

GOVERNMENT OF THE COMMONWEALTH OF DOMINICA

MEDIUM TERM
PUBLIC SECTOR REFORM
STRATEGY

Revised
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GLOSSARY OF ABBREVIATIONS

CARICAD	Caribbean Centre for Development Administration
CARICOM	Caribbean Community
CARTAC	Caribbean Regional Technical Assistance Centre
CDB	Caribbean Development Bank
CIDA	Canadian International Development Agency
COPS	Committee of Permanent Secretaries
CWG	Consultative Working Group
DEXIA	Dominica Export and Import Agency
DFID	Department for International Development (UK)
EADR	Employee Assessment and Development Review
ECEMP	Eastern Caribbean Economic Management Program
FERP	Fiscal and Economic Recovery Project
GDP	Gross Domestic Product
GNP	Gross National Product
GoCD	Government of the Commonwealth of Dominica
IDP	Integrated Development Plan
IMF	International Monetary Fund
JICA	Japanese International Cooperation Agency
MTEF	Medium Term Economic Framework
MOFP	Ministry of Finance and Planning
MTPSRS	Medium Term Public Sector Reform Strategy
NAO	National Authorizing Officer
NDC	National Development Corporation
OECS	Organisation of East Caribbean States
OPM	Oxford Policy Management
OPS	Office of Private Sector
PSC	Public Service Commission
PRSP	Poverty Reduction Strategy Paper
PSIP	Public Sector Investment Plan
RMU	Reform Management Unit
SEED	Strengthening the Enabling Environment in Dominica
SIGFIS	Single Integrated Government Financial Information System
SSWG	Social Services Working Group
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UPSO	Umbrella Private Sector Organization
USAID	United States Agency for International Development

1. INTRODUCTION AND CONTEXT

INTRODUCTION

This report outlines a comprehensive, Medium Term Public Sector Reform Strategy (PSRS) for adoption by the Government of the Commonwealth of Dominica (GoCD), to inform the modernisation process for the next five years; from 2003 to 2008. The strategy is designed to address the immediate problems of the current economic situation in Dominica and also to provide a basis for longer term structural adjustment, social and economic development.

This document draws on the following areas;

- The experience of previous and current reform-related activities
- Recent assessments of economic, social and political reform needs
- Existing plans and strategies for reform (notably the Integrated Development Plan, (IDP)).

CONTEXT FOR REFORM

The Government of the Commonwealth of Dominica is facing an increasingly challenging fiscal and economic situation due to the impact of recent external events (notably the end of the European agreements on support for banana exports and prices and the impact on tourism of the events of September 11th 2001), and the failure to address increasing levels of budget deficit and debt repayments. There has been a general loss of confidence amongst investors and it did not prove possible to take the necessary actions to stabilise the fiscal situation fully in the previous financial year.

As a result, current levels of public expenditure are no longer affordable and the costs of maintaining the current public sector staff and service levels are consuming an unacceptable level of national resources. There is a need for fundamental structural adjustment in Dominica in order to provide a basis for future growth and an acceptable minimum level of public services. Some success has been achieved in earlier reform efforts, but they have failed to fully address

the underlying economic weaknesses. Both the World Bank and the IMF are considering the provision of funds to support structural adjustment and a number of other international and regional agencies are looking for a comprehensive framework of reform activities to provide a basis for their support to GoCD.

The strategy proposed in this document is intended to provide such a reform framework and to give a clear basis for the development of Action Plans and financing plans for the next phase of reforms.

2. STRATEGY OVERVIEW

The Strategy has the following components:

- An overall reform philosophy and approach
- A clearly defined set of reform themes in pursuit of an overall goal.
- Strategic Objectives for each of the themes
- The definition of activities and measurable outcomes to address each of the Objectives
- A time and resource bound implementation plan with clear identification of responsibilities and resources for implementation
- A comprehensive performance management framework
- An outline of the required institutional and implementation arrangements to manage and monitor the strategy
- An outline of the analytical framework for monitoring and evaluation.

Each of these elements is outlined in the sections below.

