

## **Guide of Strategies and Mechanisms for Effective Public Management (GEMGPE)**

### **Barbados**

**Preliminary Version: March 25<sup>th</sup>, 2014**

This Guide is under review process by Office of Public Sector Reform (OPSR)  
Government of Barbados



### **General Information**

#### **General Information:**

#### **By Country: Indicators of Public Management**

##### **1. The Commonwealth**

[General Information](#): Presents key facts and indicators about Barbados (geography, society, economy, politics, and history, among other details).

##### **2. Government of Barbados**

[Central Bank of Barbados](#): Presents indicators and economic statistics about Barbados.

[Barbados Statistical Service](#): Provides key economic and social statistics used by policy makers, government officials and the public.

##### **3. International Monetary Fund (IMF)**

[Government Finance Statistics](#): Provides annual data about public finances and government sub-sectors as reported by member countries.

##### **4. United Nations (UN)**

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

##### **5. The World Bank (WB)**

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

[Doing Business: Measuring Business Regulations](#): The World Bank and International Finance Corporation compile statistics and indicators on the "Ease of Doing Business" in Barbados. Barbados is ranked 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.

#### **By Country: Publications and Research Studies**

##### **1. Caribbean Development Bank (CDB)**

["Barbados Country Assessment of Living Conditions 2010 Volume 2: A Macroeconomic and Social Assessment of Barbados: 1995-2010"](#) (2010). Caribbean Development Bank.

## **2. Inter-American Development Bank (IDB)**

["Managing for Development Results: Progress and Challenges in Latin America and the Caribbean"](#) (2010). Inter-American Development Bank.

["Short Form for the Institutional Assessment of Civil Service Systems: Case of Barbados"](#) (2004). Inter-American Development Bank.

## **4. United Nations (UN)**

### **A. Economic Commission for Latin America and the Caribbean (ECLAC)**

["Caribbean Policy Response to the Information Age: A Review of Government Information and Communications Technology Policy and Services in Selected Caribbean Countries"](#) (2001). Economic Commission for Latin America and the Caribbean.

### **B. United Nations Development Programme (UNDP)**

["Building Bridges between the State and the People"](#) (2010). United Nations Development Program.

### **C. United Nations Department of Economic and Social Affairs (UN DESA)**

["United Nations E-Government Survey 2012: E-Government for the People"](#) (2012). United Nations.

## Long-Term Vision

### General Information

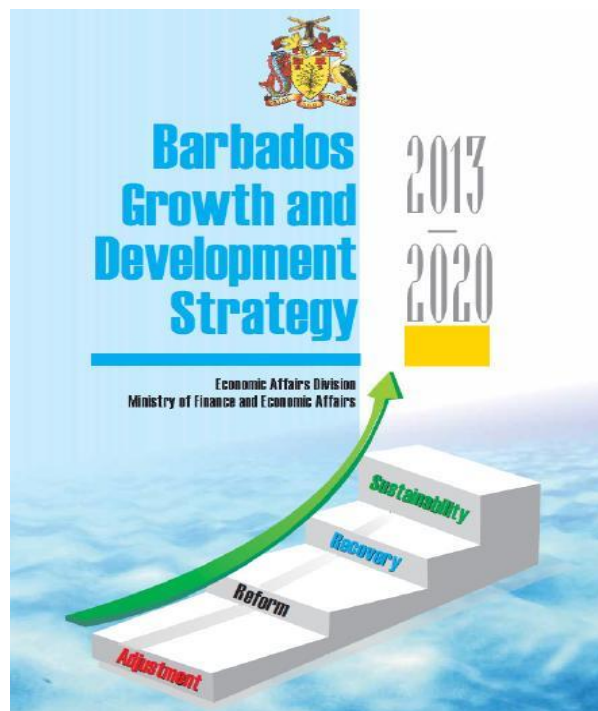
In Barbados, the long-term vision is related to the [Barbados' Growth and Development Strategy \(BGDS\): 2013-2020](#) that represents a holistic and systematic method to achieve adjustment, reform, recovery and sustainability in the national economy through new development pathways.

The vision for this National Development Strategy is one that is underpinned by the country's long-term goal which is to become: "*A Fully Developed and People-centred Society, through New Development Pathways*". In that regard, its main purpose is to institute a sequence of manageable structural adjustments and reform which are critical to the country's sustainable economic, human and social development over the planning horizon 2013-2020.

The [BGDS: 2013-2020](#)'s elaboration and development was led by the [Economic Affairs Division](#) of the [Ministry of Finance & Economic Affairs](#) - in collaboration with the Finance Division of the MFEA, the Central Bank of Barbados and Government Ministries and Select Departments - counting on participation of the representatives for the Social Partnership and Civil Society; the members of the Barbados Workers Unions; the Coalition of Trade Unions and Staff Associations of Barbados; the Private Sector Association; the Council of Economic Advisors; the Joint Economic Group; and Non-Governmental Organizations.

Likewise, the National Development Strategy counted on the participation of the Barbadian citizens who made and gave their comments on the draft [BGDS: 2013-2020](#) through the National Consultation held on June 27, 2013.

### The National Development Strategy Barbados' Growth and Development Strategy (BGDS): 2013-2020



Source: [Barbados Growth and Development Strategy 2013-2020](#)

## National Strategies / Planning

### Introduction

Since 2008, the Government of Barbados has been making great efforts to articulate a comprehensive growth and development strategy aligned with the Millennium Development Goals (MDGs) by means of the medium-term strategy: "[Barbados' Growth and Development Strategy \(BGDS\): 2013-2020](#)".

The [\(BGDS\): 2013-2020](#) charts a clear direction for sustainable green economic growth and development priorities throughout the country over the next eight years. Its central theme is based on "*Adjustment, Reform, Recovery and Sustainability*".

The *adjustment* is regarding reduce the fiscal deficit and the debt-to-GDP ratio to more sustainable levels; the *reform* speaks about the need to implement policies and programmes in the short to medium-term in order to strengthen Barbados' economic and social fundamentals; the *recovery* proposes that growth should be managed on the basis of annual goals targets set by the social partnership along with the progress and achievement of an appropriate *adjustment* and *reform*; and the sustainability exhorts to the nation's commitment to productivity, efficiency, competitiveness and service excellence ([BGDS: 2013-2020, page ii](#)).

Likewise, the [\(BGDS\): 2013-2020](#) set out the following four (4) national goals: 1. Return the Barbadian economy to a sustainable growth rate of 3% by 2020 while maintaining macroeconomic stability; 2. Facilitate broad based adjustments and reforms in the economy; 3. Enhance social and human development; and 4. Enhance Environmental sustainability in the context of the green economy.

These four (4) national goals are aligned with the Medium-Term Fiscal Strategy and Adjustments and the following Barbadian strategies:

1. Sectoral Growth Strategies ([BGDS: 2013-2020, pages 43-64](#)):
  - 1.1. Tourism
  - 1.2. International Business and Financial Services
  - 1.3. Agriculture and Fisheries Production
  - 1.4. Manufacturing and Industrial Development
  - 1.5. Micro, Small and Medium Sized Enterprise Development (MSME)
  - 1.6. Cultural Industries and Sports
  - 1.7. Foreign Affairs and Foreign Trade Policy
  - 1.8. Non-Traditional Services
2. Special Adjustment and Reform Initiatives ([BGDS: 2013-2020, pages 64-90](#)):
  - 2.1. Competitiveness, Productivity and Services Excellence
  - 2.2. Transformation to a Green Economy
  - 2.3. Labour Market Reform and Human Resource Development
  - 2.4. Public Sector and Institutional Reform
  - 2.5. Business Facilitation
  - 2.6. Price and Cost Structure
  - 2.7. Justice and Legislative Reform
  - 2.8. Building Climate Change and Economic Resilience

- 2.9. CARICOM Single Market and Economy (CSME)
- 3. Infrastructural Development and Modernization ([BGDS: 2013-2020, pages 91-108](#)):
  - 3.1. Energy Reform and Solid Waste Management
  - 3.2. Town Planning
  - 3.3. Housing and Lands
  - 3.4. Disaster Management
  - 3.5. Innovation, Science and Technology
  - 3.6. Transport Management
  - 3.7. Road Transport
  - 3.8. Cruise Transport
  - 3.9. Solid Waste Management
  - 3.10. Water
- 4. Public Sector and Private Sector Investment ([BGDS: 2013-2020, pages 109-118](#)):
  - 4.1. Public Sector Investment Programme
  - 4.2. Private Sector Investments
- 5. Human and Social Development Strategies ([BGDS: 2013-2020, pages 119-146](#)):
  - 5.1. Poverty Reduction
  - 5.2. Education and Training
  - 5.3. Health Care
  - 5.4. Gender
  - 5.5. Population
  - 5.6. Youth Development
  - 5.7. The Elderly
  - 5.8. Persons with Disabilities
  - 5.9. Law and Order
  - 5.10. Community Development
  - 5.11. Economic Empowerment

### **Institutional Framework**

The [Ministry of Finance & Economic Affairs](#), through its [Economic Affairs Division](#), is the national entity responsible to provide expert policy and technical advice based on a sound framework for economic and social planning by means of the conduct of economic and social research, policy analysis, rational economic and social planning, technical cooperation coordination and the compilation and analysis of statistical information.

The [Economic Affairs Division](#) comprises the following areas: 1. [Research & Planning Unit](#); 2. [Barbados Statistical Service \(BSS\)](#); 3. [Productivity Council](#); and 4. [Center for Policy Studies](#).

