Prime Minister, The Most Honourable Percival J. Patterson in acknowledging that the Modernisation Vision and Strategy represents a critical point in the process of reforming and modernising the public sector in Jamaica, has set out a plan of reform which extends to 2012. The plan represents a coherent and comprehensive response to the challenges facing the sector.

Head of Public Sector Reform Unit Mr. George Briggs, has committed the Cabinet Office to drive the initiative to transform the Public Sector. The “Government at Your Service - Public Sector Modernisation Vision and Strategy: 2002-2012” represents the beginning of a more cohesive, long-term approach to reform, and an end to the short-term, multi-project approach that previously characterized Government reform activities.

The 10-year vision does not attempt to be a panacea for all ills. It is selective in nature, designed to focus on those elements that would be levers of change for the intended direction. Several strategic objectives have been developed:

- To confirm the role and core functions of government
- To improve the ways in which Jamaica is governed, through sharing the exercise of power and increasing participation in decision-making
- To promote effective management, through appropriate mechanisms, that expressly reflects the government’s priorities
- To re-affirm the values of public service, stressing integrity, objectivity and accountability
- To deliver high quality services to users at reasonable cost
- To deliver high quality advice to the government
- To secure improvements through the establishment of a performance culture in the public sector
- To value public servants and make sure that they are both motivated and properly equipped to meet challenges
- To manage all the resources in the public sector to achieve best value for money in the delivery of services

The challenge now is for the country to build on the reforms in order to establish a professional public sector that can support the achievement of national goals. This will entail the identification of core business, and transforming both the structures of related public sector organizations and the working practices of the public servants they need to run them.

To this end, strategies will have to de developed to improve performance in six focal areas, namely:

- Policy-making
- Organisational structures
- Systems
- Human resources
- Technology
- Legal framework

In terms of structures, organization reviews have been completed...
Leadership in a Learning Organisation

Introduction
All types of organisations (public, private, NGO’s) face complex challenges emanating from changes in their external environments. In this general context, such changes would include the changing pace and intensity of work; the changing workforce in terms of diversity of skills and expectations; technology; economic uncertainty; social trends; political trends; and Competition.

However, changes that specifically affect public sector organisations may include the following:
* Changing political culture
* Public demand for better quality service
* Legacy of earlier reforms
* Competition from alternative service providers
* Etc.

To deal with such changes, there is need to develop internal capacity of the organisation so that it is able to adapt to these changes while at the same time influencing them towards achievement of its purpose for existence; i.e. trying to be a successful organisation. In order to achieve this success, the organisation will need to:
* Be able to anticipate change rather than reacting to it
* Be innovative
* Have a strong focus on its Mission
* Meet or even exceed expectations of its clients and stakeholders
* Above all, be strongly skilled in managing change

All of the above imperatives are fundamental to the tenets of a learning organisation.

A successful public sector organisation is therefore one which shows a marked positive change in achieving its Mission and which has had a clearly positive impact on meeting the expectations and needs of its clients and stakeholders. This is only possible if there is the will to be flexible and adaptable to change.

A Learning Organisation
Being flexible and adaptable to change forms the basis of a learning organisation. Such an organisation employs a continuous process of seeking information about its operating environment, its clients and its performance. It seeks to give meaning to this information through reflection, discussion, and debate which is underpinned by systems thinking (context, connectedness, relationships) and a shared Vision.

Leadership
A learning organisation as defined above would require a leadership paradigm with a focus on self-awareness, responsibility and commitment. Such leadership should be able to blend into the organisation and its work through:
* Engaging others to accomplish change
* Preventing or minimising the occurrence of problems rather than simply waiting to fix them
* Inspiring and motivating others rather than just empowering them
* Openness to learning more, and not claiming to have all the answers, but instilling confidence in others to develop answers together

It is critical that leadership is recognised as a shared enterprise that occurs at all levels of the organisation. In this context, middle level leadership has key roles to play in facilitating adaptation to change by communicating, analysing and interpreting information so as to create meaning to the changes taking place.

The role of leadership in a learning organisation is therefore to manage change and promote awareness that a public sector organisation’s business is that of providing services (and sometimes products) to meet the public’s needs, and then inspiring and empowering the employees to deliver in the most cost-effective way possible.

