



Observatory on Strategies and Mechanisms for Effective Public Management

The Commonwealth of Dominica

June, 2015

This Observatory is being reviewed by the Establishment, Personnel and Training Dpt.



General Information

General Information

By Country: Indicators of Public Management

1. The Commonwealth

[General Information](#): Presents key facts about Dominica (Geography, society, economy, politics, amongst other)

2. The Caribbean Development Bank (CDB)

[General Information](#): Presents general information about the GDP in Dominica

3. Inter-American Development Bank (IDB)

[Governance Indicators Database](#): Presents indicators and statistics about Dominica

4. The World Bank (WB)

[World Development Indicators](#): Presents indicators and statistics about Dominica

[Doing Business](#): The World Bank and International Finance Corporation compile statistics and indicators on the "Ease of Doing Business" in Dominica. Dominica is ranked 97 out of 185 economies per indicator, there is a list of the economy's distance to frontier (DTF) measure, and there are additional tables summarizing key indicators for each topic and benchmarked against regional and high-income economy (OECD) averages.

5. The United Nations (UN)

[World Statistics Pocketbook](#): Contains a series of economic, social, trade profile and environmental statistics and indicators.

By Country: Publications and Research Studies

1. Organization of American States (OAS)

[Public Management Guiding Institutions in the Americas](#) (2014). Organization of American States.



2. The United Nations (UN) - Economic Commission for Latin American and the Caribbean (ECLAC)

[Economic Survey of the Caribbean 2014: Reduced downside risks and better prospects for a recovery](#) (2014). Economic Commission for Latin American and the Caribbean

Long term Vision

General Information

The Commonwealth of Dominica is making pivotal efforts to implement its Medium Term Public Sector Reform Strategy, which consists of four (4) main thematic areas. In that regard, the main objectives are:

a) Public Administration Modernization

- To develop effective, participative public sector management, policy development and decision making processes and systems including strong political leadership;
- To define models for service delivery standards, levels, mechanisms and procedures that are effective, efficient, innovative and affordable, and in line with the needs and realistic expectations of the people of Dominica;
- To develop a high performing, accountable, modern public sector characterised by strategic leadership, highly and appropriately skilled and qualified personnel, within an effective performance management culture and rewards framework;
- To improve accountability and governance through modernised processes and practices; and
- To provide the required legislative framework to support reform and modernization of the systems and processes and effective management of the public sector.

b) Economic Management

- To establish a modern, integrated and comprehensive institutional and regulatory framework for efficient public expenditure and revenue management and economic development;
- To introduce effective and efficient revenue and expenditure management policies, systems and processes within a nationally agreed Dominica policy framework and development agenda to link the budget cycle to development plans; and
- To strengthen the accountability, audit and review mechanisms to assess and improve economic management performance.

c) Enhancing the Enabling Environment

- To establish an environment that is dynamic, responsive, supportive and conducive to sustainable and diversified private sector (including NGOs) and broader social, cultural and economic development; and
- To seek national consensus on the role and scope of government in relation to the private sector.

d) Rationalization of Social Services



- To develop a national framework of social services and social safety net that are equitable, efficient, effective and affordable, without distorting incentives for economic performance and individual self-sufficiency within the Dominica development agenda.

The Government institution responsible for the implementation and overall control on the strategy is the [Reform Management Unit \(RMU\)](#) of the [Establishment, Personnel and Training Department \(EPTD\)](#).

National Strategies

General Information

The most recent National Strategy prepared and implemented by the Government of Dominica is the [Fourth Medium Term Growth and Social Protection Strategy \(GSPS\) 2014-2018](#).

The areas addressed by the [GSPS 2014-2018](#) are:

- a) Poverty Reduction and Social Development;
- b) Poverty Reduction Actions;
- c) Continued Infrastructural Development;
- d) Agriculture, Forestry and Fisheries;
- e) Tourism;
- f) Manufacturing /Agro-Industry and Business Development;
- g) Improving Export Competitiveness;
- h) Key Cross-cutting Sectors (Human Resources, Health, Gender, Culture, Youth Empowerment)

Information and Communication Technologies

General Information

The development and implementation of strategies involving Information and Communication Technologies (ICTs) holds a key role in the Dominica's Public Management. In that regard, for instance, it is noteworthy that the Commonwealth of Dominica is an active member of the [e-Government Network for Latin America and the Caribbean \(RedGealc\)](#).