Its objectives related to national planning are as follows:

- a) Preparation of National Development/Strategies Plans;
- b) Preparation of Medium Term Economic Strategy;

- c) Monitoring the implementation of programmes, projects and strategies contained in the Medium Term Economic Strategy (MTES);
- d) Developing Development and Planning Methodologies;
- e) Working with other government agencies to build out and executive their Medium Term Economic Strategies; and
- f) Assist in the planning of National Public/Private Sector Consultations on the Economy.

## Strategies and Mechanisms

The Government of Barbados has developed strategies and mechanisms reflected in "[Barbados' Growth and Development Strategy \(BGDS\): 2013-2020](#)". The [BGDS: 2013-2020](#) provides the blueprint for the realization of Barbados' vision of becoming a fully developed and people-centred society, through new development pathways.

In that regard, the [BGDS: 2013-2020](#) set out four (4) national goals and twenty (20) objectives in pursuit of the national vision for 2020:

**1. First Goal.** Return the Barbadian economy to a sustainable growth rate of 3 per cent by 2017 and 4.5 per cent by 2020 while maintaining macroeconomic stability. This goal presents the following objectives ([BGDS: 2013-2020, page 18](#)):

- 1.1. Reduce the fiscal deficit to below 2.0 per cent by 2020/21.
- 1.2. Achieve a more comfortable level of Debt Sustainability.
- 1.3. Strengthen the Net International Reserves position to at least six months or 24 weeks.
- 1.4. Strengthen bank and financial sector soundness.
- 1.5. Reduce the unemployment rate to single digits.
- 1.6. Increase the export of services and goods.
- 1.7. Increase food production and nutritional security.
- 1.8. Expand and accelerate public and private investments.
- 1.9. Reform the productive sectors and increase supply capacity.

**2. Second Goal.** Facilitate broad based adjustments and reforms in the economy. This goal presents the following objectives ([BGDS: 2013-2020, page 18](#)):

- 2.1. Reduce the cost of doing business and the cost of living.
- 2.2. Enhance Business Facilitation.
- 2.3. Enhance international competitiveness, national productivity, efficiency and service excellence.
- 2.4. Develop the micro, small and medium sized business sector and entrepreneurship.
- 2.5. Ensure more modern and efficient public and private sector institutions.
- 2.6. Build the human and social capital base.
- 2.7. Infrastructure upgrade and modernization.

**3. Third Goal.** Enhance social and human development. This goal presents the following objectives ([BGDS: 2013-2020, page 18](#)):

- 3.1. Reduce the level of Poverty.

3.2. Preserve a strong social safety net.

**4. Four Goal.** Enhance Environmental sustainability in the context of the green economy. This goal presents the following objectives ([BGDS: 2013-2020, page 18](#)):

4.1. Reduce dependence on fossil-fuels, ensure environmental sustainability, combat climate change and build resilience to natural and man-made hazards.

4.2. Enhance research and innovation through science and technology.

**NATIONAL GOALS AND OBJECTIVES**

Underpinning the Government of Barbados' Medium-Term Growth and Development Strategy 2013 - 2020, are four goals, which are to:

<i>GOAL 1</i>	<i>GOAL 2</i>	<i>GOAL 3</i>
<b>Return the Barbadian economy to a sustainable growth rate of 3 per cent by 2017 and 4.5 per cent by 2020 while maintaining macroeconomic stability</b>	<b>Facilitate broad based adjustments and reforms in the economy</b>	<b>Enhance social and human development</b>
<ul style="list-style-type: none"> <li>• Reduce the fiscal deficit to below 2.0 per cent by 2020/21</li> <li>• Achieve a more comfortable level of Debt Sustainability</li> <li>• Strengthen the Net International Reserves position to at least six months or 24 weeks.</li> <li>• Strengthen bank and financial sector soundness.</li> <li>• Reduce the unemployment rate to single digits</li> <li>• Increase the export of services and goods.</li> <li>• Increase food production and nutritional security</li> <li>• Expand and accelerate public and private investments.</li> <li>• Reform the productive sectors and increase supply capacity.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce the cost of doing business and the cost of living.</li> <li>• Enhance Business Facilitation.</li> <li>• Enhance international competitiveness, national productivity, efficiency and service excellence.</li> <li>• Develop the micro, small and medium sized business sector and entrepreneurship.</li> <li>• Ensure more modern and efficient public and private sector institutions</li> <li>• Build the human and social capital base.</li> <li>• Infrastructure upgrade and modernisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce the level of Poverty.</li> <li>• Preserve a strong social safety net.</li> </ul>
		<b><i>GOAL 4</i></b>
		<b>Enhance Environmental sustainability in the context of the green economy</b>
		<ul style="list-style-type: none"> <li>• Reduce dependence on fossil-fuels, ensure environmental sustainability, combat climate change and build resilience to natural and man-made hazards.</li> <li>• Enhance research and innovation through science and technology.</li> </ul>

**Source:** [Barbados Growth and Development Strategy 2013-2020, page 18](#)



## Public Budget

### Introduction

The [Constitution of Barbados - Chapter IX](#), sets out the basic principles and provisions of the public budget formulation process.

As [Sections 107 and 109\(7b\) of the Constitution](#) state, the Consolidated fund is the primary source of funding of Barbados, in which all revenues shall flow into and where most part of the statutory expenditures shall be charged. To that end, [Section 110 of the Barbadian Constitution](#) specifies that no sum shall be charged to the Consolidated Fund, except upon the authority of the Minister of Finance or under the hand of some person authorized by the Minister. Likewise, the sums charged to the Consolidated Fund shall be used only for meeting public expenditures authorized under [Section 109](#) or, in the case of statutory expenditure, for the purposes appointed by law.

Likewise, the law that enhances the constitutional norms and provides more detailed provisions on the subject is the [Financial Management and Audit Act of the 1<sup>st</sup> of April 2007](#).

In Barbados, the governmental entity responsible for the preparation and presentation of the annual Public Budget is the [Ministry of Finance and Economic Affairs](#). As a strategy to strengthen and enforce the economy of the country, the [Economic Affairs Division](#), agency of the [Ministry of Finance and Economic Affairs](#) of Barbados, developed the "[Barbados Growth and Development Strategy 2013-2020](#)". Among the strategies developed, there are two (2) initiatives which stress particularly on the public budget:

- The introduction of Performance Budgeting, a tool focusing on expenditure control, value-for-money and measurable results. In particular, the strategy involves technical training activities and the adoption of the Performance Budgeting Tool in the entire Barbados Public Sector; and
- The enforcement of the [Financial Management and Audit Act of 2007](#). To that end, the strategy designed asks the [Ministry of Finance](#) to tie financial disbursements to the receipt of the Quarterly Performance Reports submitted by Ministries and Departments.

### Institutional Framework

While the [Constitution of Barbados](#) defines the core principles of the elaboration process of the public budget, the [Financial Management and Audit Act of April 1<sup>st</sup>, 2007](#) defines the functions and roles of the authorities responsible for the elaboration and control of the public budget of the country.

According to the [Financial Management and Audit Act of 2007](#), these authorities are:

1. [The Minister of Finance and Economic Affairs](#), who holds the following responsibilities and powers:
  - a) Prepare the annual budget ([Section 5\(1\) – Financial Management and Audit Act](#));
  - b) Introduce in the House of Assembly the Appropriation Bill, containing all the estimate aggregated sums which are proposed to be expended for that specific financial year ([Section 6\(1\)](#));



- c) Prepare, in case of necessity, supplementary estimates of expenditure and presenting them before the House of Assembly for their approval at any time before the end of that financial year, through a Supplementary Appropriation Bill ([Section 6\(5\)](#));
- d) Present, as soon as possible after the end of each financial year, the Final Appropriation Bill, which shall contain any sum not included in the previous Appropriation Bill ([Section 6\(5\)](#));
- e) Borrow by means of temporary advances money to an amount not exceeding 10 per centum of the net receipts of the estimated revenue of the Government for that financial year, in order to meet the current requirements of the Consolidated Fund ([Section 13\(1\)](#));
- f) Limit or suspend any expenditure authorized under any Appropriation Act or under any resolution of Parliament if in his opinion the exigencies of the financial situation make such limitation or suspension necessary ([Section 21\(1\)](#)); and
- g) Prepare and present before the House of Assembly, in respect of each financial year and after the close of that financial year the following statements: 1. a statement of the financial position at the balance date; 2. a statement of financial performance; 3. a statement of cash flows; 4. a statement of borrowings; 5. a statement of sinking fund and sinking fund asset for the year; 6. a statement according to Section 36 of the Financial Management and Audit Act of 2007; 7. a statement of accounting policies; 8. a statement of all accounts remitted according to Section 21 of the above mentioned Act ([Section 22\(1\)](#)).

**2. The Director of Finance and Economic Affairs**, whose functions are mainly to issue instructions regarding ([Section 19 – Financial Management and Audit Act](#)):

- a) The preparation of estimates in the form of a budget;
- b) The collection, management, administration and accounting of public moneys;
- c) The purchase, receipt, custody, issue, sale, transfer or delivery of any stamps, securities, stores or other property of the Crown;
- d) The keeping of records of the Crown; and
- e) Any other purpose necessary for the efficient administration of the financial business of the Crown.

