Anguilla Chamber of Commerce and Industry

Strategic Plan 2020-2024

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Introduction – Anguilla Chamber of Commerce and Industry

Located at the top of the Caribbean Leeward Island chain, Anguilla is a small island developing state. Covering only 36 square miles and with a population of approximately 12,000, Anguilla's main economic driver is tourism. Beyond the tourism industry and it's accompanying services, Anguilla is – as most small island developing states are – highly vulnerable to external forces, both environmental and economic and small- and medium-sized enterprises (SMEs) are on the frontline.

The SME sector in Anguilla is diverse, providing a multitude of products and services within all almost all areas of Anguilla's economy, including within (but not necessarily limited to) the tourism industry, real estate, defence, wholesale and retail trade, and construction. While little information is available regarding the tangible, financial contribution of SMEs to the Anguillian economy, the Government of Anguilla recognises the importance of the sector as well as the need to support its development and to engage it within national development strategies, programmes, and initiatives.

The Government of Anguilla has developed policies and incentive structures for SMEs, including the reviewing and granting of duty-free concessions (on a case-by-case basis), the establishment of youth entrepreneurial financial and technical support programmes, and, most recently, the institution of a moratorium on new business licences in an effort to build the strength and viability of existing SMEs. The Government of Anguilla has also proposed the establishment of a fund to provide grant and concessionary financing as well as technical assistance and training. The Government of Anguilla has also noted the need for assistance in sector promotion and marketing.

SMEs also have the ability to access funding through the Anguilla Development Board, business loans through Anguilla's two operating banks and newly-established credit union. Business development services, meanwhile, are offered through the University of West Indies (Open Campus), the Anguilla Community College, and an emerging private (for-profit) sub-sector that seeks to support SMEs in human resources management, recruitment, leadership development, strategic planning, and business planning.

Despite this assistance and support, there is concern amongst the SME sector still faces challenges both nationally and at the global level. SMEs struggle to compete with international and multi-national business due to high customs duty tariffs, inconsistent awards of exemptions, difficulties in securing small business loans (and high interest rates when loans are secured), and limited influence within the financial sector decision-making processes. To improve operating at the national level, SMEs have called for increased development investment and the streamlining of government bureaucracy.

Recognising the value of SMEs and the need for formal support, the Anguilla Chamber of Commerce (ACOCI) was established in 2004. ACOCI is Anguilla's largest representative, membership-based body of SMEs and seeks to not only provide a voice for Anguilla's business community but also to assist with the sector through continued development, education, and advocacy.

Working with its members and the larger community, ACOCI has identified priority areas for programming and services, including *inter alia:* developing stronger relationship with

the Government of Anguilla; developing a stronger lobbying voice to influence decisionmaking processes related to SME operation in Anguilla; supporting SME development; and increasing the profile of SMEs in Anguilla and their value to both Anguilla's economy and the wider community. It is these priority areas that will guide our work over the next five years.

This strategic plan speaks directly to our mandate of enhancing and promoting the Anguillian business community and economy. It outlines how we will develop, support, and represent our business interests nationally and internationally. To ensure that ACOCI remains relevant and effective, this plan is also a working document that will be supported by work plans and budgets. It also provides an adaptive and iterative framework on how we can and will engage with our partners in national sustainable development for the benefit of all Anguilla.

List of Acronyms and Definitions

ACOCI.	Anguilla Chamber of Commerce and Industry
CARICOM.	Caribbean Community
CDB.	Caribbean Development Bank
GOA.	Government of Anguilla
OECS.	Organisation of Eastern Caribbean States
SMEs.	Small- and medium-sized enterprises
Youth/Young people.	Individuals between the ages of 13 and 30.

Mission

We enhance, promote, and support the Anguillian business community and economy by offering economy-stimulating initiatives, innovative advice, and professional expertise, while enhancing quality of life for all Anguillians.

Vision

A vibrant and prosperous Anguilla through united and effective business leadership.

Guiding Principles

Unity. Anguilla and Anguilla's business community are stronger when our voices are united; we support positive collaborative partnership and work together to enhance the Chamber's efforts.

Advocacy. We advocate for positive change amongst, and sustainable development within, Anguilla's business community.

Innovation. We believe in developing creative approaches to solve problems and in finding new and progressive opportunities to increase the Chamber's impact.

Empowerment and development. We are committed to being a part of the sustainable development process of Anguilla's business community through the empowerment of our members and the sector's stakeholders. We are committed to supporting our community through education, effectively representing our community's positions, and influencing higher level decision and policy making.

Diversity and inclusiveness. We respect and value broad participation. We believe in diversity and inclusiveness in dialogue and representation. We respect differences in opinion and work to understand and represent those differences while still ensuring that the Chamber is united in its mission and vision.

Integrity and honesty. We act in the interest of Anguilla's business community; we demonstrate honesty, transparency, trustworthiness, professionalism, and integrity.

Objectivity. We are non-partisan; we do not allow personal or political interests to influence our professional judgment and activities.

Strategic Goals – An Overview

I	Membership o	levelopment and support
	Goal 1.	Facilitate and support the development of business sector members
	Goal 2.	Recognise accomplishments within Anguilla's business community
	Goal 3.	Facilitate legal aid and dispute resolution services to Anguilla's business community
II	Community de	evelopment and relations
	Goal 4.	Support youth development and education
	Goal 5.	Support a stronger, safer, healthier Anguilla
III	Government r	elations
	Goal 6.	Create an enabling environment for business sector participation within national and international decision-making processes
	Goal 7.	Advocate for policy development and action
IV	Chamber deve	elopment
	Goal 8.	Ensure that necessary administrative systems are in place to achieve ACOCI's mission and to allow for organisational accountability
	Goal 9.	Develop and enhance ACOCI sources of revenue
	Goal 10.	Develop and maintain strategic partnerships

Strategic Goals and Strategies

l	Membership c Goal 1.	levelopment ar Facilitate and	nd support support the development of business sector
		members	
		Strategy 1.1.	Conduct audit of training needs of Anguilla's business sector
		Strategy 1.2.	
		Strategy 1.3.	Create a clearinghouse of information to facilitate business registration, licencing, and permitting of members of ACOCI
		Strategy 1.4.	Provide networking and information sharing opportunities for membership organisations
		Strategy 1.5.	
		Strategy 1.6.	Establish a mentorship programme for young entrepreneurs
		Strategy 1.7.	•
		Strategy 1.8.	
	Goal 2.	Recognise ac	complishments within Anguilla's business
		Strategy 2.1.	Establish categories standards for identifying business best practices and national development contributions
		Strategy 2.2.	
	Goal 3.	Facilitate lega business com	l aid and dispute resolution services to Anguilla's munity
			Identify and formalise legal aid services procedures Implement and make available legal aid services procedures for ACOCI members
		Strategy 3.3.	Identify and formalise dispute resolution services procedures as an alternative to litigation for resolving domestic business disputes
		Strategy 3.4.	Implement dispute resolution services procedures through the appointment of arbitrators, monitoring of the arbitral process, and the review, approval, and facilitation of arbitral awards

П Community development and relations

IV

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Goal 4.		development and education Create an Anguilla Education Give-Back Programme, matching schools with local business through the identification of primary and secondary school resource needs and sponsorship opportunities amongst local businesses
	Strategy 4.2.	Support post-secondary school students through a scholarship programme
Goal 5.		nger, safer, healthier Anguilla Partner with the Anguilla Hotel and Tourism Association to organise and facilitate island-wide clean-up programmes and anti-littering campaigns
	Strategy 5.2.	Partner with businesses to create and facilitate
	Strategy 5.3.	
		initiatives
Government re	elations	
Goal 6.	within national	bling environment for business sector participation and international decision-making processes Conduct business sector surveys to identify key business sector issues and analyse results
	Strategy 6.2.	Provide fora for open and constructive dialogue to inform positions on business sector issues
Goal 7.	Advocate for p	oolicy development and action
		Use data from surveys and other fora to develop business sector position papers and present policy perspectives to the GOA
	Strategy 7.2.	• •
	Strategy 7.3.	Represent the business sector on GOA Boards/ Committees developing policy
	Strategy 7.4.	Represent and advocate on behalf of the Anguilla business community within international fora
Organisationa		
Goal 8.	Ensure that ne	ecessary administrative systems are in place to

Ensure that necessary administrative systems are in place to achieve ACOCI's mission and to allow for organisational accountability Strategy 8.1. Create and implement a structure for organisational accountability Strategy 8.2. Create a sustainable space for ACOCI operations Strategy 8.3. Develop and implement ACOCI support services

- Strategy 8.4. Create and maintain a database of members to assist with ACOCI programme implementation and Board succession planning
- Strategy 8.5. Hold annual retreats for ACOCI in-coming and past Executive Committee members to develop annual work plans and supporting budgets
- Strategy 8.6. Develop and implement internal and external communications and marketing plans for ACOCI
- Goal 9. Develop and enhance ACOCI sources of revenue Strategy 9.1. Identify and take advantage of national, regional, and international sources of funding
 - Strategy 9.2. Enforce a mandated subscription fee structure for member businesses
 - Strategy 9.3. Establish a financial reserve

Goal 10. Develop and maintain strategic partnerships

- Strategy 10.1. Identify and network with national, regional, and/or international government and nongovernment agencies with similar interests and mandates in business sector enterprise development
- Strategy 10.2. Develop formal understandings/arrangements with relevant national, regional, and/or international agencies
- Strategy 10.3. Establish a system and/or collection of incentives to business that join and actively participate in ACOCI
- Strategy 10.4. Implement an annual membership drive

Appendix 1. Logframe Matrix

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
GOAL. We enhance, promote, and support the Anguillian business community and economy by offering economy-stimulating initiatives, innovative advice, and professional expertise, while enhancing quality of life for all Anguillians.	IMPACT. An empowered, influential business community that supports, enhances, and enables national sustainable development.		
PURPOSE. To create a vibrant and prosperous Anguilla through united and effective business leadership.	OUTCOME. Anguilla is a competitive player in established and emerging markets, led by a sector committed to the holistic development of Anguilla and its people.		