What’s inside

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in a number of organizations targeted to become Executive Agencies (EAs). Eight EAs have been created to date, with a ninth (Child Development Agency (CDA)) in an advanced stage of achieving that status. They are as follows:

Administrator General’s Department  
Office of the Registrar of Companies  
Registrar’s General’s Department  
Management Institute for National Development (MIND)  
National Works Agency  
Jamaica Information Service  
National Lands Agency, and  
National Environment and Planning Agency  
Child Development Agency (CDA).

In order to deliver high quality services to its customers ‘customer service’ improvement has been targeted as a major area on which efforts will be focused. According to Prime Minster Patterson, a fundamental principle in the adoption of the concept of Citizens Charters “is that of recognizing the citizen as customer who is entitled to high quality service and whose interest must always come first”.

In addition to the adoption of Citizens Charters, the Executive Agency model, as referred to above, has been implemented in selected agencies. This has resulted in the improvement of the range, quality and cost-effectiveness of services provided. There has also been an improvement in access to information, making it easier for citizens to get information through the Access to Information Act.

An important aspect of the Public Sector modernisation programme is the implementation of a performance management system. There is a vision of a public sector that has a performance culture, is client-focused and results oriented, constantly seeking ways to improve the delivery of public services.

In developing strategies for implementing a performance management system the following, among other things, were considered:

- Plans must be linked to the budget
- Budget allocations must be linked to performance or achievement of national priorities
- Performance plans must establish objective, quantifiable and measurable goals and targets
- Performance indicators and standards must be developed with reference to what stakeholders want or need
- Results must be measured against standards
- Employees should be involved in the decision-making process.

Performance management systems have been implemented in a number of agencies. In MIND, corporate planning and the setting of targets with and for the staff has been implemented, a system which recognizes and rewards high achievers. At the Registrar General’s Department implementation of a performance management system and incentive scheme has also benefited the public by setting targets aimed at providing better service.

At the core of the performance management system is the concept of corporate planning. Organisations, when drawing up corporate and operational plans, also set performance standards and targets. Benefits expected from the implementation of a performance management system are:

- A Team-based approach
- Wider inclusion of staff in decision-making
- More focused development activities
- Employee empowerment
- More responsive to clients concerns
- Knowledge-based organizations

The implementation of the Public Sector Modernisation Vision and Strategy: 2002-2012 in Jamaica is still in its infancy stage. Perhaps it is still too early to judge if significant improvements have been realized. However, the ground work has been done, and a clear direction and path has been formulated to strengthen the capability of the public sector to respond positively and effectively to changes in the global environment and to local needs. With the commitment of the Public Sector Reform Unit as well as line Ministries the Jamaica public sector can only succeed in attaining greater heights.

This article was extracted from a case study undertaken by Dennis Drakes, CFTC advisor – Governance & Institutional Development based at CARICAD. For further information please contact CARICAD’s documentation centre.
ARICAD recently conducted a two-day for key stakeholders of Guyana Water Incorporated (GWI). This event was the first in a series of interventions aimed at providing support to the Board of Directors and Management of Guyana’s sole water utility, which is in the embryonic stage of its development.

GWI, contracted the CARICAD to undertake a Utility Transition Support Consultancy with GWI. The overall objective of this consultancy is to assist Board Members to effectively discharge their roles and responsibilities and enable GWI to improve its performance.

A major focus of the Guyana Water Sector Modernisation Programme was the creation of a single utility responsible for the provision of water and sewage services throughout the entire country. Thus Guyana Water Inc. was established on May 2002 by merging the two existing water utilities Guyana Water Authority (GUYWA) and Georgetown Sewerage and Water Commissioners (GS&WC). The new entity GWI was set up as a public company with the Government of Guyana as the sole shareholder and a Board of Directors comprising professionals from Government agencies and the private sector. Management of the utility for the first five years of its existence has been vested in Severn Trent Water International (STWI) through a performance-based management contract funded by DFID which commenced on January 1, 2003.

It was recognised from the inception that the structure of GWI was unique in Guyana’s corporate history and that some level of professional support would be necessary to ensure a successful transition. Further, the relationship between the Management Operator STWI and the Board of Directors was recognised as a key factor to success of the company. Thus, in implementing their task, the consultants were required to work with Board Members, Management, and other senior officials in GWI and the Government of Guyana to achieve their goal of consolidating GWI as a sound and efficient corporate entity.