Moreover, the Director of Finance and Economic Affairs of Barbados holds the power to inspect all administrative and ministerial offices and to have access to public books, documents and records, in order to control the effective performance of their functions.

**3. The Accountant-General**, who fulfills the following functions and powers:

- a) Open, maintain and operate the principal bank account of the Crown ([Section 8\(1\) – Financial Management and Audit Act](#));
- b) Deposit the moneys at the credit of the Consolidated Fund and any other public moneys into the treasury account ([Section 9\(1\)](#));
- c) Follow the instructions of the Director of Finance and Economic Affairs regarding the withdrawal of public moneys ([Section 11](#));
- d) Likewise the Director of Finance and Economic Affairs, order inspections in the administrative and ministerial offices and have access to public books, documents and other records ([Section 19\(2\)](#));
- e) Prepare, sign and transmit to the Auditor-General, in respect of each financial year and within a period of 4 months after the close of each financial year the following statements: 1. a statement of the financial position at the balance date; 2. a statement of financial

performance; 3. a statement of cash flows; 4. a statement of borrowings; 5. a statement of sinking fund and sinking fund assets for the year; 6. a statement under [Section 36 of the Financial Management and Audit Act of 2007](#); 7. a statement of all amount remitted according to [Section 21\(2\)](#) of the above mentioned Act; 8. a statement of accounting policies; 9. any other statement necessary to fairly reflect the financial operations of the Crown ([Section 22](#)).

The only authority whose functions are regulated by the [Constitution of Barbados \(Section 113\)](#) is the **Auditor-General**, who is an independent public officer holding the following functions:

- a) Carry out examinations into the financial management of Ministries, departments, statutory authorities and government-controlled entities;
- b) Receive from the Supreme Court, the Senate, the House of Assembly and all departments and offices of the Government an annual report and have access to all their books, documents and records; and
- c) Submit a report on his activities to the Speaker of the House of Assembly.

The responsibilities and powers held by the Auditor-General have been detailed in the [Financial Management and Audit Act of 2007 – Part IV: the Audit Office](#).

### **Strategies and Mechanisms**

According to [Section 108 of the Constitution of Barbados](#), the public budget process starts with the preparation by the [Minister of Finance](#) of the annual estimates of revenues and expenditures for the succeeding financial year, which must be presented before the House of Assembly for its approval. [Section 5\(3\) of the Financial Management and Audit Act of 2007](#) provides a more detailed provision concerning the content of the annual budget, which includes a separate appropriation for each: 1. capital contribution; 2. purchase or development of capital assets; 3. category of other expenditure.

In addition, [Section 108\(2\) of the Constitution of Barbados](#) specifies that the part concerning the estimates of expenditure must show separately the sums needed to meet the statutory expenditures and other expenditures to be charged on the Consolidated Fund.

After that, [Section 109 of the Constitution of Barbados](#) states that the [Minister of Finance](#) shall introduce before the House an Appropriation Bill, containing all the estimate aggregated sums which are proposed to be expended for that specific financial year. The sums contained in the Appropriation Bill are divided according to the different public services to be financed.

The [Constitution of Barbados](#) provides also in the case of supplementary expenditures. To that end, its [Section 109\(5\)](#) states that the [Minister of Finance](#) shall prepare and present before the House of Assembly a Supplementary Appropriation Bill, containing all the supplementary expenditures, as well as to present as soon as possible after the end of each financial year, a Final Appropriation Bill, which shall include any sum not included in an Appropriation Bill and which shall be laid before the House for its approval.

## Professionalized Civil Service

### Introduction

Since the start of the Public Sector Reform in 1995, Barbados has made pivotal efforts in order to improve and develop the human resource management of its Public Service.

As a result of that, Barbados carried out a series of [initiatives and programmes](#), which addressed the area of Civil Service:

- The elaboration of a new [Public Service Act](#), whose latest version dates back to 2010 ([Public Service \(Amendment\) Act 2010-1](#)), whose aim is to improve the mechanism for appointment, transfer, promotion, discipline and tenure of public officer, among others. The new [Public Service Act of 2007](#) replaced the Civil Establishment Act of 1949 and the Training Act of 1972;
- The development of the [Performance Review and Development System \(PRDS\)](#), started in 2001, whose objective is to improve the employee's work through an annual assessment system;
- The [Job Evaluation Exercise](#), an initiative initiated in 2000, which consisted in a evaluation study on jobs and compensation of these jobs carried out by a specialized committee under the guidance of consultants from MNX Consulting Service of Canada;
- The elaboration and development of the [Human Resources Management Information System \(SmartStream\)](#), which allows the centralization of all the information related to the public servants of the different Ministries and Departments, managing all kind of human resources functions, from recruitment to termination;
- The [Employee Assistance Programme \(EAP\)](#), a counseling service provided to all public officers experiencing personal or work related problems; and
- The elaboration of the [Humanized Management Programme](#), whose aim is to create a work-friendly environment and, as consequence of that, reduce the level of absenteeism and promote a culture of performance in the public offices.

### Institutional Framework

In Barbados, the central agency responsible for the public service is the [Ministry of the Civil Service](#), which is comprised by the following areas: 1. the [Office of the Public Sector Reform](#); 2. the Data Processing Department; 3. the Personnel Administration Division; and 4. the [Training Administration Division](#).

The [Ministry's functions](#) cover all matters related to Barbadian public servants, such as the conditions of service and human resource management. It holds the overall responsibility for human resource policy, which includes staffing levels, salary administration, job evaluation, setting qualifications standards and negotiations between trade unions and staff associations.

The [Ministry of the Civil Service](#) has the tasks of examining staff proposals from other Departments and Ministries, assessing the stated need and determining the number and levels of posts needed for each Ministry, in order to guarantee the adequate implementation of their mandates and functions.

To that end, [Section 13 of the Public Service Act of 2007](#) recognizes to the [Minister of the Civil Service](#) the power to:

- a) Establish offices in the Public Service;
- b) Determine the number of officers to be appointed for those offices;
- c) Determine the qualifications that persons to be appointed must possess;
- d) Determine the specific emoluments for those offices.

The establishment of offices in the Public Service is made by the [Minister](#) through a Public Service (General) Order, while the determination of specific qualifications for public servants is made through a Public Service (Qualifications) Order. Both have to be submitted to the House of Assembly for their approval.

As set out in [Section 4 of the Public Service Act of 2007](#), other governmental authorities responsible for the civil service are:

### **1. The Service Commissions**

The Service Commissions for Barbados are entities established in [Chapter VIII – The Public Service – of the Constitution of Barbados](#). The Constitution establishes three (3) Service Commissions, namely: 1. the Judicial Service Commission; 2. the Legal Service Commission; 3. the Public Service Commission.

The [Public Service Act of 2007, in its Section 5\(1\)](#), provides for the functions recognized to the Service Commissions, which are responsible for:

- a) Giving advice, in respect of appointments in the Public Service in both established and temporary offices;
- b) Giving directions of a general nature and providing guidance to officers or employees in the Public Service in relation to the performance of their duties in order to promote the development of the Service;
- c) The composition of committees, panels or other bodies established for the purpose of recruitment to or promotion in the Service, as well as any other matter the Commission thinks fit.

Finally, [Section 5\(2\) of the Public Service Act](#) states the guiding principles for the Service Commissions to carry out their functions, such as: transparency, fairness and justice.

### **2. The Head of the Civil Service**

The Head of the Civil Service of Barbados carries out control functions on the human resource management of the different Ministries and is appointed by the Prime Minister in his discretion ([Section 6\(1b\) of the Public Service Act of 2007](#)).

His powers are regulated by [Section 6\(3\) of the Public Service Act of 2007](#) and include:

- a) The power to request information from Ministries concerning their activities;
- b) The power to conduct investigations or inspections concerning Public Service Management;  
and
- c) The power to make or to request reports as the Head considers necessary or as requested by the Prime Minister.

### **3. The Commission of Permanent Secretaries**

[Sections 7 and 8 of the Public Service Act of 2007](#) provide for the composition and functions of the Commission of the Permanent Secretaries.

The composition comprises the following structure: 1. the Head of the Public Service, who holds the Chair of the Commission; and 2. the Permanent Secretaries of each Ministry ([Section 7 of the Public Service Act](#)).

According to [Section 8 of the Public Service Act](#), the functions of the Commission of the Permanent Secretaries are to:

- a) Advise the Prime Minister on: 1. such areas of the management of the Public Service as the Prime Minister requires; and 2. the policies necessary to administer and develop the Public Service;
- b) Consider and make recommendations on any specific matter referred to it by the Prime Minister;
- c) Co-ordinate those functions of the Public Service that relates to the management of the Service to ensure that there exists the capacity of Government to provide a modern and efficient Public Service;
- d) Expedite the decision making process particularly in matters requiring the involvement of several ministries, departments or agencies;
- e) Submit to the Prime Minister not later than 3 months after the end of each financial year, a report outlining the activities of the Committee; and
- f) Create a working environment that is conducive to increased productivity and greater job satisfaction in the Public Service.

Moreover, it is responsibility of each Permanent Secretary to ensure the implementation and respect of all the provisions related to safety, health and welfare of the civil employees at work, as established in [Section 10 of the Public Service Act of 2007](#).

### **Strategies and Mechanisms**

This Guide has organized the Professionalized Civil Service in the following critical sections:

#### **1. Entrance into the civil service**

The [Sections 100, 101, 102 of the Constitution of Barbados](#) set out the regulations for the appointments of high-level officers, such as: 1. the principal representatives abroad and subordinate staff; 2. the Director of Public Prosecutions; 3. the Auditor-General. The authority responsible for these appointments is the Governor-General of Barbados.