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
I MEMBERSHIP DEVELOPMENT ANI			
1. Facilitate and support the development of business sector members	Well-developed, effective, and successful businesses		Businesses willing to take advantage of training opportunities
1.1. Conduct audit of training needs of Anguilla's business sector		1.1.1. Business membership training needs assessment conducted every Q1 and Q2, beginning in 2020	
1.2. Develop and deliver training opportunities to member businesses		 1.2.1. At least one training workshop for member businesses are held every quarter, on-going 1.2.2 Roster of on-line business sector training opportunities and disseminate to members as updated created and maintained, on- going 	
1.3. Create a clearinghouse of information to facilitate business registration, licencing, and permitting of members of ACOCI		1.3.1. Up-to-date on-line resource centre/portal, including (but not limited to) information related to registering and licencing businesses as well as registration and licence applications, social security and stabilization levy forms and schedule for submissions and payments established and maintained, beginning in Q3 2020	

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
I MEMBERSHIP DEVELOPMENT AND	SUPPORT		
1. Facilitate and support the development of business sector members cont'd			
1.4. Provide networking and information sharing opportunities for membership organisations		 1.4.1. Quarterly networking and business collaboration opportunities, including <i>Business After Hours</i> and <i>Speed Networking</i>, facilitated and hosted in collaboration with member businesses, on- going 1.4.2. Email opt-in listserv comprised of at least a quarter of ACOCI members established to enable direct communication amongst members established and hosted, by end of 2020 	
1.5. Create a clearinghouse of information on national, regional, and international training and networking opportunities		1.5.1. Up-to-date on-line compendium of training and networking opportunities established and maintained, beginning in Q2 2020	

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
I MEMBERSHIP DEVELOPMENT AND	SUPPORT		
1. Facilitate and support the			
development of business			
sector members cont'd			
1.6. Support mentorship		1.6.1. Database of skillset	
programmes for youth		specialisation of member	
entrepreneurs		businesses established and	
		maintained, beginning in Q2	
		2020	
		1.6.2. At least half youth	
		entrepreneur members	
		matched with seasoned	
		business owners, based on	
		needs and skill specialisation	
		assessment by Q3 2021	
1.7. Support and recognise		1.7.1. Set of best practice	
youth entrepreneurs in		standards for emerging	
establishing best business		businesses established by Q4	
practices		2020	
		1.7.2. At least two small	
		emerging businesses, led by	
		youth entrepreneurs, assisted	
		in meeting best practice	
		standards annually, beginning	
		in Q1 2021	
		1.7.3. Small grants programme	
		established, providing at least	
		two grants to youth	
		entrepreneurs that meet best	
		practice standards, beginning	
		in Q1 2022	

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
I MEMBERSHIP DEVELOPMENT AND	SUPPORT		
1. Facilitate and support the development of business sector members cont'd			
1.8. Support new businesses in establishing best practices		1.8.1. At least two new businesses assisted in meeting best practice standards annually, beginning in Q3 2021	
1.9. Create a co-working environment and space for small business start-ups		1.9.1. Work space for small business/start-ups, outfitted with desks, lap-tops, printers, WiFi, meeting spaces, and mail collection services established by Q4 2024	
2. Recognise accomplishments within Anguilla's business community	Successful business nationally recognised for their contributions to Anguilla		Businesses meet award standards
2.1. Establish standards and protocols for identifying business best practices and national development contributions		2.1.1. Award mechanism established by end of Q3 2021	
2.2. Hold annual award ceremony for member organisations that exemplify best business practices and/or have contributed to Anguilla's national development		2.2.1. Award ceremony held annually, beginning Q2 2021	

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
I MEMBERSHIP DEVELOPMENT AND	D SUPPORT		
2. Recognise			
accomplishments within			
Anguilla's business			
community cont'd 2.2. Hold annual award		2.2.2. At least three businesses	
		2.2.2. At least three businesses	
ceremony for member		recognised annually for their business standards and/or	
organisations that exemplify best business practices and/or		contribution to national	
have contributed to Anguilla's		development, beginning in Q4	
national development		2021	
3. Provide legal aid and	Fewer cases involving SMEs	2021	ACOCI members take
dispute resolution services	taken through the Anguilla		advantage of services
to Anguilla's business	court system		provided
community			provided
3.1. Identify and formalise legal		3.1.1. Legal aid procedures	
aid services procedures		established by Q3 2024	
3.2. Implement and make		3.2.1. Legal aid services	
available legal aid services		available to members by Q4	
procedures for ACOCI		2024	
members			
3.3. Identify and formalise		3.3.1. Dispute resolution	
dispute resolution services		services procedures	
procedures as an alternative to		established by Q3 2024	
litigation for resolving domestic			
business disputes			

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
I MEMBERSHIP DEVELOPMENT AND	D SUPPORT		
3. Provide legal aid and dispute resolution services to Anguilla's business community	Fewer cases involving SMEs taken through the Anguilla court system		ACOCI members take advantage of services provided
3.4. Implement dispute resolution services procedures through the appointment of arbitrators, monitoring of the arbitral process, and the review, approval, and facilitation of arbitral awards		3.4.1. Dispute resolution services available to members by Q4 2024	

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
II COMMUNITY DEVELOPMENT AND	RELATIONS		
4. Support youth development and education	Youth supported through stronger and sustainable development and education programmes		Youth-oriented programmes require additional external support and youth will benefit from such support
4.1. Create an Anguilla Education Give-Back Programme, matching schools with local business through the identification of primary and secondary school resource needs and sponsorship opportunities amongst local businesses		 4.1.1. Database of school resource needs is established by Q4 2023 4.1.2. Database of partner businesses as well as their available skillsets and other resources is established and maintained by Q4 2023 4.1.3. All public primary and secondary schools are matched with at least one business by Q1 2024 	
4.2. Support post-secondary school students through a scholarship programme		4.2.1. At least one scholarship (valued at USD 5,000) awarded annually to a post- secondary school student attending the Anguilla Community College and/or the University of West Indies Anguilla Open Campus, on- going	

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
II COMMUNITY DEVELOPMENT AND	RELATIONS		·
5. Support a stronger, safer, healthier Anguilla			
5. Support a stronger, safer, healthier Anguilla	Anguilla's businesses are actively engaged in community-based and national social development initiatives		Anguilla's businesses willing to engage in social development initiatives
5.1. Partner with the Anguilla Hotel and Tourism Association to organise and facilitate island-wide clean-up programmes and anti-littering campaigns		 5.1.1. ACOCI sits on community-wide clean-up 18rganized18 committee beginning in 2020 5.1.2. At least half of ACOCI members are involved in island-wide clean-up campaigns beginning in 2020 	
5.2. Partner with businesses to create and facilitate neighbourhood watch programmes		 5.2.1. Community meetings are held in all seven districts to determine need for neighbourhood watches in 2022 5.2.2 At least one neighbourhood watch programme is established by Q4 2023 	
5.3. Support community-/not- for-profit-led organised events and initiatives		5.3.1. List of priority areas/themes for engagement is created by the ACOCI Board every Q1, beginning in 2021	

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
II COMMUNITY DEVELOPMENT AND	RELATIONS		
5. Support a stronger, safer, healthier Anguilla cont'd			
5. Support a stronger, safer, healthier Anguilla cont'd			
5.3. Support community-/not- for-profit-led organised events and initiatives cont'd		5.3.2. At least one community- /not-for-profit-led organised event and/or initiative supported financially or otherwise beginning in 2021	

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
III GOVERNMENT RELATIONS			
6. Create an enabling environment for business sector participation within national and international decision-making processes	Anguilla's business sector participates within decision- making processes		Business sector agrees to share information and to be involved in data and information collection processes
6.1. Conduct business sector surveys to identify key business sector issues and analyse results		 6.1.1. Work with the Department of Statistics to collect and analyse data related to Anguilla's economic development and SMEs in Anguilla beginning in Q2 2020 6.1.2. At least 25% of SMEs surveyed at least once every two years, using standardized, best practice survey methodologies, beginning in Q3 2020 6.1.3. Survey results published and made available to all stakeholders by the end of Q2 of each year after the completion of surveys (beginning in 2021) 6.1.4. Keep abreast of emerging national and international policy issues and developments that could impact businesses in Anguilla, on-going 	

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
III GOVERNMENT RELATIONS			
6. Create an enabling environment for business sector participation within national and international decision-making processes cont'd			
6.1. Conduct business sector surveys to identify key business sector issues and analyse results cont'd		 6.1.5. Create an open access list of working national issues, strategies, policies, and other documents by Q2 of 2021 6.1.6. Create and maintain a closed repository of Government of Anguilla documents by Q2 of 2021 6.1.7. Business sector priority list is created through a review and analysis of the Government of Anguilla Legislative Agenda, the National Development Plan, and other relevant documents, with the list updated and shared with stakeholders annually by the end of the Q2 of each year, beginning in 2021 	

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
III GOVERNMENT RELATIONS			
6. Create an enabling environment for business sector participation within national and international decision-making processes cont'd			
6.2. Provide for a for open and constructive dialogue to inform positions on business sector issues		 6.2.1. Hold at least two interactive discussion for a every six months, beginning in Q2 2020 6.2.2. Restructure existing ACOCI radio show to allow it to become a platform for public/business sector discussion (one show monthly) beginning in Q2 2020 	

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
III GOVERNMENT RELATIONS			
7. Advocate for policy development and action	Business sector perspectives integrated into GOA policy, legislation, and regulations		Legislation allows for business sector participation within the decision-making processes; the business sector is invited to participate within decision- making processes and lobby for representation when they are not; the business sector maintain high standards as it participates within decision- making processes
7.1. Use data from surveys and other for a to develop business sector position papers and present policy perspectives to the GOA		 7.1.1. Policy position papers, based on results of surveys and stakeholder consultation, produced and disseminated (using available on-line, print, and/or radio media) on at least two identified priority issues annually to relevant stakeholders, including the Government of Anguilla, and the media, beginning in 2021 7.1.2. Opportunities for input into policy development identified at the beginning of each month and position statements produced for each issue, beginning in Q2 2021 	

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
III GOVERNMENT RELATIONS			
7. Advocate for policy development and action cont'd			
7.1. Use data from surveys and other for a to develop business sector position papers and present policy perspectives to the GOA cont'd		7.1.3. Policy position statements presented (verbal or in writing) on an as-needs basis, beginning in Q2 2021	
7.2. Review policy, legislative, and regulatory actions taken by the GOA (based on recommendations made by ACOCI)		 7.2.1. Governance reports/report cards produced to measure GOA action/success beginning in 2022 7.2.2. Results of evaluation reports publicly presented using existing media and meetings with relevant Departments and Ministries of the Government of Anguilla beginning in 2022 	
7.3. Represent the business sector on GOA Boards/ Committees developing policy		 7.3.1. Database of decision- making bodies is regularly maintained 7.3.2. SMEs are represented by ACOCI on at least 50% of decision-making bodies listed within the database, beginning in 2021 	