As a first step to the implementation of this consultancy, consultants held several one-to-one interviews with members of the Board, the Management and other senior managers in GWI, as well as other stakeholders in order to obtain an overview of the various perspectives of the issues impacting on the working relationships between the Board and Management and ultimately on the performance of GWI. The output from these interviews is an interlocking set of seven issues where the issue of personnel relationships and trust underpins all others as shown in the following diagram.

The Methodology and Process:
The central theme of the retreat was to feedback to the participants the issues identified from the interviews and allow them to confirm these as a basis for discussions during the retreat. The methodology and process used were meant to optimally encourage open discussions and consensus building on the following key issues:

- What, with respect to identified issues, was being done well?
- What improvements were needed?
- What actions were needed in order to effect the improvements?
- What were the priorities (High/Low) for implementation on each action?
- Who should take responsibility for each action (i.e. Board or Management)?

continued on page 5.
An interactive approach was adopted whereby Board Directors, Management and DFID personnel engaged in intense discussions in round table sessions focusing on the key performance issues affecting Board-Management relations. A Roadblock Analysis facilitated the identification of the “Brick wall” and other less constraining issues which were perceived obstacles to improved performance and required urgent action and to stimulate improved governance of the utility.

Both the Board and Management found the Retreat quite refreshing and useful. Participants, guided by the process of facilitation, were able to identify areas within the identified issues which need improvement and the particular actions that need to be implemented in order for the improvements to be effected. In addition, they were able to agree on the priority level of each action to be implemented, and the roles of the Board and Management in this process. Through this Retreat, the stage for constructive dialogue between the Board and the Management seems to have been set and there is need to maintain the momentum through additional inputs by CARICAD.

The outputs of the Retreat were summarized in an Action and Accountability Matrix which now forms the basis for measuring improvement in the working relationship between Board and Management and the overall performance of GWI.
The Government of the Commonwealth of Dominica launched its Medium Term Public Sector Reform Strategy (MTPSRS) February 11, 2004 at the Public Service Training Centre.

The Medium Term Public Sector Reform Strategy was developed at a National Consensus Building Workshop convened in January 2003 and adopted by Cabinet in April 2003. The programme is within the framework of the Fiscal Stabilization and Economic Recovery Programme of the Government of Dominica, and advocates a well-defined partnership between Government, interest groups and civil society in order to achieve effective and sustained coordination of the reform process and a clear framework for accountability and performance.

The Strategy represents the third phase of reform in the Public Service of the Commonwealth of Dominica and has the objective of fostering national growth and development through the collaborative efforts of the Public and Private Sectors, and other key social partners. It also aims to create a merit-based public service, built on efficiency, and increased productivity.

The strategy comprises of four main focus areas, namely:

1. Public Administration Modernization, where special emphasis is on the continuing reform of laws, systems and processes of public administration. It will review governments roles and functions and continue improvements in manpower planning and control, and the management of performance in the public sector.

2. Economic Management will focus on the development of a modern and comprehensive expenditure management system. This includes improvement of macro economic analysis, development of effective debt and treasury management systems and reform of the tax system.

3. Enhancing the Enabling Environment theme pursues reforms to encourage private sector development and will focus on strengthening growth related government services and critical economic development agencies.

4. Rationalization of Social Services will focus primarily on development of an organized system of social services and a social safety net which are efficient, affordable and equitable.

This reform programme is receiving funding from two main donors: (1) Department for International Development (DFID), through the consultancy firm, Oxford Policy Management (OPM) of the United Kingdom, providing technical/specialist support; (2) The European Union which is financing a programme of Institutional Strengthening of the Reform Management Unit to support implementation of the MTPSRS. In this regard, funds were provided for the recruitment of Mr. Victor Brown, as Public Service Modernization Advisor, and Mr. Claude Lambshead as Private Sector Development Advisor, both of whom took up their assignments in January 2004. The funding will be for a duration of eighteen months in the first instance.

continued on page 7.
The increasing complexity of the reform programme presents some challenges in ensuring that the different activities are adequately coordinated and monitored for effective and sustained implementation. Accordingly, a high-level, independent, interdisciplinary Task Force was appointed by Cabinet in April 2003, chaired by Hon Herbert Sabaroche, Minister for Health and Social Security who has been appointed the Reform champion. The Task Force will be responsible for the overall management, planning and performance review of the reform process. It will receive quarterly reports on work plans and achievement of the objectives from those responsible for implementation.