For what concerns the recruitment of other civil servants, the main source of regulation is the Recruitment and Employment Code, annexed as First Schedule to the Public Service Act of 2007 ([Section 18\(1b\) of the Public Service Act of 2007](#)).

As stated in its [Preamble](#), the principles ruling the Recruitment and Employment Code seek to ensure that the recruitment and appointment process follow standards of merit, impartiality and integrity, taking also into account seniority and experience if required by the nature of the work.

For what concerns the recruitment process, [Section 2 of the Recruitment and Employment Code](#) (First Schedule of the Public Service Act of 2007) provides the obligation to advertise and publish all job opportunities and vacancies within the Public Service. The relevant information which shall be included are: 1. the statutory qualifications required; 2. the duties, functions and responsibilities of the office; 3. the major terms and conditions of service applicable to the office; 4. a description of the skills, competencies, experience and personal qualities required; and 5. the nature of the procedure of the selection process.

[Sections 3 of the Recruitment and Employment Code](#) provides the basic principles of the selection process, which shall be ruled by the principles of merit, objectivity, impartiality and transparency; likewise, [Section 4 of the Recruitment and Employment Code](#) states that each candidate must be given equal consideration throughout the entire procedure for selection.

The procedure for selection is carried out by a selection panel, which, according to [Section 7 of the Recruitment and Employment Code](#), is established by recruiting authorities and composed by persons: 1. trained in or experienced in the process of interviewing; 2. knowledgeable in the area for which the candidate is being considered; and 3. impartial.

Once the selection panel drafts the list of successful candidates, this will be valid for a period of two (2) years ([Section 6 of the Recruitment and Employment Code](#)).

## **2. Training**

The training policy of Barbados is regulated by the [Public Service Act of 2007 – Part V: Management of Training and Human Resources Development](#) and in the [Fifth Schedule annexed to the Public Service Act: Training Committee](#).

The governmental authority responsible for training is the [Minister of the Civil Service](#), through the [Training Administration Division \(TAD\)](#), which has the responsibility to process requests for study and training leave for Barbadian public officers. The [TAD](#) also provides training courses in different areas: 1. Finance; 2. General Skills; 3. Information Technology; 4. Language Training; 5. Management and Leadership; 6. Office Support Development; 7. Public Service Communication; 8. others Seminars and Workshops.

The [Public Service Act of 2007](#) also provides the establishment of another authority, the Training Committee, which, according to [Section 24](#), has the responsibility to:

- a) Advise the Minister on training requirements and study leave in the Public Service;
- b) Advise the Service Commissions in respect of officers to be granted training and study leave; and
- c) Determine the terms and conditions under which officers shall be granted training and study leave.

The [Fifth Schedule annexed to the Public Service Act of 2007](#) establishes the composition of the Training Committee, which shall consist of the:

- Head of the Public Service;
- Ministry of the Civil Service;
- Permanent Secretary responsible for Training or the Principal Training Officer;
- Chief Personnel Officer;
- Ministry of Finance;
- Permanent Secretary with responsibility for international donor or development agencies;

- Ministry of Education

In order to ensure to all public servants possibilities for training and study leave, the [Public Service Act of 2007](#) regulates two (2) instruments: the Public Service Training Fund and the Training Loan Fund.

Moneys from the Public Service Training Fund are mainly used to award free scholarships and training courses to public officers ([Section 25\(2\) of the Public Service Act of 2007](#)), while the Training Loan Fund assists public officers to pursue a training or a course study through the granting of loans ([Section 26\(2\) of the Public Service Act of 2007](#)).

Finally, [Section 27 of the Public Service Act of 2007](#) states the obligation on the Minister to submit two (2) annual reports – one for each Fund – showing: 1. the number of awards made and the amount of each award; 2. in the case of the Training Loan Fund, the number of loans granted and the amount of each loan; 3. the state of the Fund.

### **3. Promotion and assessment**

The procedure for the promotion within the Public Service of Barbados follows the same rules of the recruitment process, as stated by [Section 20 of the Public Service Act of 2007](#).

To that end, the legislation applicable to the promotion process is the [Recruitment and Employment Code, annexed to the Public Service Act of 2007 as Fifth Schedule](#), based on the same principles analyzed in sub-section “**Entrance into the Civil Service**”.

For what concerns the assessment of public officers, since 2003 the [Office of Public Service Reform](#) developed the [Performance Review and Development System \(PRDS\)](#), an initiative whose aim is to identify the strengths and weaknesses of Barbadian public servants. The PRDS consists of an annual assessment divided into four (4) phases: 1. Meeting between the supervisor and the employee to develop the employee’s work plan; 2. First progress meeting; 3. Second progress meeting; 4. Overall final assessment/performance evaluation meeting.

### **4. Remuneration**

Remuneration of Barbadian civil servants differs according to the scale position within the Public Service. The set out of the emoluments for the different positions, the number of positions and the amount of the emoluments are provided by a Public Service (General) Order, as established in [Section 33 of the Public Service Act of 2007](#). According to the latest [Schedules of Personal Emoluments – 2013-2014](#), the latest General Order is the Public Service (General) Order of 2008. The grades within the Public Service are coded as S, P, C, or Z, where S is the highest and C the lowest position.

For what concerns the highest positions in the Public Service, namely the Governor-General, Judges, Director of Public Prosecutions, Auditor-General, appointed members of the Judicial and Legal Service Commission and members of the Public Service Commission and the Police Service Commission, [Section 112\(2\) of the Constitution of Barbados](#) establishes that the salaries payable to those position have to be charged to the Consolidated Fund.

### **5. Disengagement**

As regulated by the [Public Service Act of 2007](#), the main causes of disengagement from the Public Service are:



- a) Voluntary retirement;
- b) Compulsory retirement;
- c) Dismissal

The last two (2) causes are provided as consequence of disciplinary proceedings in case of a misconduct of a serious nature, as stated by [Section 2 of the Code of Discipline in the Public Service, annexed as Third Schedule to the Public Service Act of 2007](#). The conducts of serious nature that may lead to the dismissal or to the compulsory retirement of a public servant are:

- a) Absence from duty without leave or approval;
- b) Conviction of a criminal offence punishable by a term of imprisonment;
- c) Failure to report or disclose any information that ought reasonably to be reported or disclosed where the consequence of that failure amounts to a grave injustice;
- d) Unauthorized disclosure of information pertaining to the Government;
- e) Insubordination;
- f) Habitual intoxication or possession, use or distribution of illegal drugs while on duty;
- g) Reporting for duty or performing duties while under the influence of alcohol or illegal drugs;
- h) Failure to observe any laws, orders, rules or regulations governing the Public Service;
- i) Falsification of accounts or records, either manual or electronics;
- j) Willful mutilation, alteration or destruction of property including official documents or records, either manual or electronic;
- k) The threatening of a fellow officer or any person or threatening the destruction of any property while on duty;
- l) The causing of grievous bodily harm;
- m) The unauthorized possession of a firearm or other device that can be considered an offensive weapon;
- n) Acceptance of bribes or other inducements;
- o) Misappropriation of public funds;
- p) Major loss of or damage to property of the employer;
- q) Failure to perform the duties assigned to the office;
- r) Negligence in the performance of duty;
- s) Failure to maintain official records where the consequence amounts to a grave injustice;
- t) Misconduct involving three (3) or more of the matters listed as misconduct of a minor nature within a period of two (2) years.

## Coordination

### General Information

The Government of Barbados recognizes the importance of coordination policy and intra-governmental cooperation in achieving growth and good relations between the State and the people. In that regard the [Office of Public Sector Reform \(OPSR\)](#) , with the support of the [Cabinet](#) and national entities, is carrying out activities related to the promotion, development and implementation of effective public sector transformation initiatives.

According to [Section 64 of the Political Constitution](#), the [Cabinet](#) is the principal instrument of policy charged with the general direction and control for the government of Barbados. Among other functions, it's responsible for providing the continuous coordination and delimitation of the interests and functions of the Ministries, government departments, and agencies ([Section 11:2, \(iii\), White Paper on Public Sector Reform](#)).

Along with the [Cabinet](#), the [Ministry of the Civil Service](#) through the [OPSR](#)<sup>(1)</sup> is the national institution responsible for initiating and facilitating organizational transformation and renewal through innovative programmes and the provision of advisory services to foster a professional and performance-oriented culture in public sector agencies. One of its primary purposes is to assist Ministries, Departments and other Public Sector Agencies in developing and implementing Public Sector Reform projects and programmes.

A 1995 mandate handed down by the Prime Minister tasked the [OPSR](#) with encouraging improvements in public management capacity and enhancing service performance. The [White Paper on Public Sector Reform](#) was published as a result and outlines the Barbadian government's policy for reform, discussing needs and challenges in a historical light and outlining specific problem areas. To facilitate changes, it discusses the need for changes in structure and management processes to improve operational efficiency, communication, and productivity for a more dynamic institution.

Additional programs, initiatives, and legislation showing the Barbadian government's continued efforts to include intra-governmental cooperation in its strategic planning and keep it on the forefront of modernizing and reform initiatives include:

- a) [Guidelines in Developing a Strategic Plan](#). This document describes Strategic Planning as a set of procedures and tools designed to help government units find ways to address the changing circumstances in the internal and external environment. In describing the different levels of planning that a department or a ministry may undertake, the document stresses the importance of aligning the strategic, multi-year and operational planning levels.