The public entity responsible for the coordination of the planning, implementation and monitoring of e-government and the use of ICTs within the public sector is the [ICT Unit \(ICTU\)](#), which is part of the [Establishment, Personnel and Training Department](#) and whose main functions are:

- To develop e-Government and ICT strategies and policies for the Public Sector;
- To co-ordinate Public Sector ICT initiatives and projects;
- To facilitate the work of the e-Government Steering Committee (eGSC) as well as ICT sections of Government Ministries; and
- To have a consultancy, public awareness and education role in the area of ICTs for the Public Sector.



The ICT Unit's key clients are the Ministries and Departments of the Government Service. In order to effectively manage the various fault reports from the Ministries, Departments and Units, the ICTU created an [ICT Service Desk](#) that constitutes a the central point for requesting assistance and reporting all computing, telephone, email and network based faults.

Likewise, another important initiative carried out by the [ICTU](#) is the "[Connect2Government](#)", launched on April 2012. Connect2Government is a web based help desk system which allows an Operator to query clients' questions/inquiries using a Frequently Asked Questions (FAQs) Database. The system offers two special features: a database of over hundred questions on government services and an administrator search engine.

Gender Perspective

Introduction

The Commonwealth of Dominica is making important efforts to carry out strategic public policies on gender issues, being deeply committed nationally and internationally.

On the international level, Dominica is State party to the [Convention on the Elimination of All forms of Discrimination against Women \(CEDAW\)](#); and to the [Inter-American Convention on the Prevention, Punishment, and Eradication of Violence against Women – Belem Dó Pará](#) and its Follow-up Mechanism (MESECVI).

The national entity responsible for promoting and implementing gender perspective in Dominica's public management is the [Ministry of Social Services, Family & Gender Affairs](#), through the [Bureau of Gender Affairs](#).

Institutional Framework

The entity responsible for the promotion and implementation of all gender related policies and strategies is the [Bureau of Gender Affairs](#) of the [Ministry of Social Services, Family & Gender Affairs](#) which is organized into the following Divisions: 1. [Co-operative](#); 2. [Local Government](#); 3. [Social Welfare](#); 4. [Gender Affairs](#); 5. [Adult Education](#); and 6. [Administration](#).

The [Bureau of Gender Affairs](#) holds the following main [functions](#):

- Lobbying for Policy and Law Reform;
- Research on gender concerns;
- Provide support to women and women organizations;
- Counseling to women, men and families;
- Public Education and Gender Sensitization;
- Skills Training;
- Work hand in hand with Government departments and NGOs; and
- Disseminate information on gender to the public.

Strategies and Mechanisms



For what concerns national strategies on gender issues, since 2006 Dominica counts with the [National Policy and Action Plan for Gender Equity and Equality in the Commonwealth of Dominica](#), whose objectives are:

- To incorporate a gender perspective in all development planning as the strategy for promoting gender equity and 'fairness' so that development planning itself becomes fundamentally gendered;
- To integrate women's and men's concerns and experiences into the design, implementation, monitoring and evaluation of all political, economic and social policies and programmes;
- To establish a system of gender mainstreaming which incorporates all sectors of government, community based organizations, women's and men's organizations;
- To provide policy makers and other key actors involved with human and social development, with reference guidelines for identifying and addressing gender concerns which will inform public policy;
- To identify and establish an institutional framework with the mandate to initiate, coordinate, implement, monitor and evaluate national gender responsive development plans;
- To promote recognition and valuing of women's contributions as agents of change and beneficiaries of the development process;
- To promote where necessary, evaluation of the sexual division of labour and women's and men's contributions as agents of change and beneficiaries of the development process;
- To transform material conditions to achieve economic, social and physical security of men and women;
- To facilitate legislative change and public awareness of relevant legislation and their implications; and
- To empower both women and men by ensuring new and equitable relations between the sexes