In addition to the Public Sector Reform Task Force, a Consultative Working Group was established in November 2003. This Group comprises members of the Private and Public Sectors, and will work towards building an effective working relationship between the Public Service and the Private Sector.

Minister Sabaroche will have direct ministerial oversight of the programme while four line ministries, as identified below, will be responsible for detailed, day-to-day implementation of the various activities:

- Public Administration Modernization
- Economic Management
- Enabling Environment
- Rationalizing Social Services

Public Administration Modernization - Establishment, Personnel and Training Department
Economic Management - Ministry of Finance and Planning
Enabling Environment - Ministry of Tourism, Industry and Enterprise Development

Activities undertaken to date under the programme include:

- Training sessions with line ministries on a new and revised corporate planning method;
- Training sessions on effective compilation and presentation of Cabinet Papers;
- Review of the operations of the Customs and Excise Division by visiting experts in an effort to improve customer service and efficient, timely processing of documents;
- Consultation with private sector organisations on ways of improving the business environment to facilitate and sustain growth;
- Consultation with funding institutions on the implementation of programmes to facilitate and encourage young entrepreneurs;
- Examination of the Registry department to design and implement an effective records management system, including computerization.

According to the Minister of Health, ‘a healthy body can only exist in a healthy environment’. This Human Resources Strengthening Initiative is therefore expected to create the kind of environment where productivity, professionalism and punctuality thrive, and produce the kind of results that would make The Ministry of Health the envy of the Public Service.
In response to the recommendation of the participants of the Fourth CARICAD/UNDESA/Government of Italy, Ministerial Consultation and High Level Workshop, which focused on E-government in the Caribbean region: “…The year 2003 must be a year of achievement and implementation…” (Recommendation for Action 2.11) and which also indicated a number of operational steps to be taken leading to the formulation of a Regional E-Government Strategy and Action Plan, analytical preparatory work was carried out in order to develop a meaningful, comprehensive and effective regional strategy, as described below:

- A comprehensive inventory, review and analysis of ICT and e-government developments in the region were carried out by CARICAD with the support of UNDESA, building upon the work already done in the region. The “E-government in the Caribbean” website was created within UNPAN, which was populated with these key regional resources on e-government.

- UNDESA, who had undertaken initial work on the elaboration of an e-government readiness methodology, teamed up with CARICAD and representatives and experts of selected countries in the region and with leading world experts on ICT and e-government to further develop this methodology. The methodology was elaborated to assist governments in the development of more relevant and informed e-government strategies and action plans that are better aligned with good governance and public sector reform goals. The methodology contains multiple parts targeted to central government, public agencies and civil society in order to provide a choice in the depth of assessment undertaken. In these ways the methodology is very unique and creates a new framework for approaching the problem of e-government readiness.

- The e-government readiness assessment methodology was tested in nine countries of the region being at different stages of e-government development, namely Barbados, Belize, Grenada, Guyana, Jamaica, St. Lucia, St. Vincent, Suriname, and Trinidad & Tobago. Forty-five surveys were completed by central government, public agencies and civil society in the nine countries. Combined with analysis of background material, including consideration of the e-readiness work of CARICOM that focuses on broader ICT issues, the e-government readiness assessment has provided an overview of the challenges and opportunities facing the region. The diffusion of the methodology also helped to raise awareness at the national level.

Building upon the results of the previous steps, a draft Caribbean Regional E-Government Strategy and Action Plan has been prepared and will be tabled at the Fifth Ministerial Consultation and High Level Workshop.

E-Government and Public Sector Development Officials meet in Barbados

Participants in the Fourth Caribbean Ministerial Consultation decided that the Caribbean Regional E-Government Strategy and Action Plan should be submitted for approval and adopted at the Fifth Caribbean Ministerial Consultation.

In view of the above, CARICAD in collaboration with UNDESA and funding from the Government of Italy, will hold the Fifth Caribbean Ministerial Consultation on “Regional Cooperation for e-Government Capacity Building” on 17-18 June 2004 in Barbados.