As the [Guidelines](#) points out, Strategic Planning requires that departments within a ministry align their policy initiatives to support ministerial goals and objectives; likewise, it requires that ministerial goals and objectives align to support broad government goals and objectives ([Guidelines in Developing a Strategic Plan, page 4](#)). To that end, the document highlights the need for inter-departmental and inter-ministerial policy agreement for effective action and progress.

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<sup>(1)</sup> It's important to note that the OPSR's mission, structure, objectives and initiatives are described in this Guide under the section: **Quality in Public Services, pages 29-32.**

b) The [Public Service Act, 2007](#) is an Act established to revise and consolidate legislation regarding public service administration for greater effectiveness and efficiency. Among the functions of this Act, it establishes a Committee of Permanent Secretaries to advise the Prime Minister in areas of management and policy related to Public Management. In [Part II, Section 8, Paragraph \(d\)](#), the Committee is explicitly tasked with the function of coordination among ministries, departments, and agencies of government.

c) An important mechanism developed and implemented by the [OPSR](#) is the [OPRS Strategic Plan 2013-2018: "A New Beginning"](#). The vision of the Strategic Plan is "to be the leading professional agency for the promotion, development and implementation of effective public sector transformation initiatives".

This strategic plan comprises five (5) Key Results Areas (KRA) that the Strategic Plan will use in measuring and evaluating are the following:

1. Transformation of the Office
2. Strategic Partnership and Networking
3. Communication
4. Functions of the Office
5. Monitoring and Evaluating

Through its vision and key results areas, the [OPRS Strategic Plan 2013-2018: "A New Beginning"](#) establishes itself as an important tool to aid in intra-governmental cooperation and communication, transparency, and service development. Cooperation will result from the betterment of communications and operating systems, service delivery and linkages to other institutions in the area of public service reform.

d) The [Barbados Growth and Development Strategy 2013-2020](#) is an economic growth initiative published by the [Economic Affairs Division of the Ministry of Finance and Economic Affairs](#) which includes a broad national vision, four (4) goals and twenty (20) objectives<sup>(2)</sup>. [Section 5.4.4 - Public Sector and Institutional Reform](#), is the section dedicated to improving Public Services for more efficient and cost-effective delivery. The section states that reforms will elicit more integrated and cooperative operations and services to deliver the greatest value for the financial investment. Strategies relating directly to cooperation include:

- Continue to be innovative in forging strategic partnerships with new and existing agencies;
- Improve the management, retention and utilization of information in the public service;
- Increase the utilization of strategic planning as a management tool in the Public Sector improving the effectiveness and efficiency of Government; and
- Network and forge strategic partnerships with key agencies.

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<sup>(2)</sup> The four (4) goals and twenty (20) objectives are described in this Guide under section: **National / Strategy Planning (Pag. 6)**.

## Evaluation of Policies/Programs

### General Information

The Government of Barbados is making pivotal efforts to strengthen and improve its Monitoring and Evaluation System for an effective public sector management.

In that light, the [Office of Public Sector Reform \(OPSR\)](#) of the [Ministry of the Civil Service](#) has elaborated the [OPRS' Strategic Plan 2013-2018: "A New Beginning"](#). This plan is intended to initiate and facilitate organizational transformation and renewal through innovative programs and the provision of advisory services to foster a professional and performance-oriented culture in public sector agencies.

This Plan comprises five (5) Key Results Areas (KRA)<sup>(3)</sup> which were identified in the strategic planning training facilitated by [Caribbean Centre for Development Administration \(CARICAD\)](#) in June 2010. These include Monitoring and Evaluation that consists in designing and implementing a *Monitoring and Evaluation System* for projects undertaken by the OPSR.

KRA 5: MONITORING AND EVALUATING		
GOAL:	OBJECTIVE:	PERFORMANCE INDICATOR:
1. To design and implement a Monitoring and Evaluation System for projects undertaken by the Office	1.1. To design and implement a Monitoring and Evaluation System by December 2013	✓ Development of a monitoring and evaluation system

Source: [Office of Public Sector Reform, Strategic Plan 2013-2020 "A New Beginning", page 17](#)

The KRA Monitoring and Evaluation has the following purposes:

- Implementation of a Monitoring and Evaluation System in the Office;
- Provision of training for Monitoring Development Officers in the area of Monitoring and Evaluation;
- Provision of a dedicated budget for Monitoring and Evaluation;
- Networking and forging of strategic partnerships with key agencies; and
- Using Monitoring and Evaluation as a tool to improve service delivery, allocation of resources and planning ([Office of Public Sector Reform, Strategic Plan 2013-2018 "A New Beginning", page 11](#)).

On the other hand, it's necessary to point out the importance of the "[Barbados' Growth and Development Strategy \(BGDS\): 2013-2020](#) regarding this topic. The strategy sets out that monitoring and evaluation would be done through information and awareness programs in which main national entities (Cabinet, Ministries), Private Sector and the public would participate. Also, it has set a goal of establishing important annual updates and semi-annual assessments to determine achievements and failures ("[Barbados' Growth and Development Strategy \(BGDS\): 2013-2020, page 148](#)).

<sup>(3)</sup> This five (5) key results areas are as follows: 1. Transformation of the Office, 2. Strategic Partnership & Networking, 3. Communication, 4. Functions of the Office, and 5. Monitoring and Evaluation.  
It's important to note that key results areas also are mentioned in this Guide under the section: **Coordination, page 18.**

## Gender Perspective

### Introduction

The Government of Barbados is making important efforts to adopt policies that seek the promotion of gender equality and women's empowerment in the society. In that regard, it recognizes that "[Barbados' Growth and Development Strategy \(BGDS\): 2013-2020](#)" will only be possible when women and men enjoy equal opportunities to rise to their potential and take part fully in social and economic life of the island nation.

The [Bureau of Gender Affairs](#) is the department of Government in charge of ensuring the integration of gender in all national development plans and policies, to achieve gender equity and equality. It was reconstructed in 2000 superseding the former Bureau of Women's Affairs which was established in 1976.

This [Bureau](#) has established a core group on inter ministerial gender focal points, which comprise members of staff from most Government Ministries and Departments. Additionally, a National Advisory Council on Gender was appointed in 2001 to assist the [Bureau](#) in the conduct of its work and advise it on matters pertaining to gender.

It's important to mention that Barbados takes part of important conventions and mechanisms related gender affairs, namely: [Inter-American Convention on the Prevention, Punishment and Eradication of Violence Against Women "Convention of Belém Do Pará"](#) (ratified and signed on February 8, 1995 and May 18, 1995, respectively and its [Inter-American Mechanism \(MESECVI\)](#); the [Convention on the Elimination of All Forms of Discrimination against Women \(CEDAW\)](#) – signed and ratified on July 24, 1980 and October 16, 1980, respectively; amongst other.

### Institutional Framework

The [Bureau of Gender Affairs](#) is the national entity responsible to integrate a gender perspective in all Government development plans and policies in order to bring about gender equity and equality between men and women in Barbados.

This Bureau provides the following facilities and services:

- a) To Advise Government Ministries and non Governmental organizations on policy matters for the integration of fender in every sector of national development;
- b) To further the development of gender equity and equality in areas such as: -Research-Policy, Formulation-Legislative Reform-Public Education-Training in Gender;
- c) To establish liaison networks with local, regional and international agencies/organizations dealing with gender and development and to provide technical assistance where requested, which includes preparing project proposals, accessing funding as well as organizing seminars and workshops; and
- d) To prepare and disseminate information on gender and development issues and provides reference services through a documentation Resource Centre.

### Strategies and Mechanisms

The "[Barbados' Growth and Development Strategy \(BGDS\): 2013-2020](#)" has set out the following objectives and strategies related gender affairs:

Objectives ("[BGDS: 2013-2020, pages 130-131](#)"):

- a) To bring gender to the forefront of national policy and legislation;
- b) To facilitate the formulation and implementation of a National Policy on Gender in keeping with global developments and the current policies of government to realize equality and equity for women and men;
- c) To advise Government Agencies and Non-Governmental Organizations on matter of concern to and affecting women and men;
- d) To develop the capacity of the Bureau of Gender Affairs to inform and coordinate policy dialogue on gender issues;
- e) To pursue research/policy studies and advocacy issues with particular emphasis on studies that focus on issues affecting gender equality in the society;
- f) To facilitate the institutional and programmatic support for NGO's focuses on gender sensitization, gender training and gender mainstreaming;
- g) To promote and facilitate social change at the community level as well as contribute to national development;
- h) To expand the gender awareness and analysis training to build capacity within government departments; and
- i) To eliminate violence and abuse as means of control or influence in intimate partner relationships.