Likewise, to achieve these goals, the [National Policy](#) describes the following strategies:

- Sensitization and training on gender issues at all levels;
- Promoting an approach that is grounded in research and gender analysis of roles social relations and power balances between women and men;
- Putting in place mechanisms to enable policy dissemination, communication and implementation throughout the society;
- Ensuring ownership of the policy by promoting public education and creating awareness of the responsibility of all stakeholders to address the specific gender concerns within their sector or jurisdiction;
- Consultations with both men and women also recognize that neither gender concerns nor sector issues are static therefore proposed action should include re-assessment, re-consultation and ongoing public awareness and education strategies;
- Establishing a system of gender-based and disaggregated data collection and analysis in relation to all sectors;
- Promoting women's economic empowerment as key to sustainable development while advocating for gender equality at all levels;
- Establishing gender responsive implementation, monitoring and evaluation mechanisms for development within government and other agencies; and



- Promoting the use of gender-sensitive and gender-inclusive language in legislation, government documents and educational material.

Public Budget

The [Constitution of Dominica](#) dedicates the [Chapter V](#) to the Finance topic, stating that the Consolidated Fund is the primary source in which all revenues or other monies raised or received by the State should flow and including the core principles related to the withdrawals from Consolidated Fund; the authorization of expenditure by appropriation law or in advance of it; among others.

Likewise, the main legal instrument regulating the Public Budget is the [Finance Administration Act of September 16th 1994](#) that regulates the management and control of public money, the operation and control of the Consolidated Fund and for the authorization of expenditures, which replaced the [Finance and Audit Act of September 15th 1966](#).

In that regard, the entity responsible for the drafting and implementation of the Public Budget, as well as for its supervision is the Ministry of Finance.

Institutional Framework

With regard to the Public Budget, the Ministry of Finance is the main entity responsible for its preparation, application and control. The structure of the Ministry is as follows: 1. Accountant General's Office; 2. Central Statistical Office; 3. Citizenship By Investment; 4. Computer Centre; 5. Customs and Excise Division; 6. Financial Services Unit; 7. Inland Revenue Division; 8. Macro Programming Unit; 9. Public Sector Investment Programme; and 10. Treasury Division.

Likewise, its main functions and responsibilities are:

- To receive, secure and account for all disbursements of public funds in accordance with Chapter 5 of the Commonwealth of Dominica Constitution order 1978, the Financial Administration Act #4 of 1994, Financial Regulations SRO 37 of 1976, Financial (Stores) Regulations #23 of 1980;
- Release of funds to Ministries/Departments in accordance with parliamentary allocations;
- Issuance of a variety of licenses and permits;
- Administration of legislation pertaining to the financial sector;
- Determination of the format for presenting the annual estimates of revenue and expenditures;
- Preparation of development plans, strategies and projects;
- Monitoring of economic performance;
- Preparation of economic forecasts and analytical reports;
- Providing advice to Government on economic and financial matters;
- Charting the direction of macroeconomic policy; and
- Preparation of the annual budget for approval by Parliament.

Strategies and Mechanisms



With regards to the Public Budget, the Minister of Finance shall prepare and present before the House of Assembly the annual estimates of the revenue and expenditures of the Government for that financial year. This document has to be presented not later than forty-five (45) days after the commencement of the financial year of reference ([Section 20 of the Finance Administration Act of September 16th 1994](#)).

The annual estimates shall contain the detailed description of the expenditures of the Government; the estimated amount of the expenditure to be incurred on each service; and the reference to the provision of the law that authorizes the expenditure to be charged on the Consolidated Fund.

Once the annual estimates are approved by the House of Assembly, the Minister shall introduce to the Parliament the Appropriation Bill providing for the issue from the Consolidated Fund of the sums necessary to meet the expenditure and the appropriation of those sums, under separate votes for the different services required.