PUBLIC SECTOR REFORM PHILOSOPHY

The next phase of reforms will be based on the following principles:

- It will reflect an agreed policy statement on the role, culture and ethics of government in Dominica, which defines the scope, nature and extent of government activity
- To recognise and adapt to the specific structural, geographic and cultural characteristics of Dominica
- The strategy will be adopted as a core part of the national development and policy agenda and will touch on all parts of the economic and social development framework
- The reform agenda must be realistic and achievable
- The agreed activities will be fully integrated into the national planning process, coordinated and explicitly recognised in the annual resource allocation framework
- The approach will foster improved dialogue and partnership in all areas of society and the economy, particularly with the private sector, trade unions and civil society
- There will be a comprehensive performance management process linked to the reform strategy to assess progress on a regular and systematic basis
- Public sector performance improvement should be seen as continuous and long term in nature, but flexible to changes in circumstances and caused by both internal and external factors.

THE FUTURE ROLE OF GOVERNMENT IN DOMINICA

The development of a set of core principles for the role of government will be one of the first activities to be undertaken. The principles will define how government operates and the extent to which it will be involved in the management and development of Dominica. The international trend is for government to take a decreasing role in the affairs of those it governs in order to encourage self-

determination and the effective operation of an open market economy. The following principles may be relevant to Dominica at this time;

- To reduce direct intervention of government in economic activity
- To encourage greater individual self-determination and involvement in the selection and purchase of services such as healthcare, education and personal financial planning
- To encourage much broader participation in the decisions
- To strengthen local government to improve service delivery
- To improve openness and access to information and be more receptive to performance review and scrutiny.

APPROACH

The approach adopted will provide for a combination of the following factors:

- To maximise the use of domestic skills and capacity
- To use external technical assistance in specialist areas
- To build capacity, systems and process in a sustainable way, to include
 - An integrated planning and resource allocation process
 - A comprehensive performance management system
 - A flexible, responsive and high performing public service
- To combine institutional and structural change with discrete development activities and a comprehensive change management and communications strategy.
- To work collaboratively with regional organizations to facilitate sharing of information and complementarity and harmonization of programmes and systems.

3. REFORM NEEDS AND THEMES

The reform process has been on-going for a number of years and consideration has been given to the outcomes to date and the continuing requirements. A summary of needs was developed and agreed as indicated below.

MEDIUM TERM REFORM STRATEGY: NEEDS ASSESSMENT

REFORM AREA	NEED	PRIORITY/TIMING	ACHIEVABLE *
Public Administration Reform	Management Development/ Leadership <ul style="list-style-type: none"> • Support to the Prime Minister • Cabinet systems and processes • Committee of Permanent Secretaries • Define skills and experience requirements at senior levels • Middle management in public service • Management reporting • Reduction in bureaucracy and increase empowerment • Role of Public Service Commission reviewed • Accountability framework strengthened 	High	Yes Activities planned and on-going
	Enhance Policy And Decision Making Processes <ul style="list-style-type: none"> • Timely decision making • Rational and affordable plans • Participative (National Planning Committee, District Administration Committees, civil society) • Cross-sectoral involvement and adoption • Transparent methods 	High	Yes Support already planned under FERP and IDP process

REFORM AREA	NEED	PRIORITY/TIMING	ACHIEVABLE *
	<p>Promote Transparency And Governance</p> <ul style="list-style-type: none"> • Roles, responsibilities, separation of duties and accountabilities clarified, published and observed • Increased information and access to performance information 	High	
	<p>Integrate National Development And Planning Systems</p> <ul style="list-style-type: none"> • Medium Term Expenditure Framework • Integrated development plan and PRSP • PSIP 	High	Yes Development work underway; IDP, FERP, ECEMP and CARTAC
	<p>Clarify Roles And Core Functions Of GoCD</p> <ul style="list-style-type: none"> • Define (down-size) role of government • Service delivery responsibilities • Rationalisation of service delivery (central provision of support services and integrated provision at District level) • Role of local government • Outsourcing/ privatisation 	High	Yes High level of awareness of these issues observed
	<p>Achieve Stability In Structure And Staffing Of Government</p>	Medium	Possibly Will require administrative law reform

REFORM AREA	NEED	PRIORITY/TIMING	ACHIEVABLE *
	Improve Performance Management Systems <ul style="list-style-type: none"> • Performance agreements for Permanent Secretaries • Strengthen Corporate Planning framework • Consolidate EADR system and link to rewards • Develop service delivery standards (Customer Charters, performance benchmarks) • Introduction of Annual Reports 	High	Yes Support already planned under FERP
	Rationalize Pay And Benefits	Medium	Uncertain - lack of funds
	Develop And Retain Skills <ul style="list-style-type: none"> • Specialist skills • Management systems 	Medium	Yes - Definition of requirements dependent on work on role of GoCD
	Develop E-government (GoCD websites)	Medium	Yes - some development work underway
	Improve Public Relations And Customer Service	High	Yes
	Establish Public Service Ethics and Code Of Conduct	Medium	Yes Definition of requirements dependent on work on role of government