Strategies ("[BGDS: 2013-2020, pages 131-132](#)"):

- a) Create a gender policy on crime and violence that will challenge existing notions of masculinity rather than placing emphasis on socioeconomic or demographic factors for causes of crime and violence;
- b) Create a gender policy on domestic violence to address the power relations between males and females while recognizing that a critical component of the attempt to eradicate gender based and domestic violence lies in the compilation of data to inform appropriate strategies;
- c) Reduce the sexual division of labor which limits a large number of women to primarily service jobs – equal participation of both male and female in all form of employment and guarantee equal pay for equal work;
- d) Utilize a strong educational component to create awareness and sensitize both males and females to their vulnerabilities of contracting these diseases, with the ultimate aim of bringing about behavior change;
- e) Create a virtual space to provide important information on violence against the women and a safe place for victims and survivors of violence;
- f) Establish a fund to assist female victims of domestic violence;
- g) Undertake gender analysis of the activities of government departments to determine their impact on the pursuit of MDG 3, society and the achievement of national goals;
- h) Advocate for the desegregation by sex of statistical data to facilitate the comprehensive analysis of information in order to provide accurate and up to date reports on gender and development;



- i) Re-establish the inter-ministerial Committees with the use of focal points from government agencies;
- j) Advocate for change in the domestic violence legislation;
- k) Inclusion of males in the fight against domestic violence; and
- l) Strengthen mechanisms for the protection of children against harm and violence.



## Competition Regulatory Framework

### Introduction

In Barbados, the main legislation regulation trade and business competition is the [Fair Competition Act, Chapter 326C \(FCA\)](#) of 2002, entered into force on January 3<sup>rd</sup>, 2003.

The [FCA](#) addresses to any “anti-competitive practice” or “anti-competitive business conduct”, which, according to [Section 4\(a\) of the Fair Competition Act, Chapter 326C](#) of 2002, have to be meant as any *“practice or conduct amounting to or resulting in an unreasonable restraint of trade or any act of competition in industrial or commercial matters, including the conclusion of any agreement or the establishment of any arrangement that*

- a) Restricts trade;*
- b) Maintains or is likely to result in the maintenance of a dominant position; or*
- c) Constitutes a pricing regime respecting a particular product or trade that is controlled by the supplier or purchaser”.*

To that end, as set out in the [Preamble](#) to the FCA, the main objectives of the Barbadian legislation are to:

- Promote, maintain and encourage competition;
- Prohibit the prevention, restriction or distortion of competition and the abuse of dominant positions in trade;
- Ensure that all enterprises, irrespective of size, have the opportunity to participate equitably in the market place.

It is also important to underline that Barbados, as part of [CARICOM](#), is subjected to the CARICOM common competition regulatory framework, which comprises the [Community Competition Commission](#), a regional entity established in 2008 under [article 171 of the Revised Treaty of Chaguaramas](#), whose functions are to promote and protect competition in the Caribbean Region and to apply the rules of competition, among others.

The governmental authority responsible for the promotion and application of the Barbadian competition regulatory framework is the [Ministry of Industry, International Business, Commerce and Small Business Development](#), through its specialized Agency, the [Fair Trading Commission \(FTC\)](#).

### Institutional Framework

The [Fair Trading Commission \(FTC\)](#) is a specialized Agency of the [Ministry of Industry, International Business, Commerce and Small Business Development](#). The [FTC](#) was created in 2001 by the [Fair Trading Commission Act \(FTCA\) - Chapter 326B](#), which also regulates its functions and its procedural rules.

As the [Preamble](#) to the [FTCA – Chapter 326B](#) points out, the [FTC](#) is in charge for the safeguard of the interests of consumers, the regulation of utility services, the monitoring and investigation of the conduct of service providers and business enterprises, the promotion and protection of effective competition in the economy and for related matters.

For what concerns fair competition, the functions and powers of the [FTC](#) are regulated by the [Fair Competition Act \(FCA\) – Chapter 326C](#) of the 3<sup>rd</sup> of January, 2003, that states that the [Fair Trading Commission](#) shall ([Section 5](#)):

- a) Be responsible for the promotion and maintenance of fair competition;
- b) Carry out, on its own initiative or at the request of any person that has an interest in the matter, such investigations or inquiries in relation to the conduct of trade;
- c) Keep under review commercial activities to ensure that practices that may adversely affect the interests of consumers are prevented or terminated;
- d) Carry out such other investigations or inquiries as the Minister may request;
- e) Take such actions as it considers necessary to: 1. prevent the abuse of a dominant position by any enterprise; 2. eliminate anti-competitive agreements; 3. prevent control mergers;
- f) Advise the Minister on such matters relating to the operation of this Act as it thinks or as may be requested by the Minister;
- g) Carry out such other functions as are required to give effect to this Act; and
- h) Submit a report related to the specific enquiry carried out by the Commission itself to the Minister within ninety (90) days of the completion of the enquiry.

Moreover, as Barbados is a member state of [CARICOM](#), the [Fair Trading Commission](#) has also specific obligations towards the [Community Competition Commission](#), the regional authority for fair competition, as well as towards the other [member states of CARICOM](#). As set out in [Section 5 of the Fair Competition Act \(FCA\) – Chapter 326C](#), the [FTC](#) shall:

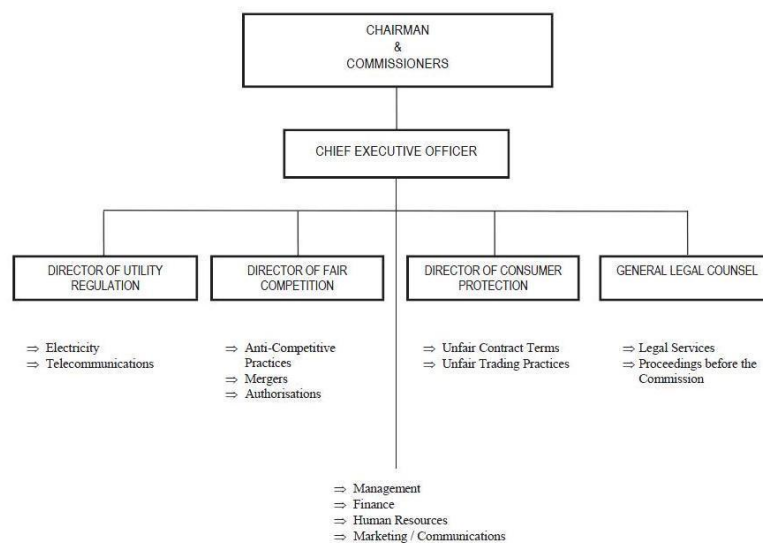
- a) Investigate any allegations of anti-competitive business conduct referred to it by the [Community Competition Commission](#) or by a competition authority of another member state and shall submit to the Community Competition Commission or that other competition authority, a written report of its findings; and
- b) Co-operate with: 1. the [Community Competition Commission](#) for the purpose of enforcing compliance with the provisions of the Act; and 2. competition authorities of other member states for the purpose of detecting and preventing anti-competitive business conduct and exchanging information relating to such conduct.

In addition, the [Fair Competition Act \(FCA\) – Chapter 326C](#) of 2003 recognizes to the [FTC](#) the following powers ([Section 6](#)):

- a) Declare certain practices to be abuses of a dominant position;
- b) Prohibit the withholding of supplies
- c) Prohibit the making of an agreement or to order the termination of an agreement, whose execution is likely to result in the engaging in an anti-competitive practice;
- d) Prohibit the attachment of extraneous conditions to any transactions;
- e) Prohibit: 1. discrimination or preferences in prices; 2. the recommending or prescribing of retail prices;
- f) Prohibit: 1. the acquisition of one company by another company; 2. the acquisition of the assets of one company by another company; - except in accordance with Section 20(2);
- g) Mandate the furnishing of such returns or information as it may require within such period as it may specify by notice;

- h) Require any person as the Commission considers appropriate, to state such facts concerning goods manufactured, produced or supplied, in order to determine whether the conduct related to that good or service constitutes an anti-competitive practice; and
- i) Require the verification of any document, as the Commission considers it necessary.

The [FTC](#) is composed by eleven (11) Commissioners appointed by the [Minister of Industry, International Business, Commerce and Small Business Development](#). The work of the Commissioners is helped by the Chief Executive Officer, who is responsible for the administration of the legislation and for the supervision of the work and staff under the Commission and is directly responsible for matters concerning management, finance, human resources and communications. The Commission is divided into four (4) main divisions, each one headed by a Director: 1. Utility Regulation; 2. Fair Competition; 3. Consumer Protection; 4; Legal Council.



Source : [2012 Fair Trading Commission – Annual Report](#)

## Strategies and Mechanisms

The work of the [Fair Trading Commission \(FTC\)](#) is directed to prevent and solve any situation that can result in an anti-competitive act and/or in an abuse of dominant position. The Barbadian policy on fair competition is regulated by the [Fair Competition Act – Chapter 326C](#) and can be synthesized in the following sub-sections:

### 1. Anti-competitive acts

[Section 13\(2\) of the Fair Competition Act – Chapter 326C](#) of 2003 describes anti-competitive acts as those *"agreements between enterprises, trade practices or decisions of enterprises or organizations that have or are likely to have the effect of preventing, restricting or distorting competition in a market"*.

To that end, when the [FTC](#) determines that an agreement or practice is anti-competitive according to the definition by [Section 13\(2\)](#), it shall serve notice to the parties involved requiring them to cease such practice or terminate such agreement ([Section 15\(1\) of the Fair Competition Act – Chapter 326C of 2003](#)).

In the case in which the parties whose notice is addressed, fail to terminate the anti-competitive conduct, [Section 15\(2\) of the Fair Competition Act – Chapter 326C](#) of 2003 resolves for a financial sanction equal to:

- \$150.000 if the party is an individual;
- \$500 000 or 10 per cent of its turnover for the financial year preceding the date of the commission of the offence, if the party is an enterprise.