The Fifth Caribbean Ministerial Consultation will provide a platform, in keeping with the CARICOM Connectivity Agenda, for further dialogue, commitment and closer cooperation at the regional level on government policies and strategies for the application of ICT in the public sector. In particular the consultation will be expected to increase awareness, among Caribbean public sector officials and the wider population, on the main processes, cost and benefits of e-government, not only as a tool to achieve greater administrative efficiency and effectiveness, but also to transform the public bureaucratic hierarchies into networks, manage information, create knowledge, expand participatory democracy and protect the right to privacy.
he Third General Meeting between the United Nations Secretariat, specialized agencies, programmes and funds and the Caribbean Community (CARICOM) Secretariat and associated institutions was convened in New York, April 12-13, 2004. The CARICOM Delegation was led by Secretary-General, Mr. Edwin W. Carrington. The United Nations Deputy Secretary-General, Ms. Louise Fréchette, opened the meeting on behalf of the UN system. The meeting was attended by a number of senior and other UN officials.

In his opening statement, Secretary-General Carrington stressed the importance of sustainable development, particularly in relation to small islands developing states. He detailed CARICOM’s efforts and progress regarding the implementation of the CARICOM Single Market and Economy and its institutions and principles, notably the Caribbean Court of Justice and the free movement of persons and freedom of establishment. He indicated the region’s progress to date in attaining the Millennium Development Goals, cautioning that considerable investment would be required in the areas of health and education to fulfill them. He also highlighted the critical issues of food security, poverty alleviation and capacity-building, especially in the area of information and communication technology.

Deputy Secretary-General Fréchette emphasized the need for an international trading system that brings development gains on the basis of a restored Doha process. She noted that cooperation would be necessary to build up capacity, diversify exports and avoid a resort to protectionism. She however stressed the importance of combating the HIV/AIDS epidemic in the region and made specific reference to the Barbados Programme of Action for the Sustainable Development of Small Island Developing States. Concerning regional security, Deputy Secretary-General Fréchette called for further cooperation among the United Nations, CARICOM and the OAS and increased efforts to fight such threats as political violence, money laundering, drug trafficking and smuggling.

A number of issues were discussed in connection with cooperation between CARICOM and the United Nations system, following the Second General Meeting held in Nassau, The Bahamas, in March 2000. While satisfaction was expressed with the implementation of the Nassau decisions, a number of constraints and lessons-learned were identified in order to improve cooperation between CARICOM and the United Nations system. Cooperation required an integrated and inter-sectorial approach as well as a strategic programming framework to coordinate technical assistance by the United Nations system.

The discussion covered the following main themes: the positioning of Caricom in the global economy; Caribbean human and social development; issues of regional security; and institutional arrangements and training.

The meeting noted progress made on a wide range of activities in which CARICOM and its associated institutions and the United Nations system have cooperated, including:

The establishment of the Caricom Single Market and Economy and its related institutions.

The Barbados Programme of Action for the Sustainable Development of Small Island Developing States.

Combating the HIV/AIDS epidemic.

Capacity building for strengthening institutions and human resource development.

Human, economic and social development in the Caribbean region.

Information and communication technology.

Environmental policies, disaster management and climate risk management.

Gender-sensitive social policies, the Caribbean youth strategy programme and child development initiatives. Implementation of the Regional Framework for Children and other strategies on adolescent and youth development as a contribution towards achieving the Millennium Development Goals.

Social statistical and capacity building for monitoring the Millennium Development Goals.

Agricultural sector and rural development and its critical importance to food security and poverty reduction.

The meeting called for future cooperation and coordination between the Caribbean Community and the United Nations system with priority given to issues including:

Increased cooperation on training, education and training in all sectors, with a view to strengthening national and regional institutions and to retaining skilled human resources.

Information and communication technology and knowledge management systems.

Further implementation of the Barbados Programme of Action for sustainable Development of Small island Developing States, particularly in the context of the upcoming 10-year review in Mauritius in August/September 2004.

Efforts to implement resolution 54/224 promoting an Integrated Management Approach to the Caribbean Sea in the context of sustainable development.

Increased cooperation on disaster reduction and management.

Further cooperation on sustainable land development and efficient marine management to ensure food self-sufficiency. Research and development in support of regional agricultural initiatives and rural development programmes.

Support for the integration of the informal into the formal economy; employment; and the development of small and medium enterprises. Improvement of occupational health and working conditions.

Support for the implementation of Action Plan of CARICOMís Regional Task Force on Crime and Security.

Continued focus on HIV/AIDS, the access to care and treatment, and the integrated multi-sectorial approach to prevention. Increased control of chronic communicable diseases. The impact of social inequity on human and social development within and between countries.

The need for a human rights based approach to promoting development and peace in the Caribbean region.