REFORM AREA	NEED	PRIORITY/TIMING	ACHIEVABLE *
Public Expenditure and Fiscal Management	Achieve Fiscal Stability <ul style="list-style-type: none"> • Medium term economic framework • Realistic, integrated budgeting based on national development plan and PRSP • Reduce public expenditure • Improve debt management • More effective financial management • Strengthen revenue mobilization through tax reform 	High	Yes Many activities underway and most already supported
	Strengthen Institutional Framework and Capacity	High	Yes – but dependent on high level support and identification of suitable personnel
	Increase Transparency and Access to Information <ul style="list-style-type: none"> • SIGFIS roll out to line ministries • Budget preparation process • Audit and parliamentary scrutiny • Adequate statistical information 	Medium	Yes – will build on the development of new systems and processes. Better statistical information will require better definition of requirements and systems integration
	Improve Aid Effectiveness and Coordination	Medium	Yes
Enabling Environment for Private Investment	Diversification <ul style="list-style-type: none"> • Promotion of new technologies • Labour market and skills development • Improved research capability 	High	Yes – focus on communications and awareness raising

REFORM AREA	NEED	PRIORITY/TIMING	ACHIEVABLE *
	Improve Public-Private relations and collaboration <ul style="list-style-type: none"> Investor confidence Improved public decision making 	High	Yes – but in the medium to long term
	Review Institutional Framework for Investment Promotion <ul style="list-style-type: none"> Investment legislation and regulation Investment negotiation techniques Role of NDC and DEXIA 	High	Yes
	Improve Public Services <ul style="list-style-type: none"> Review of processes and red tape Custom service Agricultural services Small/ medium size enterprise schemes Security and policing 	High	Yes
	Reduce Cost of Doing Business <ul style="list-style-type: none"> Public utilities Port charges 	Medium	Possibly
	Strengthen Financial Services <ul style="list-style-type: none"> Availability of funds Financial services legislation and regulation 		
	Review Public Procurement Procedures	Medium	Yes
	Tourism Industry Development	High	Possibly – requires private investment and depends on external factors
	Information Technology Development	Medium	Possibly – requires GoCD coordination mechanisms
Social services	Improve Effectiveness and Accessibility to Affordable Basic Social Safety Net	High	Possibly – depends on public expectations
	Reform Pension System <ul style="list-style-type: none"> Public service pensions Social security 	High	Yes

REFORM AREA	NEED	PRIORITY/TIMING	ACHIEVABLE *
	Maintaining Human Capital Investment	Medium	Will require significant improvements in cost efficiency
	Rationalize Financial Assistance And Benefits System	High	Yes
	Introduce Health Sector Cost Recovery Programme (National Insurance Scheme)	Medium	Will require improved targeting of exemptions for the poor
	Establish Poverty Monitoring Framework	High	Yes – linked to PRSP and performance management initiatives
	Promote Carib Peoples' Development	Medium	Yes – integrate with other activities
Process/ culture change	Improve Public Service Culture <ul style="list-style-type: none"> • Performance management/ improvement culture • Efficiency savings • Education and training 	High	Yes – but only in the medium term
	Achieve Effective Coordination Of Reform Process	High	Yes - see proposed implementation arrangements
	Develop and Implement Communications Strategy (Internal And External)	High	Yes - work already underway
	Upgrade Customer Service Standards And Training	Medium	Yes – integrate with management and performance improvement activities
	Enhance Regional Integration And Support	High	Yes

*** This assessment is based on current assumptions and judgements about resource availability to support the activity and commitment to implement the necessary changes.**

This summary provided the basis for the development of four reform themes and the identification of cross cutting areas such as change management. The cross cutting requirements inform the selection of the reform strategy and approach, and the interventions and implementation arrangements.