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
III GOVERNMENT RELATIONS			
7. Advocate for policy development and action cont'd			
7.4. Represent and advocate on behalf of the Anguilla business community within international fora		 7.4.1. Opportunities for ACOCI participation within international for a identified annually, beginning in Q1 2020 7.4.2. ACOCI participates in at least two international opportunities annually, beginning in 2020 7.4.3. Direct relationships established with international organisations including CARICOM, the OECS, and the CDB, beginning in Q3 2020 	

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS		
IV ORGANISATIONAL DEVELOPMEN	IV ORGANISATIONAL DEVELOPMENT				
8. Ensure that necessary	ACOCI is a motivated,		Systems are in place to allow		
administrative systems are	committed, and effective		for sustained effective and		
in place to achieve ACOCI's	organisation that operates at		efficient organisational		
mission and to allow for	the highest of standards		operation		
organisational accountability					
8.1. Create and implement a		8.1.1. Develop roles and			
structure for organisational		responsibilities for ACOCI			
accountability		Board, Sub-Committees (for			
		example, community support			
		and interaction, government			
		relations, membership			
		development, sales and			
		marketing, fundraising) by end			
		of Q1 2020			
		8.1.2. Annual work plans and			
		supporting budgets are			
		designed for presentation at			
		the ACOCI Annual General			
		Meeting for approval by ACOCI			
		membership, held in Quarter 4			
		annually, beginning in 2020			
		8.1.3. Accounts completed and			
		audited, at the end of Q4			
		annually beginning in 2020			

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
IV ORGANISATIONAL DEVELOPMEN	Т		
8. Ensure that necessary administrative systems are in place to achieve ACOCI's mission and to allow for organisational accountability cont'd			
8.1. Create and implement a structure for organisational accountability cont'd		 8.1.4. Annual reports are written and submitted to ACOCI membership and partners for each Annual General Meeting held in Quarter 4 8.1.5. Annual workplans and supporting budgets developed annually at the end of Q4, beginning in 2020 8.1.6. ACOCI programmes and project reviewed and evaluated for level of success at the end of each year, comparing targets with actual outputs/outcomes, beginning in Quarter 4 2020 8.1.7 Annual General Meetings held every Q4, on-going 	
8.2. Create a sustainable space for ACOCI operations		8.2.1 Work space secured for ACOCI office by Q2 2024	

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
IV ORGANISATIONAL DEVELOPMEN	г		
8. Ensure that necessary administrative systems are in place to achieve ACOCI's mission and to allow for organisational accountability cont'd			
8.3. Develop and implement ACOCI support services		8.3.1. Employment plan outlined, with Terms of Reference for each position, by Q4 2020	
 8.4. Create and maintain a database of members to assist with ACOCI programme implementation and Board succession planning 8.5. Hold annual retreats for ACOCI in-coming and past Executive Committee members to develop annual work plans and supporting budgets 		 8.4.1. Membership database is maintained, and includes information for at least the principals of ACOCI business members, on-going 8.5.1. Annual Board retreat held within a month of ACOCI executive elections beginning in 2020 	
8.6 Develop and implement internal and external communications and marketing plans for ACOCI		 8.6.1. Communications and marketing plans created by Q3 2020 8.6.2. Communications and marketing plans implemented beginning Q1 2021 	

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
IV ORGANISATIONAL DEVELOPME	NT		
9. Develop and enhance ACOCI sources of revenue	ACOCI is financially secure		Revenue can be raised from diverse sources
9.1. Identify and take advantage of national, regional, and international sources of funding		 9.1.1. Fundraising strategy for strategic planning period in place by end of Q3 2020 9.1.2. Business licencing fees collected by ACOCI by Q1 2022 9.1.3. At least USD 62,500 is secured and maintained from the GOA for ACOCI as subvention 9.1.4. A database consisting of at least 10 funding sources (available to ACOCI or in partnership with ACOCI) is established and maintained by Quarter 2 2021 9.1.5. At least USD 50,000 is sourced from at least 4 external agencies, annually by end of 2021 9.1.6 At least one major fundraising event held annually, on-going 	

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
IV ORGANISATIONAL DEVELOPME	NT		
9. Develop and enhance ACOCI sources of revenue cont'd			
9.2. Enforce a mandated subscription fee structure for member businesses		 9.2.1. Database maintained which lists all members, date of membership, and date of payment of registration and subscription fees 9.2.2. All ACOCI members have paid their registration and/or annual subscription fees by the ACOCI Annual General Meeting annually, beginning in 2020 	
9.3. Establish a financial reserve		9.3.1 An ACOCI Endowment Fund strategy established by the end of 2024	
10. Develop and maintain strategic partnerships	Network of strategic partners		Organisations, agencies, and businesses are willing to partner
10.1. Identify and network with national, regional, and/or international government and nongovernment agencies with similar interests and mandates in business sector enterprise development		10.1.1. Database established and maintained which lists relevant agencies by Quarter 2 2020	

NARRATIVE SUMMARY	EXPECTED RESULTS	OBJECTIVELY VERIFIABLE INDICATORS	CRITICAL ASSUMPTIONS
IV ORGANISATIONAL DEVELOPMENT	Г		
10. Develop and maintain strategic partnerships cont'd			
10.2. Develop formal understandings/arrangements with relevant national, regional, and/or international agencies		10.2.1. Over the Strategic Planning period, MoUs are signed with, at least, the Ministry of Finance (GOA), the Department of Youth and Culture (GOA), the Statistics Department (GOA), the Anguilla Hotel and Tourism Association, and the Caribbean Network of Chambers of Commerce	
10.3. Establish a system and/or collection of incentives to business that join and actively participate in ACOCI		10.3.1. An incentive programme is in place and in use by Q4 2020	
10.4. Implement an annual membership drive		10.4.1. ACOCI raise at least USD 5,000 annually through active membership, beginning in 2020	

Appendix 2. Implementation Strategy

Goals/Strategies/	es/ 2020					20	21		2022					20	23		2024				
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
I MEMBERSHIP DEVELOPMENT AND SUPPORT																					
1. Facilitate and support the development of business sector members																					
1.1. Conduct audit of training needs of Anguilla's business sector															-						
1.1.1. Business				х				х				Х				Х				Х	
membership training																					
needs assessment																					
conducted every Q4,																					
beginning in 2020																					
1.2. Develop and deliver	1.2. Develop and deliver training opportunities to member businesses																				
1.2.1. At least one	Х	Х	Х	Х	Х	Х	х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	
training workshop for																					
member businesses are																					
held every quarter, on-																					
going																					
1.2.2 Roster of on-line	х	х	х	х	х	х	х	х	х	х	х	х	Х	х	х	х	х	х	х	х	
business sector training																					
opportunities and																					
disseminate to members																					
as updated created and																					
maintained, on-going																					

Goals/Strategies/	2020					2021					22			20	23		2024				
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
I MEMBERSHIP DEVELOPME	MEMBERSHIP DEVELOPMENT AND SUPPORT																				
I. Facilitate and support the development of business sector members																					
1.3. Create a clearinghouse of information to facilitate business registration, licencing, and permitting of members of																					
ACOCI																					
1.3.1. Up-to-date on-line			х	х	х	х	х	х	х	х	х	х	х	х	х	х	х	х	х	х	
resource centre,																					
including (but not limited																					
to) information related to																					
registering and licencing																					
businesses as well as																					
registration and licence																					
applications, social																					
security and stabilization																					
levy forms and schedule																					
for submissions and																					
payments established																					
and maintained,																					
beginning in Q3 2020																					

Goals/Strategies/	2020					20	21			20	22			20	23		2024				
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
I MEMBERSHIP DEVELOPME	ENT AN	ID SUI	PPORT	Γ																	
1. Facilitate and support the development of business sector members																					
1.4. Provide networking and information sharing opportunities for membership organisations																					
1.4.1. Quarterly networking and business collaboration opportunities, including <i>Business After Hours</i> and <i>Speed Networking</i> , facilitated and hosted in collaboration with	x	x	x	x	x	X	X	x	x	x	x	x	x	x	x	x	x	x	x	x	
member businesses, on-																					
going 1.4.2. Email opt-in listserv comprised of at least a quarter of ACOCI members established to enable direct communication amongst members established and hosted, by end of 2020			x	X	x	x	× .	x	x	x	x	x	x	x	x	x	x	x	x	x	
1.5 Create a clearinghou	ise of	Infor											-								
1.5.1 Up-to-date on-line compendium of training and networking opportunities established and maintained, beginning in Q2 2020			×	x	×	x	x	x	x	×	×	x	x	×	x	x	X	x	×	x	

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
I MEMBERSHIP DEVELOPME																				
1. Facilitate and support	the c	develo	opme	ent of	busi	ness	secto	or me	mber	S										
1.6 Support mentorship																				
1.6.1. Database of	Х	х	х	х	х	х	х	х	х	х	х	х	х	х	х	х	х	х	х	х
skillset specialization of																				
member businesses																				
established and																				
maintained, beginning in																				
Q1 2020																				
1.6.2. At least half youth							х	х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х
entrepreneur members																				
matched with seasoned																				
business owners, based																				
on needs and skill																				
specialisation																				
assessment by Q3 2021																				
1.7. Support and recogn	ise yo	outh e	entre	prene	eurs i	n est	ablis	hing l	best k	ousin	ess p	racti	ces							
1.7.1. Set of best				х																
practice standards for																				
emerging businesses																				
established by Q4 2020																				
1.7.2. At least two small					Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	х
emerging businesses,																				
led by youth																				
entrepreneurs, assisted																				
in meeting best practice																				
standards annually,																				
beginning in Q1 2021																				

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
I MEMBERSHIP DEVELOPME		ID SUI	PPOR	Γ																
1. Facilitate and support	the c	devel	opme	ent of	busi	ness	secto	or me	mber	S										
1.7. Support and recogn	ise ye	outh	entre	prene	eurs i	n est	ablis	hing l	best I	ousin	ess p	oracti	ces	-		-		-		
1.7.3. Small grants									х	х	Х	Х	Х	Х	Х	х	х	Х	х	х
programme established,																				
providing at least two																				
grants to youth																				
entrepreneurs that meet																				
minimum best practice																				
standards, beginning in																				
Q1 2022		_					_													
1.8. Support new busine	sses	in es	tablis	shing	best	prac	tices	1	1											
1.8.1. At least two new							Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х
businesses assisted in																				
meeting best practice																				
standards annually,																				
beginning in Q3 2021								<u> </u>												
1.9. Create a co-working	envi	ronm	ent a	nd sp	pace f	for sn	nall k	usine	ess si	tart-u	ps						r			
1.9.1. Work space for																	Х	Х	Х	Х
small business/start-																				
ups, outfitted with desks,																				
computers/lap-tops,																				
printers, WiFi, meeting																				
spaces, and mail																				
collection services																				
established by Q4 2024																				