## **2. Abuse of dominant position**

For what concerns the abuse of dominant position, [Section 16\(3\) of the Fair Competition Act – Chapter 326C](#) of 2003 provides a list of conducts and behaviors held by enterprises that may be considered as abuses, such as those that:

- Restrict the entry of any enterprise into that or any other market;
- Prevent or deter any enterprise from engaging in competitive conduct in that or any other market;
- Eliminate or remove any enterprise from that or any other market;
- Impose directly or indirectly unfair purchase or selling prices that are excessive, unreasonable, discriminatory or predatory;
- Limit the production of goods or services to the prejudice of consumers;
- Make the conclusion of agreements subject to acceptance by other parties of supplementary obligations which by their nature, or according to commercial usage, have no connection with the subject of such agreements;
- Engage in exclusive dealing, market restriction or tied selling; or
- Any other unfair measure in trading operations that allow the enterprise to maintain dominance.

In the case of abuse of dominant position, the [Fair Trading Commission \(FTC\)](#) may start an investigation towards the targeted enterprise. At the end of the investigation, it shall prepare a report indicating the practices that constitute abuse, notify the enterprise with its findings, together with a copy of the report, and require the enterprise to cease the abusive conduct.

## **3. Annual Report**

The [Fair Competition Act – Chapter 326C](#) of 2003, in its [Section 12](#), provides the [Fair Trading Commission \(FTC\)](#) with the obligation to submit to the Minister, within 2 months after the end of each financial year, a report concerning all the activities undertaken by the FTC during the preceding financial year, including:

- All investigations related to trade between Barbados and a CARICOM Member State;
- All matters referred for investigation by a CARICOM Member State; and
- All matters in respect of which a complaint has been made concerning trade practices in Barbados to the Community Competition Commission.

## **4. Sanctions**

The [Fair Competition Act – Chapter 326C – Part VIII](#) contains provisions regarding those actions aimed at impeding an investigation of the Fair Trading Commission.



[Section 39](#) concerns sanctions against any person, who, in any manner, impedes, prevents or obstructs any investigation or inquiry by the Commission or any authorized officer. The sanctions provided are a fine of \$40.000 or imprisonment for a term of six (6) months.

Likewise, [Section 40](#) states that a person who destroys or alters any document which that person is required to produce to the Commission, or causes the destruction or the alteration of such document, is guilty of an offence and shall be sanctioned: 1. to a fine of \$150.000 or to imprisonment for a term of six (6) months or to both, if the person is an individual; and 2. to a fine of \$500.000 or to imprisonment for a term of six (6) months or to both, if the person is a corporate entity.

## **5. Appeals**

The [Fair Competition Act – Chapter 326C - Part VII](#) regulates the appeals against the findings of the [Fair Trading Commission](#) (FTC). [Section 36](#) provides that any person who is aggrieved by a finding of the Commission may, within fifteen (15) days of receipt of the notice, appeal to a Judge in Chambers. The Judge may: 1. Confirm, modify or reverse the Commission's findings; or 2. Direct the Commission to reconsider the whole or any specified part of the matter to which the appeal relates. According to [Section 36\(3\)](#), the Judge has also the responsibility to communicate his decision to the Commission and to give to the FTC such directions he considers appropriate concerning the reconsideration of the whole or any part of the matter.

## Information and Communication Technologies

### General Information

Barbados is making pivotal strides in the enhancement and development of information and communication technologies (ICT). The government acknowledges that access to information, services, and social networks is essential to advance economically, socially and in effective governance with citizen participation and empowerment. A focus on standards and accreditation in addition to reforms in e-government for better and more wide-spread access to information by the civil sector has contributed to advances in this area – notably, in terms of a well developed infrastructure and skilled and internationally accredited ICT providers.

Recent reforms such as the [Barbados e-Government Programme Status Update](#) and the [National Information and Communication Technologies Strategic Plan of Barbados 2010-2015](#) have helped to facilitate this progress in ICT.

Published in September 2013 under the [Ministry of the Civil Service's Office of Public Sector Reform](#), the [Barbados e-Government Programme Status Update](#) (hereafter, the e-Government Programme) details reforms on e-government strategies and programs for transparent and accessible information and operations. The government of Barbados believes that e-Government programs have a transformational ability to bring government to the people wherein it is the responsibility of the government to communicate their operations and initiatives in clear and transparent ways.

This report was conducted with the goal to inform future e-Government strategies in the belief that e-Government has the ability to streamline government processes and bureaucracy to better serve its people.

The goals outlined in the e-Government Programme are as follows:

- Better delivery of services to citizens and businesses;
- Greater productivity and efficiency in the operations of government agencies; and
- Greater transparency and governance through broadening public participation in the governmental process.

The objectives of the e-Government Programme are as follows:

- To establish a structure for the management of the e-government programme;
- To put in place the technical infrastructure and architecture to support the various e-government initiatives;
- To ensure that adequate resources (physical, human and financial) are provided to ensure the successful implementation of the e-government programme;
- To review and enhance all government services utilizing ICT; and
- To develop a communications/marketing strategy to ensure that people, both external and internal to the public service, understand the vision, the changes that will occur and the tangible benefits to be derived from e-government.

Reform projects carried out as of September 2013:

- E-Government Strategy (2006);
- Institutional Framework for e-Government (2007);
- Design of a Government Wide Area Network (2010);

- Implementation of Government Wide Area Network (TBD);
- Draft e-Government Interoperability Framework (e-GIF) (2011);
- Standards and Policy for the Government Wide Area Network (2011);
- Electronic Document & Record Management System (eCabinet System) (2010);
- Updating of e-Government Strategy (2014).

More recently, the Barbadian government designed and implemented an ICT Strategic Plan for the years 2010-2015. Entitled [National Information and Communication Technologies Strategic Plan of Barbados 2010-2015](#) (hereafter, the ICT Strategic Plan), the plan gives an updated analysis on ICT reach and capability in the island country. The assessment is provided in the form of a SWOT (strengths, weaknesses, opportunities and threats) analysis regarding the direction that the continued development and advanced capabilities of ICT could take the country in issues like educational opportunity, the provision of health care and management of diseases, social and economic development, and combating terrorism and transnational crime.

The [ICT Strategic Plan](#) outlines six (6) national goals to be fully realized by the year 2015 through the completion of this plan. They consist of:

- Goal 1 – Developing an ICT literate society that enables Barbadians of all segments of society to participate fully in the Information Society;
- Goal 2 – Utilizing ICTs to encourage and promote a culture of innovation and entrepreneurship in Barbadian society;
- Goal 3 – Ensuring that ICTs are available to all Barbadians;
- Goal 4 – Using ICTs to position Barbados as a competitive jurisdiction;
- Goal 5 – Transforming the public and business sectors to an e-environment; and
- Goal 6 – Facilitating the continuity of Governance in national disasters.

Through the completion of these goals, the [ICT Strategic Plan](#) aims to fulfill two (2) ICT developmental roles: 1. enhancing the delivery of services within the government and private sector through the application of ICTs; and 2. promoting and facilitating greater access and the wider use of these technologies.



## Transparency and Access to Public Information

### General Information

Barbados is a country without a law on access to information, this right is not guaranteed in the Constitution, although it is classified in 15th place of 176 on the index of Corruption Perception 2012 prepared by the Global organization [Transparency International](#), index that evaluates the perception of the population about corruption in the Public Sector. A country that respects freedom of expression under the [Constitution in Section 20.1](#) *"Except with his own consent, no person shall be hindered in the enjoyment of his freedom of expression, and for the purposes of this section the said freedom includes the freedom to hold opinions without interference, freedom to receive ideas and information without interference, freedom to communicate ideas and information without interferences and freedom from interference with his correspondence or other means of communication"*.

Public opinion expressed through the media, which are free of censorship and government control, also have a powerful influence in politics, a success is that Internet access is not restricted, which is a great step towards opening government to the people.

The government has since 1958 an official organ of communication, which is responsible for the dissemination of public information to various media and the general public, the [Barbados Government Information Service \(BGIS\)](#), this in response to the need to inform and educate the public about the government and its activities. The department has evolved to become a manager of information and act as Public Relations Agency of the Government, so that affects the opinion of the people of Barbados with respect to matters of state and national importance.

The main functions of the Barbados Government Information Service ( BGIS ) is actively involved in the formation of other Government departments involved with public relations services information requests from the public , as well as monitoring the public response to the government work , and to highlight and clarify various government policies , plans, programs and projects through a group of information officers and public relations officers to serve the needs of the various government ministries and departments , media communication , the private sector and society in general, headed by a Chief Information Officer , and divided into three sub-departments : Press , Radio and Television.

The [Organization of American States \(OAS\)](#) knowing that corruption undermines the legitimacy of public institutions and strikes at society, moral order and justice, as well as at the comprehensive development of peoples, meetings since 1995 a group of experts to analyze the background of the phenomenon of corruption, and to design an instrument that is a general and acceptable to the members of the organization. Consequently the year 1996 in Venezuela subscribes [American Convention against Corruption](#), which has been formalized by almost all Member States of the [OAS](#), Barbados is the only exception.

## Decentralization

### General Information

[Barbados](#) is a parliamentary democracy and a constitutional monarchy, recognizing Queen Elizabeth II as head of State. According to [Section 28 of the Barbadian Constitution](#), the Queen is represented in the country by a Governor-General, appointed on the recommendation of the Prime Minister.