The four reform themes are:

- Public Administration Modernisation
- Economic Management
- Enhancing the Enabling Environment
- Rationalisation Of Social Services

4. GOAL, STRATEGIC OBJECTIVES AND CONTENT OF REFORM STRATEGY

GOAL

The goal of this reform strategy is;

“To achieve fiscal and broader economic stability and a dynamic, accountable, efficient and effective public service to provide a strong basis for the sustainable and integrated political, social and economic development of Dominica”

This goal relates specifically to the reform process, but it may also be useful to develop a broader vision of the future for Dominica that transcends the reform process.

STRATEGIC OBJECTIVES

The Strategic Objectives to support the goal are:

- **PUBLIC ADMINISTRATION MODERNISATION**

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.

CONTENT

This area will concentrate on the continuing reform of laws, systems and processes of public administration. It will review government roles and functions, and continue improvements in manpower planning and control, and the management of performance in the public sector. It will build an effectively managed and directed public service through work on improving governance, policy and decision making, strengthening management capacity, defining the appropriate role of government and establishing accountability and communication mechanisms to improve transparency. It will also assess options for cost reduction, such as outsourcing of central services and rationalisation of service delivery.

- **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.

To strengthen the accountability, audit and review mechanisms to assess and improve economic management performance.

CONTENT

The introduction of effective public expenditure management tools and techniques is critical to the process of economic recovery. This area will develop modern and comprehensive expenditure management systems including the improvement of macro economic analysis and the development of a medium term expenditure framework and Poverty Reduction Strategy, the extension of computerised financial management systems, development of effective debt and treasury management systems and reform of the tax and procurement systems. Improvements in financial systems and reporting should also support greater transparency and improved governance.

- **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.

To seek national consensus on the role and scope of government in relation to the private sector.

CONTENT

The emphasis here is on defining and strengthening the role of government in economic development. It will include improving the environment for domestic and external investment, including improving the performance of the ports, more effective customs services, strengthening of the relationships between the public and private sectors, and reform of public utilities. It will also foster the development of a national information technology strategy, and aim to reduce bureaucratic barriers to development and introduce an effective financial sector regulatory framework.

- **RATIONALISATION 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.

CONTENT

This area will focus on the development of an effective and affordable system of social safety net provision and social services. Dominica has impressive social indicators, but these have come at a very high price. There is a need to strengthen safety nets by improved design and targeting and to ensure that the benefits of human capital investment (such as increased secondary school enrolment) are maintained.

There is scope for rationalisation of the delivery of social services across the country and a need to reduce unit costs and government spending in these areas including consideration of cost recovery options for healthcare and other services. The current large number of poorly targeted social security benefits needs to be more clearly aligned to need and there is a need to respond to new challenges such as increases in HIV/AIDs and drug related social problems.

The performance targets for each of the Strategic Objectives are given in Appendix C.

5. RISK ANALYSIS, BARRIERS AND RESOURCES

RISK ANALYSIS AND BARRIERS

There is considerable experience of the planning, implementation and review of public sector reform initiatives in Dominica, with varying degrees of success and impact. This is a good opportunity to assess reform performance to date to identify the barriers to change and risks to success that have influenced progress to date and are likely to impact on the next phase.

A risk and barriers analysis was undertaken. The issues are been identified in Appendix A together with an analysis of the likelihood of that issue continuing to impact on the reform process, and the steps that can be taken to mitigate these risks. This analysis informed the selection of reform approaches and activities and the development of supportive institutional and implementation arrangements to manage the strategy to ensure that the proposals are realistic and likely to achieve the desired results.

RESOURCES AND SUPPORT

The basis for the development of a realistic reform agenda is an assessment of the resources and sources of support available and the efficient use, targeting and combination of resources. In this case, there is a broad mix of domestic and external resources available to support medium term economic recovery. An initial analysis of the sources and the potential types of support was prepared. (See Appendix B.) Detailed work must now be undertaken to match available support to the agreed requirements and detailed activities. As external assistance must be temporary in nature, the aim should be to plan for an increasing level of domestic funds and private investment resources throughout the reform period.

6. WORK PLAN AND PERFORMANCE MEASURES

The Strategic Objectives must be supported by a series of inter-related activities with clearly measurable contributions towards the achievement of the desired outcomes. These activities are detailed in a series of work plans outlined at Appendix D.

The format of the work plans identifies the nature of the activity, the timing or phasing, responsibility for implementation, the resources or support required, the approach and the associated performance measures. Some activities are defined in detail at this stage. Others need to be clarified after the outcomes of preceding activities, which may be feasibility studies or design work. These latter activities need to be developed in detail as the strategy is implemented. A planning proforma for this is at Appendix E.