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
I MEMBERSHIP DEVELOPME			-																	
2. Recognise accomplis	hmen	nts wi	thin A	Angu i	illa's	busir	ness (comn	nunity	/										
2.1. Establish categories	s stan	Idard	s for	ident	ifying	j busi	iness	best	prac	tices	and I	natio	nal de	evelo	pmer	nt cor	ntribu	tions		
2.1.1. Award							х													
mechanism established																				
by end of Q3 2021																				
2.2. Hold annual award o	cerem	nony	for m	embe	er org	anisa	ations	s that	exen	nplify	best	busi	ness	pract	tices	and/o	or hav	ve coi	ntribu	ited
to Anguilla's national de	velop	omen	<u>t</u>				-	-		-	-			-						
2.2.1. Award ceremony								Х				Х				Х				Х
held annually, beginning																				
Q4 2021																				L
2.2.2. At least two								Х				Х				х				Х
businesses recognised																				
annually for their																				
business standards																				
and/or contribution to																				
national development,																				
beginning in Q4 2021																				<u> </u>
3. Provide dispute resol																				
3.1. Identify and formalis	se dis	spute	reso	ution	ı serv	ices	proce	edure	s as	an alt	ernat	tive to	o litig	ation	for r	esolv	ving d	lomes	stic	
business disputes	1	1			1				r				1		1	r	1			
3.1.1. Legal aid																			Х	
procedures established																				
by Q3 2024																				L
3.2. Implement and make	e ava	ilable	lega	laid	servio	ces p	roced	dures	for A	COC	l mer	nbers	5			r	1	1		
3.2.1. Legal aid services																				х
available to members by																				
Q4 2024																				

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
I MEMBERSHIP DEVELOPME	ENT AN	ND SUI	PPOR	Γ																
3. Provide dispute resolu	ution	servi	ices t	o Ang	guilla	's bu	sines	s coi	nmur	nity										
3.3. Identify and formalis	se dis	pute	reso	lution	l serv	ices	proce	edure	s as	an alt	ernat	tive to	o litig	ation	for r	esolv	ving d	lomes	stic	
business disputes		-					-						-				-			
3.3.1. Dispute resolution																			Х	
services procedures																				
established by Q3 2024																				
3.4. Implement dispute r	esolu	ition	servi	ces p	roced	dures	thro	ugh t	he ap	point	tment	t of a	rbitra	tors,	moni	itorin	g of t	he ar	bitral	
process, and the review,	, appi	roval,	and	facili	tatior	n of a	rbitra	l awa	rds	-							-			
3.4.1. Dispute resolution																				Х
services available to																				
members by Q4 2024																				

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
II COMMUNITY DEVELOPME	NT AN	D REL	ATION	١S																
4. Support youth develo	pmen	nt and	d edu	catio	n Pro	vide	dispu	ite res	soluti	on se	ervice	es to	Angu	illa's	busi	ness	comr	nunit	у	
4.1. Create an Anguilla E																		lentif	icatio	n of
primary and secondary	schoo	ol res	ourc	e nee	ds an	d sp	onso	rship	оррс	ortuni	ties a	mon	gst lo	cal b	usine	esses	;			
4.1.1. Database of																Х	х	х	х	Х
school resource needs																				
is established by Q4																				
2023																				
4.1.2. Database of																Х	Х	Х	Х	Х
partner businesses as																				
well as their available																				
skillsets and other																				
resources is established																				
and maintained by Q4																				
2023																				
4.1.3. All public primary																	х	х	х	Х
and secondary schools																				
are matched with at																				
least one business by																				
Q1 2024																				

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
II COMMUNITY DEVELOPME	NT AN	D REL	ATIO	NS		•	•										•			
4. Support youth develo	pmen	it and	l edu	catio	n Pro	vide	dispu	ite res	soluti	ion se	ervice	es to .	Angu	illa's	busi	ness	comi	munit	у	
4.2. Support post-secon	dary	scho	ol stu	Ident	s thro	bugh	a sch	olars	hip p	rogra	amme	;								
4.2.1. At least one	Х	х	х	Х	Х	х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	х	Х	Х	Х
scholarship (valued at																				
USD 5,000) awarded																				
annually to a post-																				
secondary school																				
student attending the																				
Anguilla Community																				
College and/or the																				
University of West																				
Indies Anguilla Open																				
Campus, on-going																				
5.1. Partner with the Ang	guilla	Hote	l and	Tour	ism A	Asso	ciatio	n to c	organ	ise aı	nd fao	cilitat	e isla	nd-w	ide c	lean-	up			
5.1.1. ACOCI sits on	Х	Х	Х	Х	Х	х	х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х
community-wide clean-																				
up organising committee																				
beginning in 2020																				
5.1.2. At least half of		Х	х	Х	Х	Х	х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х
ACOCI members are																				
involved in island-wide																				
clean-up campaigns																				
beginning in 2020																				
5.2. Partner with busines	sses f	to cre	eate a	and fa	cilita	te ne	ighbo	ourho	od w	atch	progr	amm	es							
5.2.1. Community									Х	х	х	Х								
meetings are held in all																				
seven districts to																				
determine need for																				
neighbourhood watches																				
in 2022																				

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
II COMMUNITY DEVELOPME	NT AN	D REL	ATION	IS																
5. Support a stronger, sa	afer, l	nealth	nier A	ngui	lla															
5.2. Partner with busines	sses t	to cre	ate a	nd fa	cilita	te ne	ighbo	ourho	od w	atch	progr	amm	es							
5.2.2 At least one																Х	Х	х	х	Х
neighbouhood watch																				
programme is																				
established by Q4 2023																				
5.3. Support community	<u>-/not-</u>	for-p	rofit-l	ed or	ganis	sed e	vents	s and	initia	tives	-	-	-	-		-				
5.3.1. List of priority					х				х				Х				х			
areas/themes for																				
engagement is created																				
by the ACOCI Board																				
every Q1, beginning in																				
2021																				
5.3.2. At least one					х	х	х	х	х	х	Х	Х	Х	Х	х	Х	Х	х	х	х
community-/not-for-																				
profit-led organised																				
event and/or initiative																				
supported financially or																				
otherwise beginning in																				
2021																				

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
III GOVERNMENT RELATION	IS																			
6. Create an enabling en	viron	ment	for l	ousin	ess s	ector	parti	icipat	ion w	vithin	natic	onal a	nd in	terna	tiona	l dec	ision	-mak	ing	
processes																				
6.1. Conduct business s	ector	surv	eys t	o ide	ntify	key b	usine	ess se	ector	issue	es an	d ana	lyse	resul	ts		-	-		
6.1.1. Work with the		х	х	х	х															
Department of Statistics																				
to collect and analyse																				
data related to Anguilla's																				
economic development																				
and SMEs in Anguilla																				
beginning in Q2 2020																				
6.1.2. At least 25% of			Х								Х								Х	
SMEs surveyed at least																				
once every two years,																				
using standardized, best																				
practice survey																				
methodologies,																				
beginning in Q3 2020																				
6.1.3. Survey results						Х								Х						
published and made																				
available to all																				
stakeholders by the end																				
of Q2 of each year after																				
the completion of																				
surveys (beginning in																				
2021)																				

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
III GOVERNMENT RELATION	IS																			
6. Create an enabling en	viron	ment	for b	ousin	ess s	ector	parti	cipat	ion w	vithin	natio	nal a	nd in	terna	tiona	l dec	ision	-maki	ng	
processes cont'd	.1. Conduct business sector surveys to identify key business sector issues and analyse results cont'd																			
6.1.4. Keep abreast of x x x x x x x x x x x x x x x x x x															Х					
emerging national and																				
emerging national and international policy																				
issues and																				
developments that could																				
impact businesses in																				
Anguilla, on-going																				
6.1.5. Create an open						Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х
access list of working																				
national issues,																				
strategies, policies, and																				
other documents by Q2																				
of 2021																				
6.1.6. Create and						х	х	х	х	х	х	х	х	х	х	х	х	х	х	х
maintain a closed																				
repository of																				
Government of Anguilla																				
documents by Q2 of																				
2021																				

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
III GOVERNMENT RELATION	S												•			•				
6. Create an enabling en	viron	ment	for b	ousin	ess s	ector	parti	icipat	ion w	vithin	natio	onal a	nd in	terna	tiona	l dec	ision	-maki	ing	
processes cont'd																				
6.1. Conduct business s	ector	surv	eys t	o ide	ntify	key b	usine	ess se	ector	issue	es an	d ana	lyse	resul	ts co	nť'd				
6.1.7. Business sector						Х				Х				Х				Х		
issue priority list created																				
through a review and																				
analysis of the																				
Government of Anguilla																				
Legislative Agenda, the																				
National Development																				
Plan, and other relevant																				
documents, with the list																				
updated and shared with																				
stakeholders annually																				
by the end of the Q2 of																				
each year, beginning in																				
2021																				
6.2. Provide fora for ope	n anc	l con	struc	tive c	lialog	ue to	info	rm po	ositio	ns on	busi	ness	sect	or iss	ues		1	1		
6.2.1. Hold at least two		Х		Х		Х		Х		Х		Х		Х		х		Х		х
interactive discussion																				
fora every six months,																				
beginning in Q2 2020																				
6.2.2. Restructure		Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	х	Х	Х	Х	х
existing ACOCI radio																				
show to allow it to																				
become a platform for																				
public/business sector																				
discussion (one show																				
monthly) beginning in																				
Q2 2020																				

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
III GOVERNMENT RELATION	S																			
7. Advocate for policy de	evelo	pmer	nt and	d acti	on															
7.1. Use data from surve	ys ar	nd oth	ner fo	ra to	deve	lop b	usin	ess s	ector	posit	tion p	apers	s and	pres	ent p	olicy	pers	pectiv	ves to)
the GOA			-							-	-	-	-			-	-	-		-
7.1.1. Policy position x x x x x x x x x x x x x x x x x x x															х					
papers, based on results																				
of surveys and																				
stakeholder																				
consultation, produced																				
and disseminated (using																				
available on-line, print,																				
and/or radio media) on																				
at least two identified																				
priority issues annually																				
to relevant stakeholders,																				
including the																				
Government of Anguilla,																				
and the media,																				
beginning in 2021																				
7.1.2. Opportunities for						Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х
input into policy																				
development identified																				
at the beginning of each																				
month and position																				
statements produced for																				
each issue, beginning in																				
Q2 2021	<u> </u>																			