[The territory of Barbados](#) comprises the city of Bridgetown, the capital of the country, and eleven (11) parishes: 1. Christ Church; 2. Saint Andrew; 3. Saint George; 4. Saint James; 5. Saint John; 6. Saint Joseph; 7. Saint Lucy; 8. Saint Michael; 9. Saint Peter; 10. Saint Philip and; 11. Saint Thomas. Until the 1958 Reform, the parishes represented the local government system of Barbados, as each parish was represented in the House of Assembly by a vestry, who had the responsibility to carry the interests of his parish. The actual division in 11 Parishes and the city of Bridgetown still exists, but only for administrative purposes.

From 1958 to 1967, Barbados was divided into three (3) [Local Governments](#): 1. The City of Bridgetown; 2. the Northern District Council and; 3. the Southern District Council. Each District contemplated a separate Council.

In [1967](#), the system of Local Government Councils was abolished and replaced by an Interim Commissioner for Local Government. The centralization of the Government system was completed in [1969](#), as all Local Government services were transferred from the Interim Commissioner to the Central Government of Barbados, so that, nowadays, the Commonwealth of Barbados is characterized by a central government, without decentralized or devolved institutions.

With [the first elaboration of the Public Sector Reform](#), condensed in the [White Paper on Public Sector Reform](#) of 1995, the Government of Barbados acknowledged the need for public sector decentralization, in order to improve its decision-making, to facilitate policy formulation and to create a more responsive, representative and responsible public sector. The strategy also roughed out the need for a clear determination of functions between the central and the decentralized agencies.

## Quality of Public Services

### Introduction

The Government of Barbados has brought into focus the need to make improvements in the delivery of public services. In that regard, since 1995 it has taken place different initiatives, amongst other, the [Public Sector Reform Programme](#). This Programme was launched to alter and improve the structures, processes, systems, attitudes and behaviors in the Public Service and to create the appropriate institutional capacity. As a result of this, the [Office of Public Sector Reform \(OPSR\)](#) was created in February in 1997.

Since then, the [OPSR](#) has aimed to transform the public sector into a dynamic organization, providing high quality service at minimum costs, building the capacity of public servants, promoting the competitive development of Barbados and improving the living standards of its people.

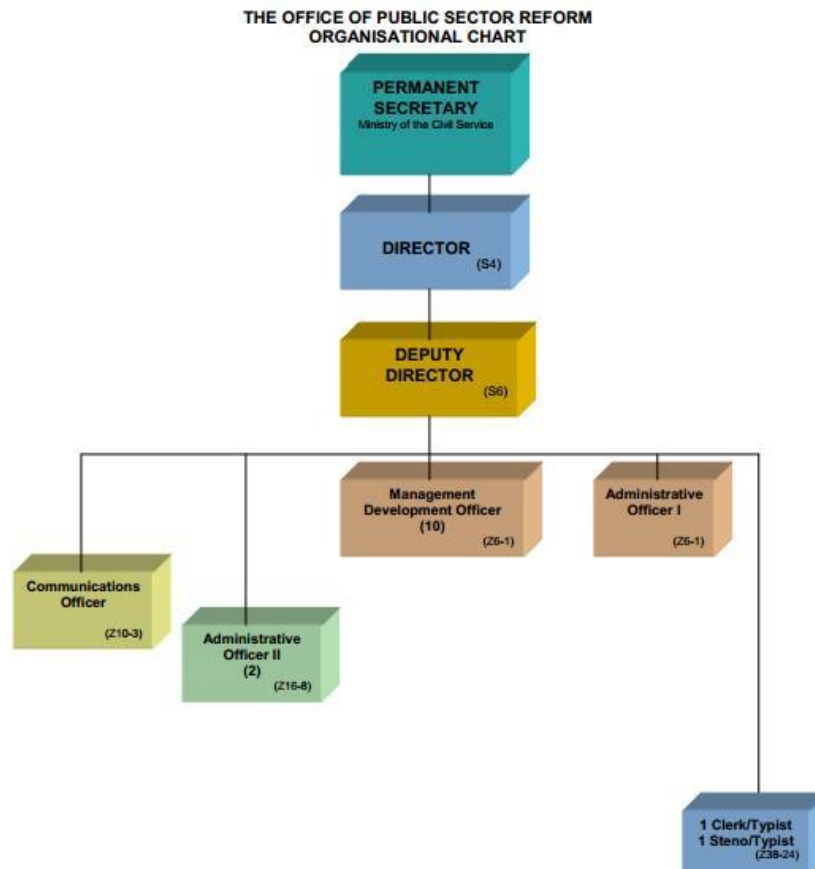
The [OPSR](#) has developed several strategies and mechanisms for improving and enhancing the quality in delivery of public services. These include: 1. [Process Mapping](#); 2. [Service Assessment & Improvement Programme \(SAIP\)](#); 3. [Organizational Reviews \(ORs\)](#); and 4. [Strategic Planning](#).

It's important to mention that the [OPSR](#) is part of the [National Initiative for Service Excellence \(NISE\)](#), an organization created by the Social Partners ([Cave Hill School of Business Barbados](#), [Tourism Investment Inc. \(BTI\)](#), [The Productivity Council](#), [The Technical and Vocational Education and Training \(TVETT\) Council](#), [Hospital Assured](#)). The [NISE](#) was created in 2005 with the aim of promoting and facilitating the achievement of sustainable excellence within organizations and to assist individuals in developing excellence as an ethic.

### Institutional Framework

The [Office of Public Sector Reform \(OPSR\)](#) is the national entity responsible to provide to ministries, departments and agencies in developing, implementing, maintaining and promoting public sector reform projects, programs and related activities.

Its structure is as follows: 1. Permanent Secretary (Ministry of Civil Service); 2. A Director; 3. A Deputy Director; 4. Ten (10) Management Development Officer; 5. An Administrative Officer I; 6. A Communications Officer; 7. An Administrative Officer II; 8. An Clerk/Typist and a Steno/Typist.



Source: [Office of Public Sector Reform \(OPSR\)](#)

The [OPSR's](#) objectives are the following ([OPRS' Strategic Plan 2013-2018: "A New Beginning", page 3](#)):

- a) To deepen the awareness for Public Sector Reform;
- b) To develop a culture of Customer Orientation;
- c) To facilitate the effective and efficient delivery of public service;
- d) To develop a professional and performance-oriented public service;
- e) To establish linkages with other institutions in the area of Public Sector Reform;
- f) To develop an in-house capability to harness human resources;
- g) To promote an organizational structure that builds professional competencies, fosters career mobility and establishes efficient operating systems; and
- h) To train a high caliber professional staff and develop a cadre of public sector internal consultants.

### **Strategies and Mechanisms**

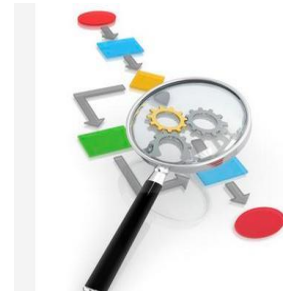
The [Office of Public Sector Reform \(OPSR\)](#) has undertaken several initiatives for to improve and enhance the quality of public services in the island nation.

These initiatives are the following:

1. [Process Mapping](#).

Visually describes the flow of activities of a process. The Process Mapping is one of the most valuable techniques for streamlining work.

It is used to develop a better understanding of a process, highlighting problems and identifying bottlenecks, duplication, delays, or gaps. Also, it can help to clarify process boundaries, process ownership, process responsibilities, and efficiency and effectiveness measures.



Source: [Office of Public Sector Reform \(OPSR\)](#)

2. [Service Assessment & Improvement Programme \(SAIP\)](#)

The aim of this program is to improve the level of customer service in the public sector. It complements the NISE initiative which was recently implemented.

As such the [OPSR](#) has embarked on a Customer Service Improvement Programme that seeks to measure the perception of customer service. This includes:

- Determining the strengths and weaknesses of the agencies' service standards as perceived by their customers;
- Obtaining suggestions from customers surveyed with respect to improving effectiveness and efficiency in service delivery thus enhancing the overall customer experience; and
- Making recommendations through which future improvements can be made to the customer service program of agencies



Source: [Office of Public Sector Reform \(OPSR\)](#)

3. [Organizational Reviews \(ORs\)](#)

This initiative aims to do a comprehensive in-depth examination of the systems, procedures, processes and structure of an organization with a view to improving its performance.

In 2009 the [OPSR](#) initiated the Organizational Review Project to revisit the twenty-seven (27) completed organizational reviews (since 1995) in order to assess the progress made by agencies in addressing the recommendations. The results of this project showed that 62% of the recommendations were implemented by the various departments.



Source: [Office of Public Sector Reform \(OPSR\)](#)

#### 4. [Strategic Planning](#)

The goal of this program is to assist ministries and departments with the development of strategic plans. The program is intended to provide strategic planning assistance to agencies to assist them in developing fundamental decisions about their future direction as well as the identification of objectives, strategies and resources to meet the opportunities and demands they may face in their changing environment.

The Office has assisted eighteen (18) agencies with completion of their strategic plans.



Source: [Office of Public Sector Reform \(OPSR\)](#)

## Citizen Participation in Public Management

### General Information

In Barbados, 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 \(CARICOM\)](#), Barbados is State Party to the [Charter of the Civil Society for the Caribbean Community](#), adopted on February 19<sup>th</sup> 2007, 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;
- j) The preservation and protection of public property; and
- k) The promotion, establishment and maintenance of community-based organizations.