The Strategy is challenging and comprehensive and will require a significant amount of input and commitment from a broad range of stakeholders. To make the agenda manageable, the reforms will be divided into a number of six month phases over an initial three year period. This will provide the basis for the careful selection of priorities and the timing of, and dependencies between different activities.

A specific performance target is proposed for each of the Strategic Objectives, but it may be more realistic to adopt a smaller number of key result areas in each of the reform themes that could measure and demonstrate critical progress in the reform progress.

7. RELATED WORK ON RATIONALIZATION

In keeping with government's commitment to implement measures to reduce the wage bill, it appointed in February a Task Force to conduct reviews in collaboration with line ministries. Consistent with this action, the 2003/04 Budget Address articulated some policy statements with respect to ongoing work which would lead to orderly staff rationalization in the medium term. The Budget Address also made reference to the expectation that work will continue for the

purpose of determining an appropriate size for the public service and for achieving greater cost containment.

Given that a number of short and long-term advisors will be made available through donor funding, it is expected that their input will inform further work that is to be undertaken.

The detailed report of the Task Force is included as an addendum to the strategy.

8. IMPLEMENTATION ARRANGEMENTS

INTRODUCTION

The Strategic Objectives and work plans will identify what needs to be achieved, and the activities to be undertaken. However, a common weakness in the design of reform programmes is the use of ineffective implementation arrangements. An implementation model for the Medium Term Public Sector Reform Strategy is set out below.

The implementation arrangements must:

- Provide strong ownership, management and leadership for the reform process at all levels (political, administrative and civil society)
- Include effective coordination arrangements to prevent duplication, or inconsistent activities
- Provide a clear framework for accountability and performance measurement

INSTITUTIONAL ARRANGEMENTS

There is a need to reposition the reform process at the centre of government and to ensure strong leadership. Therefore:

- Cabinet will formally adopt this Strategy. (This was done by Cabinet Decision No. 212 of April 2, 2003.)
- Cabinet will be responsible for implementation of the Strategy and achievement of the desired results
- Overall responsibility for implementation has been vested in the Prime Minister.
- The Minister for Health and Social Security has been designated Minister responsible for Reform.
- Responsibility for the detailed implementation of each of the reform themes will be delegated to the relevant Ministry (see below for proposals)
- The Strategy will be informed by other national development initiatives such as the further development of the IDP and the PRSP. The Strategy will be integrated into the PSIP and the budget preparation process.
- A high-level, independent, interdisciplinary Task Force including the private sector, trade unions, community groups and civil society will be appointed to monitor, manage and advise on implementation issues. This Task Force will be represented at all decision making meetings and will be actively involved in the planning, implementation and review of the Strategy, perhaps with members of the Task Force having specific responsibility for each area of the strategy to increase involvement and consultation.
- The Reform Management Unit (RMU) will be strengthened and will serve as the Secretariat of the Public Sector Reform Task Force. Additional manpower and expertise will be required to establish monitoring and performance management systems
- There will be a broad public relations strategy providing regular updates on the progress of reforms.

Element	Responsibility
Political accountability	Minister for Public Sector Reform
Monitoring, coordination and performance management	Reform Management Unit/ Task Force
Public Administration Modernization	Establishment, Personnel and Training Department
Economic Management	Ministry of Finance and Planning
Enhancing the Enabling environment	Ministry of Tourism and Enterprise Development
Rationalisation of Social Services	Ministry of Education

COORDINATION

The increasing complexity of the reform programme has created problems in ensuring that the different activities are adequately coordinated and phased. The next phase will be supported by explicit coordination arrangements that will:

- Ensure that reform activities are appropriately phased in terms of critical dependencies, and mobilised in accordance with agreed plans.
- Ensure that there is no duplication of coverage and that all opportunities for joint approaches and synergies are identified.

IMPLEMENTATION

Responsibility for detailed implementation will be devolved to the relevant departments or agencies. This will increase the chances of sustainability, ensure that counterparts with the relevant knowledge and experience are involved and maximise the use of local capacity in the reform process. However, this responsibility must be supported by appropriate levels of delegated authority, accountability and a stronger disciplinary framework to support improved performance.

At activity level, implementation responsibilities will be identified within the overall management framework of the Strategy. Technical assistance will be provided as appropriate and performance will be monitored and assessed through reports to the Task Force.