Efforts towards gender mainstreaming and the advancement of women in all priority sectors of collaboration. Prevention of gender-based violence and trafficking.

Renewed focus on issues related to the Caribbean’s ageing population.

Protection of intellectual property rights to promote wealth creation and social and cultural development.

The need for an enhanced and more active regional and sub regional agricultural policy and the coordination of these with macroeconomic policies.

Further cooperation on regional security efforts among the UN, CARICOM and the OAS in early warning, conflict prevention, peace, confidence and security-building measures.

Coordination and cooperation between UN field and offices and CARICOM and development of a mechanism for a continuous information flow between the Secretariats.

Acceleration of the process for signing Memoranda of Understanding with specific agencies as a means of revitalizing and strengthening on-going cooperation in specific areas of social development.

The need to review and streamline existing mechanisms for coordination, cooperation and reporting.

The meeting also stressed the need for increased support for the institutional and programmatic cooperation between the Caribbean Community and the United Nations.
Public sector organisations the world over are implementing reform programmes which are designed to fulfil their objectives of effective governance, sustainable development and economic growth. The experience of implementing public sector reforms worldwide brought to the fore the issue of how to spur significant and measurable improvements in public sector performance as envisaged in the reform programmes. The issue of performance management includes policies, values, strategies, structures, systems, processes and competencies to be applied in order to maximise the contribution of units, individuals and teams towards achievement of organisational and national goals has been pushed to the top of the public sector reform agenda in both the developed and developing countries.

A recent survey of Commonwealth countries has demonstrated that the majority of countries are implementing selected aspects of performance management systems whose scope, level and degree of implementation differs from country to country. The increasing and widespread demand from Commonwealth developing member countries for assistance in developing performance management systems prompted the Commonwealth Secretariat to launch a Commonwealth-wide Programme on Integrated Performance Management Systems in the Public Sector, which is being implemented on a regional-and-country basis.

To this end the Commonwealth Regional Seminar on Integrated Performance Management Systems in the Public Sector for the Caribbean Region, was held in Barbados over the period 7 – 11 June, 2004. The primary aim of this Seminar was to provide an opportunity for Caribbean countries to learn from one another and to share experiences in the implementation of performance management systems. It was expected that countries would see performance management in a new light, not in terms of separate and piecemeal application of selected aspects, but as a holistic and integrated framework of policies, culture, strategies, structures, systems, and processes pervading all aspects of the running of a successful organisation, including its purpose, values and strategy, its core business and the supporting core competencies, its recognition and reward systems.

This Seminar was designed to provide the following:

- An opportunity for the participants to review their performance management programmes, share their own practical experiences and learn from best regional practices;
- An opportunity to learn from cutting edge developments in performance management and best international experiences and practices;
- An opportunity to devise action plans which will help to bring about significant changes in their performance management programmes, leading to the adoption of integrated performance management systems approaches;
- A stock of leading edge materials which will serve as reference points and guide future decisions taken in order to achieve improvements in their own performance management programmes.

It is anticipated that as a result of the Seminar there should be:

- Improvements in policy frameworks and new policy initiatives facilitating performance management
- Changes in performance management implementation strategies so as to integrate the various aspects into a more holistic and mutually reinforcing framework
- Contribution to the further institutionalisation of a more results-based performance management culture in the public sectors of the participating countries through an emphasis on performance planning, performance measurement, accountability and commitment to achievement and results
- A stronger institutional capacity in institutes of Public Management and Administration to deliver performance management programmes
- Overall improvement in public sector performance in the participating countries leading to more efficient and effective public service provision and a more robust national competitiveness in the global market, leveraging national socio-economic development.

The Seminar was held at Amaryllis Beach Resort, Christ Church, Barbados, under the auspices of the Governance and Institutional Development Division of the Commonwealth Secretariat in collaboration with The Caribbean Centre For Development Administration.
Long Term Technical Assistance to the Accountant General’s Department in the Ministry of Finance and Planning of the Government of the Commonwealth of Dominica (GoCD)

Oxford Policy Management Ltd. (OPML) has been retained by the GoCD under a DFID funded programme to provide assistance in the areas of public sector reform, public expenditure management and private sector development. As part of its assistance, OPML is now looking for a suitable candidate to provide appropriate long-term technical assistance within the Accountant General’s department. The main duties of this assignment will be to:

- Undertake a comprehensive review of current accounting and reporting policies and practices. Having regard to ongoing initiatives, recommend changes which are both practicable in the Dominican environment and support the development of a modern and effective accounting system. Where appropriate such recommendations will be based on internationally accepted standards and will support:-
  - the re-establishment of reconciliation processes and other internal control processes throughout government including those in respect of below the line accounts;
  - the development of an effective Internal Audit function throughout government;
  - the implementation of effective financial control throughout government by the MOFD, particularly in respect of compliance with budget ceilings, cash limits and commitment control procedures;
  - the production of comprehensive, accurate and timely management and financial accounts which reflect accurately the government’s financial position.