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
III GOVERNMENT RELATION	IS																			
7. Advocate for policy de	evelo	pmer	nt and	d acti	on co	nt'd														
7.1. Use data from surve)				
the GOA cont'd	e GOA cont'd I.3. Policy position																			
7.1.3. Policy position						Х	х	Х	Х	Х	Х	Х	Х	Х	х	Х	Х	Х	Х	Х
statements presented																				
(verbal or in writing) on																				
an as-needs basis,																				
beginning in Q2 2021																				
7.1.4. Governance												Х				Х				Х
reports/report cards																				
produced to measure																				
GOA action/success																				
beginning in 2022																				
7.2. Review policy, legis	lative	, and	regu	lator	y acti	ons t	aken	by th	ne GO	A (ba	ased	on re	comn	nenda	ation	s mae	de by	ACO	CI)	
7.2.1. Governance									Х	Х	Х	Х	Х	Х	х	Х	Х	Х	х	Х
reports/report cards																				
produced to measure																				
GOA action/success																				
beginning in 2022																				

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
III GOVERNMENT RELATION	S																			
7. Advocate for policy de	evelo	pmer	nt and	acti	on co	nt'd														
7.2. Review policy, legis	lative	, and	regu	lator	y acti	ons t	aken	by th	e GC)A (ba	ased	on re	comr	nenda	ation	s mae	de by	ACO	CI)	
7.2.2. Results of									Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х
evaluation reports																				
publicly presented using																				
existing media and																				
meetings with relevant																				
Departments and																				
Ministries of the																				
Government of Anguilla																				
beginning in 2022																				
7.3. Represent the busin	ess s	ecto	r on C	GOA I	Board	ls/ Co	ommi	ttees	deve	lopin	g pol	licy								
7.3.1. Database of	Х	х	х	х	х	х	Х	х	х	х	х	Х	х	х	х	х	х	х	х	Х
decision-making bodies																				
is regularly maintained																				
7.3.2. SMEs are					х	х	Х	Х	Х	Х	Х	Х	х	Х	х	х	х	х	Х	Х
represented by ACOCI																				
on at least 50% of																				
decision-making bodies																				
listed within the																				
database, beginning in																				
2021																				
7.4. Represent and advo	cate	on be	ehalf (of the	Ang	uilla	busir	iess d	comn	nunity	/ with	in int	ternat	tiona	fora					
7.4.1. Opportunities for	х	х	Х	х	х	х	х	х	х	Х	Х	х	х	х	х	х	х	х	х	х
ACOCI participation																				
within international fora																				
identified annually,																				
beginning in Q1 2020																				

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
III GOVERNMENT RELATION	S																			
7. Advocate for policy de	evelo	pmer	nt and	d acti	on co	ont'd														
7.4. Represent and advo	cate	on be	ehalf (of the	e Ang	uilla	busir	ness o	comm	nunity	/ with	in int	erna	tional	fora	cont	'd			
7.4.2. ACOCI participates in at least two international opportunities annually, beginning in 2020	x	x	x	x	x	x	x	x	x	x	x	x	x	x	х	x	x	x	x	x
7.4.3. Direct relationships established with international organisations including CARICOM, the OECS, and the CDB, beginning in Q3 2020			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IV ORGANISATIONAL DEVE	LOPM	ENT																		
8. Ensure that necessary	y adm	ninist	rative	e syst	tems	are ir	n plac	e to a	achie	ve AC	COCI	's mis	ssion	and	to alle	ow fo	r org	anisa	tiona	I
accountability																				
8.1. Create and impleme	nt a s	struct	ure fo	or or	ganis	ation	al ac	count	abilit	y										
8.1.1. Develop roles and	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х
responsibilities for																				
ACOCI Board, Sub-																				
Committees (for																				
example, community																				
support and interaction,																				
government relations,																				
membership																				
development, sales and																				
marketing, fundraising),																				
and ACOCI employees																				
by end of Q1 2020																				
8.1.2. Annual work plans				Х				Х				Х				Х				Х
and supporting budgets																				
are designed for																				
presentation at the																				
ACOCI Annual General																				
Meeting for approval by																				
ACOCI membership,																				
held in Quarter 4																				
annually, beginning in																				
2020																				
8.1.3. Accounts				х				х				х				х				Х
completed and audited,																				
at the end of Q4																				
annually beginning in																				
2020																				

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IV ORGANISATIONAL DEVEL	-																			
8. Ensure that necessary	y adn	ninist	rative	e syst	tems	are ir	n plac	e to a	achie	ve AC	COCI	s mis	ssion	and t	to allo	ow fo	r org	anisa	tiona	I
accountability cont'd																				
8.1. Create and impleme	nt a s	struct	ure fo	or org	ganisa	ation	al ac	count	abilit	y con	ıt'd		1					1	I	
8.1.4. Annual reports				Х				Х				Х				х				Х
are written and																				
submitted to ACOCI																				
membership and																				
partners for each Annual																				
General Meeting held in																				
Quarter 4																				
8.1.5. Annual workplans				Х				х				х				х				х
and supporting budgets																				
developed annually at the end of Q4, beginning																				
in 2020																				
8.1.6. ACOCI				х				х				х				x				х
programmes and project				^				^				^				^				^
reviewed and evaluated																				
for level of success at																				
the end of each year,																				
comparing targets with																				
actual																				
outputs/outcomes,																				
beginning in Quarter 4																				
2020																				
8.1.7 Annual General				х				х				х				х				х
Meetings held every Q4,																				
on-going																				

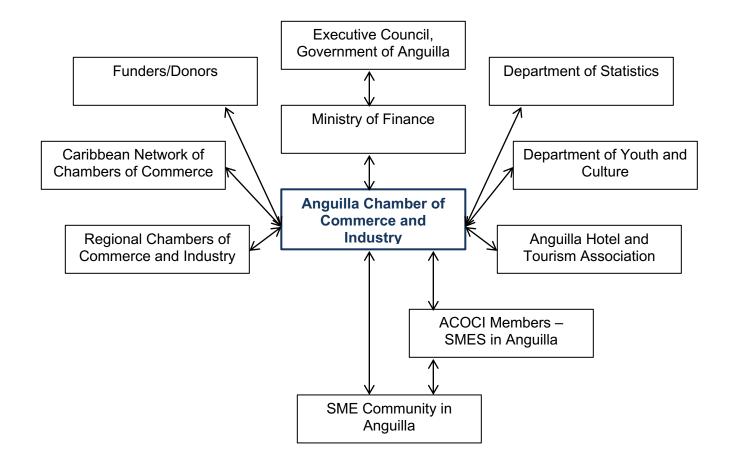
Goals/Strategies/		202	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IV ORGANISATIONAL DEVEN	LOPME	ENT																		
8. Ensure that necessary	y adm	ninistr	rative	e syst	tems	are ir	n plac	ce to a	achie	ve AC	COCI	's mis	ssion	and	to all	ow fo	r org	anisa	tiona	I
accountability cont'd				-													_			
8.2. Create a sustainable	e spa	ce for	ACC)Cl oj	perati	ons														
8.2.1. Work space																		х	х	х
secured for ACOCI																				
office by Q2 2024																				
8.3. Develop and implem	nent A		l sup	port	servi	ces		-												
8.3.1. Employment plan				х																
outlined by Quarter 4																				
2020																				
8.4. Create and maintain	a da	tabas	e of I	meml	bers t	to ass	sist w	ith A	COCI	prog	ramn	ne im	plem	entat	ion a	nd B	oard	succe	essio	n
planning				-				-			1						r			
8.4.1. Membership				Х				Х				Х				Х				Х
database is maintained,																				
and includes information																				
for at least the principals																				
of ACOCI business																				
members, on-going																				
8.5. Hold annual retreats	s for A	ACOC	l in-c	omin	ig and	d pas	t Exe	cutiv	e Coi	nmitt	ee m	embe	ers to	deve	lop a	nnua	l wor	k pla	ns an	d
supporting budgets					1							1							1	
8.5.1. Annual Board	Х				Х				Х				Х				Х			
retreat held within a																				
month of ACOCI																				1
executive elections																				1
beginning in 2020																				

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IV ORGANISATIONAL DEVEL	OPM	ENT																		
8. Ensure that necessary	/ adm	ninist	rative	e syst	ems	are ir	n plac	e to a	achie	ve AC	COCI	s mis	ssion	and t	to alle	ow fo	r orga	anisa	tiona	I
accountability cont'd																				
8.6. Develop and																				
implement internal and																				
external																				
communications and																				
marketing plans for																				
ACOCI																				
8.6.1. Communications			х																	
and marketing plan																				
created by Q3 2020 8.6.2. Communications					Y	v	v	v	v	v	v	v	v	v	v	v	v	v	Y	×
and marketing plans					х	Х	Х	х	х	Х	х	Х	х	Х	х	x	х	Х	х	х
implemented beginning																				
Q1 2021																				
9. Develop and enhance	ACO	CLSO	urces	s of r	eveni	10														L
9.1. Identify and take adv							nd in	terna	tiona	l sou	rces	of fu	nding	1						
9.1.1. Fundraising	lanta	<u>ge e.</u>	X		- eg.e															
strategy for strategic			~																	
planning period in place																				
by end of Q3 2020																				
9.1.2. Business									х	Х	Х	х	Х	Х	Х	х	х	х	Х	Х
licencing fees collected																				
by ACOCI by Q1 2022																				
9.1.3. At least USD	Х	Х	Х	Х	Х	Х	Х	Х												
50,000 is secured and																				
maintained from the																				
GOA for ACOCI as																				
subvention																				