Public Service

General Information

The legal framework regulating public service in the Commonwealth of Dominica comprises not only the Constitution, which creates the Public Service Commission; but also the [Public Service Act of 1991](#); the Pensions Act; the Social Security Act; and the Public Service Regulations. In that regard, all public officers are subject to the mentioned provisions.

The [Establishment, Personnel and Training Department \(EPTD\)](#) is the public institution responsible for the management, direction and control of the Public Service of Dominica. In that regard, its functions are ([Section 18 of the Public Service Act](#)):

- Maintain a classification of the offices in the Public Service and ensure that the classifications are observed;
- Keep under review the pay and allowances payable to public officers;
- Administer or ensure the administration of Regulations under section 39; and
- Establish procedures for treating with the representative body or with public officers as required or permitted in this Act, in respect of: a) the classification of offices; b) grievances; c) pay and allowances; and d) the terms and conditions of employment, including promotion.

Likewise, there is a [Public Service Commission](#), created under Section 84 of the Constitution, which is responsible for appointments, removal and the exercise of disciplinary control over all public officers. The Commission comprises a Chairman and six other members. All are appointed by His Excellency the President on the advice of the Prime Minister for a three-year period on a part time basis.

The [EPTD](#) is also the entity responsible of the [Public Service Training Centre](#) – created in August 9, 1993 – which carries out several training programmes addressed to public offices as a means of facilitating the growth of their secretarial, executive, managerial, technical and professional skills.

[Section 12 of the Public Service Act](#) provides the modes by which a public officer may leave the Public Service. These are:

- a) On dismissal or removal in consequence of disciplinary proceedings;



- b) On compulsory retirement;
- c) On voluntary retirement;
- d) On retirement for medical reasons;
- e) On resignation after having given the prescribed notice;
- f) On the expiry or other termination of an appointment for a specified period;
- g) On the abolition of his/her office;
- h) In the case of a public officer on probation, on the termination of the appointment;
- i) In the case of a public officer holding a non-pensionable office, on the termination of the appointment; and
- j) On retirement in the public interest.

Coordination

General Information

The Commonwealth of Dominica recognizes the important of inter-institutional coordination with the aim of achieving national goals and plans in a more sustainable effective, efficient and results-based way. In that regard, the entity responsible for the coordination among government ministers and for the implementation of inter-institutional coordination activities is the Cabinet, which is composed by the Prime Minister and other Ministers part of the Executive Branch ([Section 60 of the Constitution](#)).

Nonetheless, the [Public Service Act of 1991](#) created the Committee of Permanent Secretaries, composed by the Secretary to the Cabinet, the Financial Secretary, the Chief Personnel Officer, the Development Coordinator and all Permanent Secretaries. The Committee is an inter-ministerial responsible for ([Section 22 of the Public Service Act](#)):

- the coordination of the management functions of the Public Service;
- making recommendations on any matters referred to it by the Chairman; and
- planning the implementation of career development and succession planning in the Public Service.

Decentralization

General Information

The local government system of the Commonwealth of Dominica consists of forty-two (42) local councils, being the most important: 1. the Roseau City Council; 2. the Portsmouth Town Council; 3. the Canefield Urban Council; and 4. the Carib Council.

Although the country counts with a decentralized local government system, councils are not fully autonomous, as their functions and responsibilities derive from the central government.

In that regard, the institution of the central government responsible for the development and administration of local government is the [Division of Local Government and Community](#)



[Development](#) of the [Ministry of Community Development and Gender Affairs](#), whose main functions are:

- The promotion of the concept of Local Government;
- The supervision of Local Authorities;
- The development of legislative and administrative capacities of Local Governments; and
- The preservation of Dominica's cultural heritage.

Evaluation of Policies and/or Programmes

General Information

The Commonwealth of Dominica established a monitoring and evaluation process within its [Fourth Medium Term Growth and Social Protection Strategy \(GSPS\) 2014-2018](#), according to which, the Committee of Permanent Secretaries is the inter-ministerial monitoring mechanism for the Public Sector Investment Programme. The Committee shall meet monthly with the coordination of the Ministry of Finance.