- Support the development of timely, consistent and reliable data reporting facilities for the MOFP, which will enable it to manage its cash and debt positions effectively and support the implementation of its macroeconomic and fiscal framework.

- Advise MOFP on appropriate institutional, organisational and managerial prerequisites that support effective and efficient treasury management in a sustainable manner.

- Provide training and other support to build the skills, knowledge and understanding of local staff to ensure that they are able to perform their roles effectively, including the development of accounting guidelines and appropriate training manuals.

The final terms of reference for the position and the work to be undertaken will be completed following the finalisation of a needs assessment in respect of financial management, control and reporting.

Interested candidates should have at least ten years’ experience in public sector accounting and control processes and be able to demonstrate a comprehensive grasp of both their underlying principles and their relevance to the effective operation of the budget cycle. In addition the candidate should show an appreciation of modern accounting practices particularly in the management and upkeep of computerised accounting systems in the public sector. A further important requirement will be the possession of both sound technical skills and experience in the development, training and capacity building of accounting staff.

A competitive package, living expenses and travel expenses will be provided.

Interested candidates should contact and forward their CV to either Sarah.holloway@opmi.co.uk or Evelyn.dietsch
Under the banner of ILO’s Programme for the Promotion of Management Labour Cooperation (PROMALCO), the alliance between ILO and CARICAD is seeking to unite our efforts at promoting the advancement of productivity for the region, where the stakeholders include employers, workers and Government.

The International Labour Organization’s PROMALCO Project in collaboration with Caribbean Centre for Development Administration (CARICAD) organised a two (2) day Technical Workshop entitled “Ministries of Labour as Facilitators of Management-Labour Cooperation” which was held at Mount Irvine Bay Hotel Mount Irvine, Tobago on the 18th - 20th, February, 2004. A wide range of key individuals was invited to participate in this two-day workshop. There were twenty-five (25) participants present, comprising not only senior level officials of regional ministries of labour but also representatives of Unions, the Private Sector, the Barbados Productivity Council as well as other professionals in industrial relation fields. This eclectic blending led to a particularly fruitful exchange of experiences and suggestions for future labour-management cooperation in the region.

The workshop was designed to bring together individuals from labour Ministries and key stakeholders with the following purposes in mind:

- To generate new ideas for changes in the operations of Caribbean Ministries of Labour in the areas of Technology, Human Resource Management, Organisational Structure, Research and Documentation, and Partnerships with Stakeholders.
- To undertake a Gap Analysis to identify gaps between the Ministries’ current and desired performance in specific thematic areas.
- To develop an Action Plan and obtain consensus on the next steps.

In order to facilitate the proper ventilation of the aforementioned issues, the conference was divided into a number of sessions including presentations and general discussions on day one.

Day two involved two workshop sessions of Gap Analysis and Action Planning, a results processing and plenary session. These were facilitated by Mrs. Rosemund Warrington, Programme Specialist, Institutional Strengthening with CARICAD.

The workshop concluded with a brief closing ceremony at which the Acting Director of CARICAD, Mr. Richard Madavo shared some final remarks. It is expected that CARICAD will continue to partner with ILO in these efforts which are geared towards good and inclusive governance in the region.

**ACTIVITIES THIS QUARTER**

- **June 17 – 18, 2004** CARICAD/UNDESA/Government of Italy, 5th Ministerial Consultation and High Level Workshop - “Regional Cooperation for e-Government Capacity Building”; The Fairmont Royal Pavilion and Glitter Bay, St. James, Barbados.
- **July 7 – 9, 2004** Strategic Planning Exercise – The Public Sector Reform Unit, St. Vincent and the Grenadines.
- **July 28, 2004** CARICAD’s Board of Director’s Meeting, Barbados.