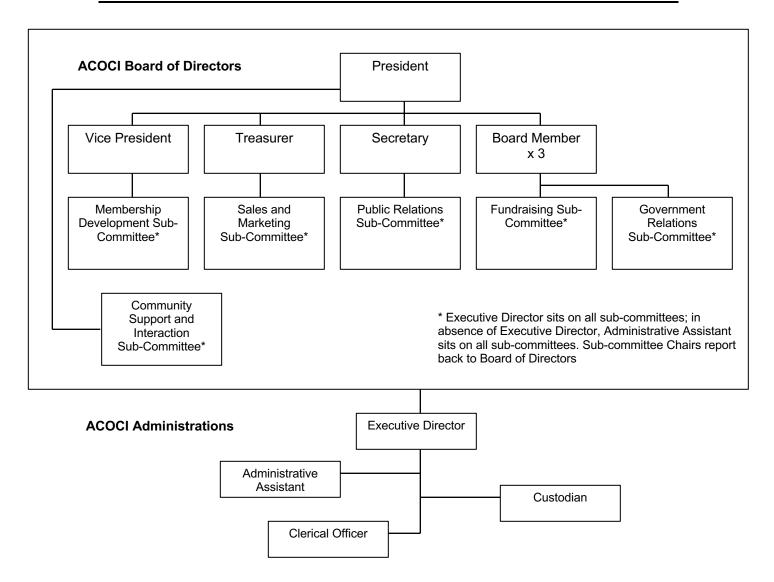
Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IV ORGANISATIONAL DEVEL	LOPME	ENT																		
9. Develop and enhance	ACO	CI so	urces	s of r	evenı	Je														
9.1. Identify and take adv	vanta	ge of	natio	onal,	regio	nal, a	nd ir	nterna	ationa	l sou	rces	of fu	nding							
9.1.4. A database						х	х	х	х	х	х	х	х	х	х	х	х	х	х	х
consisting of at least 10																				
funding sources																				
(available to ACOCI or																				
in partnership with																				
ACOCI) is established																				
and maintained by																				
Quarter 2 2021																				
9.1.5. At least USD								Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х
62,500 is sourced from																				
at least 4 external																				
agencies, annually by																				
end of 2021																				
9.1.6 At least one major			Х				Х				Х				Х				Х	
fundraising event held																				
annually, on-going																				
9.2. Enforce a mandated	subs	script	ion fe	ee str	uctur	<u>e for</u>	mem	iber k	pusin	esses	5			1		1				
9.2.1. Database	Х	Х	Х	Х	Х	Х	х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х
maintained which lists																				
all members, date of																				
membership, and date																				
of payment of																				
registration and																				
subscription fees																				

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IV ORGANISATIONAL DEVEL		ENT		•			•		•		•									
9. Develop and enhance	ACO	CI so	ource	s of r	even	ue co	nťd													
9.2. Enforce a mandated	subs	script	tion fe	ee sti	ructu	re for	mem	nber b	ousin	esses	6									
9.2.1. Database maintained which lists all members, date of membership, and date of payment of	х	x	x	x	x	x	x	x	x	х	x	x	x	x	Х	x	x	x	x	x
registration and subscription fees																				
 9.2.2. All ACOCI members have paid their registration and/or annual subscription fees by the ACOCI Annual General Meeting annually, beginning in 2020 9.3. Establish a financial 	x	rve	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	X	x	x
9.3.1 An ACOCI Endowment Fund strategy established by the end of 2024																	x	x	x	x
10. Develop and maintain	n stra	ategio	c part	ners	hips															
10.1. Identify and networ												ent ar	nd no	ngov	ernm	ent a	genci	es w	ith	
similar interests and ma	ndate	es in	busir	iess	secto	r ente	erpris	se dev	/elop	ment				-	_	_	_	_		
10.1.1. Database established and maintaine which lists relevant agencies by Quarter 2 202			x	x	x :	x	()	(X	×	x	x	x	x	x	x	x	X	x	x	x

Goals/Strategies/		20	20			20	21			20	22			20	23			20	24	
Indicators	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
IV ORGANISATIONAL DEVELOP	MENT																			
10. Develop and maintain st	trateg	gic pa	artne	rship	s cor	nt'd														
10.2. Develop formal unders	stand	lings/	arra	ngen	nents	with	relev	vant i	natio	nal, r	egior	nal, a	nd/or	' inte	rnatio	onal a	ageno	cies		
10.2.1. Over the Strategic	Х	Х	х	Х	Х	Х	Х	Х	Х	х	х	Х	Х	Х	х	х	Х	х	Х	х
Planning period, MoUs are																				
signed with, at least, the																				
Ministry of Finance (GOA),																				
the Department of Youth																				
and Culture (GOA), the																				
Statistics Department																				
(GOA), the Anguilla Hotel																				
and Tourism Association,																				
and the Caribbean Network																				
of Chambers of Commerce																				
10.3. Establish a system an	d/or o	collec	ction	of in	centi	ves t	o bus	sines	s tha	t join	and	activ	ely p	artici	pate	in AC				
10.3.1. An incentive																				
programme is in place and																				
in use by Q4 2020																				
10.4. Implement an annual i	nemb	bersh	ip dr	ive																
10.4.1. ACOCI raise at least	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х	Х
USD 5,000 annually																				
through active membership,																				
beginning in 2020																				



Appendix 4. Anguilla Chamber of Commerce and Industry Organisational Structure



Appendix 5. Financial Analysis

Recurrent Expenditure – Personal Emolument

Details of Expanditure		Est	timates (US	SD)	
Details of Expenditure	2020	2021	2022	2023	2024
Personal Emolument					
ACOCI Executive Director ¹	-	-	42,000	44,100	44,100
ACOCI Administrative Assistant	30,000	30,000	30,000	31,500	31,500
ACOCI Clerical Assistant	18,000	18,000	18,000	18,900	18,900
Wages	1,200	1,200	1,200	1,200	1,200
ACOCI Board Allowances	-	-	-	12,000	12,000
Social Security contributions	2,505	2,505	3,960	4,065	4,065
Stabilisation Levy Contributions	1,440	1,440	2,700	2,835	2,835
Sub-total	53,145	53,145	97,860	114,600	114,600

¹ In 2019, the ACOCI Board secured funding for an Administrative Assistant. The Board will work with the Administrative Assistant to raise the necessary funds to hire a qualified, full-time Executive Director. The ACOCI Board expects that these funds will come from the reallocation of a percentage of the Government of Anguilla's business licence fees, as the GOA had indicated it would a number of years ago. Such a reallocation will require amendments to legislation, however, and could therefore take some time to finalise. If the funds for an Executive Director are secured before to 2022, the ACOCI Board will fill that position earlier than what is outlined within this Strategic Plan. In the meantime, the Administrative Assistant will work with the ACOCI Board and staff to implement this Plan.

Deteile of Funeralitum		Est	timates (US	SD)	
Details of Expenditure	2020	2021	2022	2023	2024
Goods and Services					
Professional services – web design and maintenance	4,800	4,800	5,000	5,000	5,200
Professional services – marketing and communications	3,600	3,600			
Local travel and subsistence	3,000	3,000	3,500	3,500	4,000
International travel and subsistence	2,500	2,500	3,000	3,000	3,500
Utilities (water, electricity, telephone, internet)	10,000	10,000	11,000	11,000	12,000
Periodicals and subscriptions	300	300	500	500	550
Office supplies	2,000	2,000	2,500	2,500	3,500
Maintenance – vehicle	1,200	1,200	1,500	1,500	1,750
Maintenance – buildings	1,000	1,000	1,500	1,500	2,000
Rental of assets	1,000	1,000	1,100	1,100	1,200
Insurance – health	4,800	4,800	9,000	9,000	10,800
Insurance – vehicle	1,000	1,000	1,250	1,250	1,500
Licence and registration - vehicle	750	750	1,000	1,000	1,000
Advertising	1,000	1,000	1,250	1,250	1,500
Communications	1,000	1,250	1,500	1,500	2,000
Entertainment	500	500	750	750	1000
Banking fees	1,250	1,250	1,500	1,500	1,750
Sub-total	39,700	39,950	45,850	45,850	53,250

Total Recurrent Expenditure

Details of Expenditure	Estimates (USD)						
Details of Expenditure	2020	2021	2022	2023	2024		
Personnel Emoluments	53,145	53,145	97,860	114,600	114,600		
Goods and Services	39,700	39,950	45,850	45,850	53,250		
TOTAL	92,845	93,095	143,710	160,450	167,850		

Capital Expenditure

Details of Evenenditure	Estimates (USD)							
Details of Expenditure	2020	2021	2022	2023	2024			
Laptops	1,500		750		4,000			
Printer		500			1,000			
Projector			300		600			
Air conditioning units					3,000			
Office furniture					6,000			
TOTAL	1,500	500	1,050	-	14,600			

Programme Expenditure

Casla 9 Otratavias	lu di e et e ne		Esti	mates (l	JSD)	
Goals & Strategies	Indicators	2020	2021	2022	2023	2024
I MEMBERSHIP DEVELOP						
Goal 1. Facilitate and	support the developme	nt of bu	siness s	ector m	embers	
Strategy 1.1. Conduct audit of training needs of Anguilla's business sector	1.1.1. Business membership training needs assessment conducted every Q1 and Q2, beginning in 2020	n/a	n/a	n/a	n/a	n/a
Strategy 1.2. Develop and deliver training opportunities to member businesses	1.2.1. At least one training workshop for member businesses are held every quarter, on-going	10,000	10,000	10,000	10,000	10,000
	1.2.2. Roster of on- line business sector training opportunities and disseminate to members as updated created and maintained, on-going	n/a	n/a	n/a	n/a	n/a
Strategy 1.3. Create a clearinghouse of information to facilitate business registration, licencing, and permitting of members of ACOCI	1.3.1. Up-to-date on- line resource centre/portal, including (but not limited to) information related to registering and licencing businesses as well as registration and licence applications, social security and stabilization levy forms and schedule for submissions and payments established and maintained, beginning in Q3 2020	n/a	n/a	n/a	n/a	n/a

Goola 8 Stratagias	Indicators		Estii	nates (l	JSD)	
Goals & Strategies		2020	2021	2022	2023	2024
I MEMBERSHIP DEVELOP			•		-	
	support the developme	nt of bus	siness s	ector m	embers	
Strategy 1.4. Provide networking and information sharing opportunities for membership organisations	1.4.1. Quarterly networking and business collaboration opportunities, including <i>Business</i> <i>After Hours</i> and <i>Speed Networking</i> , facilitated and hosted in collaboration with member businesses, on-going	2,400	2,400	2,400	2,400	2,400
	1.4.2. Email opt-in listserv comprised of at least a quarter of ACOCI members established to enable direct communication amongst members established and hosted, by end of 2020	n/a	n/a	n/a	n/a	n/a
Strategy 1.5. Create a clearinghouse of information on national, regional, and international training and networking opportunities	1.5.1. Up-to-date on- line compendium of training and networking opportunities established and maintained, beginning in Q2 2020	n/a	n/a	n/a	n/a	n/a
Strategy 1.6. Support mentorship programmes for youth entrepreneurs	1.6.1. Database of skillset specialisation of member businesses established and maintained, beginning in Q2 2020	n/a	n/a	n/a	n/a	n/a
	1.6.2. At least half youth entrepreneur members matched with seasoned business owners, based on needs and skill specialisation assessment by Q3 2021	-	n/a	n/a	n/a	n/a