Quality of Public Services

General Information

The Commonwealth of Dominica is making great efforts in order to guarantee the highest quality standards of public services to all citizens. In that regard, the government institution responsible for ensuring the highest quality of the country's products and services is the [Dominica Bureau of Standards \(DBOS\)](#) of the [Ministry of Trade, Energy and Employment](#), whose primary functions are the development, establishment, maintenance and promotion of standards for promoting the health and safety of consumers as well as protecting the environment, food and food products, the quality of life for the citizenry and the facilitation of trade.

Likewise, the [DBOS](#) is the institution representing the country to the [CARICOM Regional Organization for Standard and Quality \(CROSQ\)](#), which is the [CARICOM](#) entity responsible for promoting efficiency and competitive production in goods and services. To that end, as part of the [Caribbean Community \(CARICOM\)](#), Dominica signed and ratified the [Revised Treaty of Chaguaramas Establishing the Caribbean Community including the CARICOM Single Market and Economy of July 5th 2001](#), an international legal instrument whose main objectives are ([Art. 6](#)):

- a) Improved standards of living and work;
- b) Full employment of labour and other factors of production;
- c) Accelerated, co-ordinated and sustained economic development and convergence;
- d) Expansion of trade and economic relations with third States;
- e) Enhanced levels of international competitiveness;
- f) Organization for increased production and productivity;
- g) The achievement of a greater measure of economic leverage and effectiveness of Member States in dealing with third States, groups of States and entities of any description;
- h) Enhanced co-ordination of Member States' foreign and foreign economic policies; and



- i) Enhanced functional co-operation, including: 1. more efficient operation of common services and activities for the benefit of its peoples; 2. accelerated promotion of greater understanding among its peoples and the advancement of their social, cultural and technological development; 3. intensified activities in areas such as health, education, transportation, telecommunications.

Citizen Participation in Public Management

General Information

In Dominica, civil empowerment and citizen participation is seen as critical to improving the ways in which government operates and society benefits from public programs and services.

As member of the [Caribbean Community \(CARICOM\)](#), Dominica is State Party to the [Charter of the Civil Society for the Caribbean Community of 1992](#), which is a document that outlines civil participation and empowerment for the entire Caribbean region and aims to strengthen confidence in governance by creating a truly participatory political environment to promote genuine consultation in the process of governance, among its other goals.

[Article XVII of the Charter](#) defines "good governance" as being "just, open and accountable". It acknowledges that the roles of government, social partners and civil society are complementary and central good governance, and that it is the role of the States to define and delineate the rights and responsibilities of each to ensure equal participation. It requires that the States establish effective systems of consultation between the Government and the people to promote and facilitate civil participation in the democratic process.

Additionally, [Article XXIV entitled "Awareness and Responsibilities of the People"](#) makes an express declaration of the critical role of civil society in maintaining good governance. It charges the States with the express responsibility to foster awareness, support and programs for sound values and positive attitudes to drive individual and community participation in the following:

- a) The inculcating, nurturing and demonstration of love of one's country;
- b) The participation in the electoral process;
- c) The development of a positive work ethic at all levels in society in the recognition of the responsibilities of the people in the areas of production, the economy and the provision of goods and services;
- d) The sensitizing of the people to the importance of continuous skill upgrading, training and broadening of their skills and expertise;
- e) The building of self-reliance and the engagement in self-help activities, whether alone or in community with others;
- f) The promotion of awareness of parents to cooperate with and support the school system and programmes aimed at the character formation of students;
- g) Special consideration and support of the young, aged, the disabled and other vulnerable groups;
- h) The resolution of interpersonal and domestic disputes by peaceful means, such as mediation, reconciliation and otherwise;
- i) The caring and protection of the environment;



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- j) The preservation and protection of public property; and
 - k) The promotion, establishment and maintenance of community-based organizations.