the Region and familiar with the procedures and operations of regional and international financial and TA agencies.