Goals & Stratagias	Indicators		Estii	nates (l	JSD)	
Goals & Strategies	indicators	2020	2021	2022	2023	2024
I MEMBERSHIP DEVELOP						
	support the developme	nt of bu	siness s	ector m	embers	
Strategy 1.7. Support	1.7.1. Set of best					
and recognise youth	practice standards for					
entrepreneurs in	emerging businesses	n/a	n/a	n/a	n/a	n/a
establishing best	established by Q4					
business practice	2020					
	1.7.2. At least two					
	small emerging					
	businesses, led by					
	youth entrepreneurs,	-	n/a	n/a	n/a	n/a
	assisted in meeting					
	best practice					
	standards annually,					
	beginning in Q1 2021					
	1.7.3. Small grants					
	programme					
	established, providing					
	at least two grants to	10,000	10,000	10,000	10,000	10,000
	youth entrepreneurs	,	,	,	,	,
	that meet best					
	practice standards,					
	beginning in Q1 2022					
Strategy 1.8. Support	1.8.1. At least two					
new businesses in	new businesses					
establishing best	assisted in meeting	-	n/a	n/a	n/a	n/a
practices	best practice					
	standards annually, beginning in Q3 2021					
Strategy 1.9. Create a	1.9.1. Work space for					
co-working	small business/start-					
environment and	ups, outfitted with					
space for small	desks, lap-tops,					
business start-ups	printers, WiFi,					30,000
buomood otart apo	meeting spaces, and					00,000
	mail collection					
	services established					
	by Q4 2024					
Goal 1. Sub-Total		22,400	22,400	22,400	22,400	22,400
	complishments within A	-	-	-		
Strategy 2.1.	2.1.1. Award					
Establish standards	mechanism					
and protocols for	established by end of					
identifying business	Q3 2021	-	n/a	n/a	n/a	n/a
best practices and						
national development						
contributions						

Coolo 8 Stratogica	Indiastara		Estir	nates (l	JSD)	
Goals & Strategies	Indicators	2020	2021	2022	2023	2024
I MEMBERSHIP DEVELOP						
	complishments within A	nguilla'	s busine	ess com	munity	
Strategy 2.2. Hold annual award ceremony for member organisations that	2.2.1. Award ceremony held annually, beginning Q2 2021	-	5,000	5,000	5,000	5,000
exemplify best business practices and/or have contributed to Anguilla's national development	2.2.2. At least three businesses recognised annually for their business standards and/or contribution to national development, beginning in Q4 2021		3,600	3,600	3,600	3,600
Goal 2. Sub-Total		-	8,600	8,600	8,600	8,600
	aid and dispute resoluti	on servi	ces to A	Anguilla'	's busin	ess
community						
Strategy 3.1. Identify and formalise legal aid services procedures	3.1.1. Legal aid procedures established by Q3 2024					3,000
Strategy 3.2. Implement and make available legal aid services procedures for ACOCI members	3.2.1. Legal aid services available to members by Q4 2024					12,000
Strategy 3.3. Identify and formalise dispute resolution services procedures as an alternative to litigation for resolving domestic business disputes	3.3.1. Dispute resolution services procedures established by Q3 2024					3,000
Strategy 3.4. Implement dispute resolution services procedures through the appointment of arbitrators, monitoring of the arbitral process, and the review, approval, and facilitation of arbitral awards	3.4.1. Dispute resolution services available to members by Q4 2024					12,000
Goal 3. Sub-Total	·	-	-	-	-	30,000

Casla 9 Stratagias	Indicatora		Estir	nates (l	JSD)	
Goals & Strategies	Indicators	2020	2021	2022	2023	2024
II COMMUNITY DEVELOP		otion				
Strategy 4.1. Create	development and educe 4.1.1. Database of	alion				
an Anguilla Education	school resource					
Give-Back	needs is established	-	-	-	n/a	n/a
Programme, matching	by Q4 2023					
schools with local	4.1.2. Database of					
business through the	partner businesses as					
identification of	well as their available					
primary and	skillsets and other	-	-	-	n/a	n/a
secondary school resource needs and	resources is established and					
sponsorship	maintained by Q4					
opportunities amongst	2023					
local businesses	4.1.3. All public					
	primary and					
	secondary schools	-	_	_	-	n/a
	are matched with at					n/a
	least one business by					
Stratagy (1.2. Support	Q1 2024 4.2.1. At least one					
Strategy 4.2. Support post-secondary	scholarship (valued at					
school students	USD 5,000) awarded					
through a scholarship	annually to a post-					
programme	secondary school					
	student attending the	5,000	5,000	5,000	5,000	5,000
	Anguilla Community					
	College and/or the					
	University of West					
	Indies Anguilla Open					
Goal 4. Sub-Total	Campus, on-going	5,000	5,000	5,000	5,000	5,000
	nger, safer, healthier A		0,000	0,000	0,000	0,000
Strategy 5.1. Partner	5.1.1. ACOCI sits on	<u>.</u>				
with the Anguilla Hotel	community-wide					
and Tourism	clean-up	n/a	n/a	n/a	n/a	n/a
Association to	65rganized65	17.0	170	n/d	n/d	n/d
organise and facilitate	committee beginning					
island-wide clean-up	in 2020					
programmes and anti-	5.1.2. At least half of ACOCI members are					
0 1 0	involved in island-					
	wide clean-up	n/a	n/a	n/a	n/a	n/a
	campaigns beginning					
	in 2020					

Coolo 8 Stratagias	Indicators		Estii	nates (l	JSD)	
Goals & Strategies	indicators	2020	2021	2022	2023	2024
II COMMUNITY DEVELOP	MENT AND RELATIONS					
Goal 5. Support a stro	nger, safer, healthier A	nguilla				
Strategy 5.2. Partner with businesses to create and facilitate neighbourhood watch programmes	5.2.1. Community meetings are held in all seven districts to determine need for neighbourhood watches in 2022	-	-	2,800	2,800	2,800
	5.2.2 At least one neighbourhood watch programme is established by Q4 2023	-	-	-	14,400	14,400
Strategy 5.3. Support community-/not-for- profit-led organised events and initiatives	5.3.1. List of priority areas/themes for engagement is created by the ACOCI Board every Q1, beginning in 2021	-	400	400	400	400
	5.3.2. At least one community-/not-for- profit-led organised event and/or initiative supported financially or otherwise beginning in 2021	-	1,000	1,000	1,000	1,000
Goal 5. Sub-Total		-	1,400	4,200	18,600	18,600

Casla 9 Otratanias	lu di e ete ne		Esti	nates (l	JSD)	
Goals & Strategies	Indicators	2020	2021	2022	2023	2024
III GOVERNMENT RELATION	ONS					
	oling environment for b			participa	ation wit	thin
	onal decision-making p	rocesse	S			n
Strategy 6.1. Conduct	6.1.1. Work with the					
business sector	Department of					
surveys to identify key	Statistics to collect					
business sector	and analyse data					
issues and analyse	related to Anguilla's	n/a	n/a	n/a	n/a	n/a
results	economic					
	development and					
	SMEs in Anguilla					
	beginning in Q2 2020					
	6.1.2. At least 25% of					
	SMEs surveyed at					
	least once every two					
	years, using	500	500	500	500	500
	standardized, best	500	500	500	500	500
	practice survey					
	methodologies,					
	beginning in Q3 2020					
	6.1.3. Survey results					
	published and made					
	available to all					
	stakeholders by the		400	400	400	400
	end of Q2 of each	-	400	400	400	400
	year after the					
	completion of surveys					
	(beginning in 2021)					
	6.1.4. Keep abreast of					
	emerging national and					
	international policy					
	issues and	n/a	n/a	n/a	n/a	n/a
	developments that	11/a	n/a	11/a	11/a	n/a
	could impact					
	businesses in					
	Anguilla, on-going					
	6.1.5. Create an open					
	access list of working					
	national issues,	_	n/a	n/a	n/a	n/a
	strategies, policies,	-	n/a	11/a	11/a	n/a
	and other documents					
	by Q2 of 2021					
	6.1.6. Create and					
	maintain a closed					
	repository of		n/a	n/a	n/a	n/a
	Government of	-	n/a	n/a	n/a	n/a
	Anguilla documents					
	by Q2 of 2021					

Coole 9 Strategies	Indicatora		Estir	nates (l	JSD)	
Goals & Strategies	Indicators	2020	2021	2022	2023	2024
III GOVERNMENT RELATION						
	oling environment for b			participa	ation wit	thin
	onal decision-making p	rocesse	S			
Strategy 6.1. Conduct business sector surveys to identify key business sector issues and analyse results cont'd	6.1.7. Business sector priority list is created through a review and analysis of the Government of Anguilla Legislative Agenda, the National Development Plan, and other relevant documents, with the list updated and shared with stakeholders annually by the end of the Q2 of each year, beginning in 2021	-	n/a	n/a	n/a	n/a
Strategy 6.2. Provide for a for open and constructive dialogue to inform positions on business sector	6.2.1. Hold at least two interactive discussion for a every six months, beginning in Q2 2020	1,000	1,000	1,000	1,000	1,000
issues	6.2.2. Restructure existing ACOCI radio show to allow it to become a platform for public/business sector discussion (one show monthly) beginning in Q2 2020	1,440	1,440	1,440	1,440	1,440
Goal 6. Sub-Total		2,940	3,340	3,340	3,340	3,340

Coole & Strategies	Indicatora		Estir	Estimates (USD)				
Goals & Strategies	Indicators	2020	2021	2022	2023	2024		
III GOVERNMENT RELATION								
	olicy development and	action						
Strategy 7.1. Use data	7.1.1. Policy position							
from surveys and	papers, based on							
other for a to develop	results of surveys and							
business sector	stakeholder							
position papers and	consultation,							
present policy	produced and							
perspectives to the	disseminated (using							
GOA	available on-line,							
	print, and/or radio	-	n/a	n/a	n/a	n/a		
	media) on at least two							
	identified priority							
	issues annually to relevant stakeholders,							
	including the							
	Government of							
	Anguilla, and the							
	media, beginning in							
	2021							
	7.1.2. Opportunities							
	for input into policy							
	development							
	identified at the							
	beginning of each	-	n/a	n/a	n/a	n/a		
	month and position							
	statements produced							
	for each issue,							
	beginning in Q2 2021							
	7.1.3. Policy position							
	statements presented (verbal or in writing)		n/a	n/a	n/a	n/a		
	on an as-needs basis,	-	11/a	11/a	11/a	11/a		
	beginning in Q2 2021							
Strategy 7.2. Review	7.2.1. Governance							
policy, legislative, and	reports/report cards							
regulatory actions	produced to measure							
taken by the GOA	GOA action/success	-	-	500	500	500		
(based on	beginning in 2022							
recommendations								
made by ACOCI)								

Coolo 8 Stratagios	Indiaatoro	Estimates (USD)				
Goals & Strategies	Indicators	2020	2021	2022	2023	2024
III GOVERNMENT RELATION		4-				
	olicy development and	action				
Strategy 7.2. Review policy, legislative, and regulatory actions taken by the GOA (based on recommendations made by ACOCI) cont'd	7.2.2. Results of evaluation reports publicly presented using existing media and meetings with relevant Departments and Ministries of the Government of Anguilla beginning in 2022			n/a	n/a	n/a
Strategy 7.3. Represent the business sector on GOA Boards/	7.3.1. Database of decision-making bodies is regularly maintained	n/a	n/a	n/a	n/a	n/a
Committees developing policy	7.3.2. SMEs are represented by ACOCI on at least 50% of decision- making bodies listed within the database, beginning in 2021	-	n/a	n/a	n/a	n/a
Strategy 7.4. Represent and advocate on behalf of the Anguilla business community within international fora	7.4.1. Opportunities for ACOCI participation within international for a identified annually, beginning in Q1 2020	n/a	n/a	n/a	n/a	n/a
	7.4.2. ACOCI participates in at least two international opportunities annually, beginning in 2020	5,000	5,000	5,000	5,000	5,000
Goal 7. Sub-Total	7.4.3. Direct relationships established with international organisations including CARICOM, the OECS, and the CDB, beginning in Q3 2020	n/a 5,000	n/a	n/a	n/a 5,500	n/a 5,500

Coolo & Stratagias	Indicatora	Estimates (USD)						USD)	
Goals & Strategies	Indicators	2020	2021	2022	2023	2024			
IV ORGANISATIONAL DEVELOPM		4			a bier ce				
Goal 8. Ensure that necessar ACOCI's mission and to allow					achieve				
Strategy 8.1. Create and implement a structure for organisational accountability	8.1.1. Develop roles and responsibilities for ACOCI Board, Sub-Committees (for example, community support and interaction, government relations, membership development, sales and marketing, fundraising) by end of Q1 2020	500	<u>-</u>	-	-	-			
	8.1.2. Annual work plans and supporting budgets are designed for presentation at the ACOCI Annual General Meeting for approval by ACOCI membership, held in Quarter 4 annually, beginning in 2020	n/a	n/a	n/a	n/a	n/a			
	8.1.3. Accounts completed and audited, at the end of Q4 annually beginning in 2020	3,500	3,500	3,500	3,500	3,500			
	8.1.4. Annual reports are written and submitted to ACOCI membership and partners for each Annual General Meeting held in Quarter 4	n/a	n/a	n/a	n/a	n/a			

	lu dia ata na	Estimates (USD)							
Goals & Strategies	gies Indicators		2021	2022	2023	2024			
IV ORGANISATIONAL DEVELOPMENT Goal 8. Ensure that necessary administrative systems are in place to achieve ACOCI's mission and to allow for organisational accountability									
Strategy 8.1. Create and implement a structure for organisational accountability cont'd	8.1.5. Annual workplans and supporting budgets developed annually at the end of Q4, beginning in 2020	n/a	n/a	n/a	n/a	n/a			
	8.1.6. ACOCI programmes and project reviewed and evaluated for level of success at the end of each year, comparing targets with actual outputs/outcomes, beginning in Q4 2020	n/a	n/a	n/a	n/a	n/a			
	8.1.7 Annual General Meetings held every Q3, on- going	1,500	1,500	1,500	1,500	1,500			
Strategy 8.2. Create a sustainable space for ACOCI operations	8.2.1 Work space secured for ACOCI office by Q2 2024	-	-	-	-	30,000			
Strategy 8.3. Develop and implement ACOCI support services	8.3.1. Employment plan outlined, with Terms of Reference for each position, by Quarter 4 2020	n/a	n/a	n/a	n/a	n/a			
Strategy 8.4. Create and maintain a database of members to assist with ACOCI programme implementation and Board succession planning	8.4.1. Membership database is maintained, and includes information for at least the principals of ACOCI business members, on- going	n/a	n/a	n/a	n/a	n/a			

Goals & Stratagias	Indicators	Estimates (USD)						
Goals & Strategies		2020	2021	2022	2023	2024		
IV ORGANISATIONAL DEVELOPM			· · ·					
Goal 8. Ensure that necessary administrative systems are in place to achieve ACOCI's mission and to allow for organisational accountability								
		accoun		, [[[
Strategy 8.5. Hold annual	8.5.1. Annual Board retreat held							
retreats for ACOCI in-coming and past Executive	within a month of							
Committee members to	ACOCI executive	2,500	2,500	2,500	2,500	2,500		
develop annual work plans	elections							
and supporting budgets	beginning in 2020							
Strategy 8.6 Develop and	8.6.1.							
implement internal and	Communications							
external communications and	and marketing	2,500	-	-	-	-		
marketing plans for ACOCI	plans created by							
	Q3 2020							
	8.6.2.							
	Communications							
	and marketing	2,000	2,000	2,500	2,500	3,000		
	plans implemented							
	beginning Q1 2021							
Goal 8. Sub-Total	1000	12,500	9,500	10,000	10,000	40,500		
Goal 9. Develop and enhance		revenue	9	[[[
Strategy 9.1. Identify and take advantage of national,	9.1.1. Fundraising strategy for							
regional, and international	strategic planning	2,500	_	_	_	_		
sources of funding	period in place by	2,000						
Sources of funding	end of Q3 2020							
	9.1.2. Business							
	licencing fees							
	collected by	-	-	n/a	n/a	n/a		
	ACOCI by Q1							
	2022							
	9.1.3. At least USD							
	62,500 is secured							
	and maintained	n/a	n/a	n/a	n/a	_		
	from the GOA for		.,	.,				
	ACOCI as							
	subvention 9.1.4. A database							
	consisting of at							
	least 10 funding							
	sources (available							
	to ACOCI or in							
	partnership with	-	n/a	n/a	n/a	n/a		
	ACOCI) is							
	established and							
	maintained by							
	Quarter 2 2021							

Coolo & Stratagiao	Indicatora	Estimates				·	
Goals & Strategies	Indicators	2020	2021	2022	2023	2024	
IV ORGANISATIONAL DEVELOPM							
Goal 9. Develop and enhance ACOCI sources of revenue Strategy 9.1. Identify and take 9.1.5. At least USD							
Strategy 9.1. Identify and take advantage of national, regional, and international sources of funding cont'd	50,000 is sourced from at least 4 external agencies, annually by end of 2021	-	n/a	n/a	n/a	n/a	
	9.1.6 At least one major fundraising event held annually, on-going	5,000	5,000	5,000	5,000	5,000	
Strategy 9.2. Enforce a mandated subscription fee structure for member businesses	9.2.1. Database maintained which lists all members, date of membership, and date of payment of registration and subscription fees	n/a	n/a	n/a	n/a	n/a	
	9.2.2. All ACOCI members have paid their registration and/or annual subscription fees by the ACOCI Annual General Meeting annually, beginning in 2020	n/a	n/a	n/a	n/a	n/a	
Strategy 9.3. Establish a financial reserve	9.3.1 An ACOCI Endowment Fund strategy established by the end of 2024	-	-	-	-	5,000	
Goal 9. Sub-Total		7,500	5,000	5,000	5,000	10,000	
Goal 10. Develop and mainta	X	hips	I	I			
Strategy 10.1. Identify and network with national, regional, and/or international government and nongovernment agencies with similar interests and mandates in business sector enterprise development	10.1.1. Database established and maintained which lists relevant agencies by Quarter 2 2020	n/a	n/a	n/a	n/a	n/a	

Coolo 8 Stratorias	Indicators		Esti	mates (USD)	
Goals & Strategies	Indicators	2020	2021	2022	2023	2024
IV ORGANISATIONAL DEVELOPMENT						
Goal 10. Develop and mainta		ships	n	n	r	
Strategy 10.2. Develop formal	10.2.1. Over the					
understandings/arrangements	Strategic Planning					
with relevant national,	period, MoUs are					
regional, and/or international	signed with, at					
agencies	least, the Ministry					
	of Finance (GOA),					
	the Department of Youth and Culture					
	(GOA), the					
	Statistics	n/a	n/a	n/a	n/a	n/a
	Department	11/4	11/4	11/4	11/4	n/a
	(GOA), the					
	Anguilla Hotel and					
	Tourism					
	Association, and					
	the Caribbean					
	Network of					
	Chambers of					
	Commerce					
Strategy 10.3. Establish a	10.3.1. An					
system and/or collection of	incentive					
incentives to business that	programme is in	2,500	2,500	2,500	2,500	2,500
join and actively participate in	place and in use					
ACOCI	by Q4 2020 10.4.1. ACOCI					
Strategy 10.4. Implement an annual membership drive	raise at least USD					
	5,000 annually	n/a				n/a
	through active		n/a n/a	n/a	n/a	
	membership,					
	beginning in 2020					
Goal 10. Sub-Total		2,500	2,500	2,500	2,500	2,500
TOTAL		57,840	62,740	66,540	80,940	146,440

Total Expenditure

Details of Expenditure	Estimates (USD)						
	2020	2021	2022	2023	2024		
Recurrent	92,845	93,095	143,710	160,450	167,850		
Capital	1,500	500	1,050	-	14,600		
Programme	57,840	62,740	66,540	80,940	146,440		
TOTAL	152,185	156,335	211,300	241,390	328,390		

Revenue

Sources of Revenue	Estimates (USD)						
	2020	2021	2022	2023	2024		
GOA subvention	62,500	62,500					
Business licencing and registration fees	-	-	100,000	100,000	100,000		
Membership dues	5,000	5,000	6,000	6,000	7,000		
Fundraising events	20,000	20,000	22,500	22,500	25,000		
Donations	2,000	2,000	2,500	2,500	3,000		
Training fees	10,000	10,000	12,500	12,500	15,000		
Arbitration fees	-	-	-	-	5,000		
External grants	55,000	60,000	115,000	115,000	185,000		
TOTAL	154,500	155,500	253,500	253,500	340,000		

Expenditure as a Percentage of Revenue

Year	Recurrent Expenditure (USD)	Revenue (USD)	%
2020	152,185	154,500	99
2021	156,335	155,500	100
2022	211,300	235,500	90
2023	241,390	253,500	95
2024	328,390	340,000	97