MONITORING AND EVALUATION

Progress has been made in the preparation of Corporate Plans and introduction of individual performance plans. However, the performance management system needs to be extended to Cabinet and Permanent Secretary levels to provide an overall management framework for the strategy. There is also scope to improve the content of Corporate Plans and make more explicit links between them and the budget and individual performance plans.

The Public Sector Reform Task Force will also play a critical role in overall performance review and in providing guidance and direction in implementation of the strategy. Terms of Reference for the Task Force is at Appendix G.

The RMU will support the establishment of the necessary processes to support the integration and strengthening of existing systems. They are likely to include:

- An integrated national reform planning process, which explicitly links agreed reform priorities with existing macro economic forecasting results and the budget preparation process
- Performance agreements for Permanent Secretaries and Heads of Department derived directly from the reform strategy.
- Sector working groups to support planning for agreed policy priorities.
- Corporate Plans derived directly from the national reform plan.
- Individual performance agreements derived directly from the Corporate Plan
- Development of an integrated performance monitoring framework for the strategy that will provide progress reports to the Task Force and through them to Cabinet.

9. CONCLUSIONS AND NEXT STEPS

The Medium Term Public Sector Reform Strategy was agreed at the Decision Making Workshop held on 15-16th January and is now ready for formal adoption and implementation. A list of the next steps to support implementation is given at Appendix F.

APPENDIX A

RISK ANALYSIS AND BARRIERS TO SUCCESS

RISK/ ISSUE	PROBABILITY	IMPACT	MITIGATION/ COMMENT
INTERNAL			
Legislative/ institutional environment not supportive	High	High	Reform strategy to stress the need for current proposals to be adopted and for remaining unsupportive regulations to be reformed
Lack of commitment to reform process	High	High	Reform strategy to be endorsed and adopted at the higher levels and used as a basis to inform all medium term policy planning
Inadequate leadership and management in decision making and implementation	High	High	Reform strategy includes specific activities to address this issue
Inadequate delegation of responsibility and accountability to managers/ implementers	High	High	Reform activities have been included to address accountability and delegation
Low public acceptance	High	Medium	Reform strategy includes strong emphasis on building public awareness and acceptance
Capacity constraints within GoCD	High	Medium	Reform strategy stresses the need to spread activities across all areas of government, to delegate responsibility to the lowest levels possible and to integrate reform activities into core functions of government

RISK/ ISSUE	PROBABILITY	IMPACT	MITIGATION/ COMMENT
Lack of availability of funds to implement reforms	Medium	Low	Significant levels of funding available. Reform strategy stresses the need for coordination and effective planning in the use of these funds
Lack of transparency of reform process	High	Medium	GoCD traditionally “media shy”. Need to continue on-going efforts to improve public administration and communications
Inadequate coordination/ duplication of activities	High	High	Reform strategy includes clear responsibility for activities within a single reform framework and establishes improved coordination mechanisms
Ineffective arrangements to sanction and act upon poor performance in the public service	High	Medium	Disciplinary and performance management arrangements need to be strengthened
Inadequate performance monitoring and review of reform progress	High	High	Current systems are not comprehensive or sufficiently focussed on outcomes. Reform strategy includes work to strengthen these systems within an agreed reform matrix and clearly defined outcomes
Inadequate financial information	Medium	Medium	Financial information improving and the reform strategy includes activities to support continued improvement
Inadequate statistical information	High	Medium	Statistical data is currently poor. Reform strategy will build the foundations for the development of better statistics

RISK/ ISSUE	PROBABILITY	IMPACT	MITIGATION/ COMMENT
Poor compliance and discipline in adopting reforms	High	Medium	Lack of sanctions to ensure adoption of reforms. Reform strategy implementation arrangements and activities such as improvement of performance management will mitigate this risk
Trade unions not supportive	Medium	Medium	Some evidence of lack of support. Reform strategy supports improved communications and coordination of reforms
Limited private sector capacity	High	High	Reform strategy includes specific initiatives to promote private sector growth and improve communications
Inappropriate development approaches	Low	Low	Reform strategy and revised implementation arrangements will include detailed consideration of appropriate methods and provide the systems to review progress on a systematic basis.
Ineffective phasing of activities	Medium	High	Reform process becoming increasingly complex. Strategy will include a specific mechanism for activity phasing within an agreed development framework
Lack of appropriate skills and training	High	Medium	Reform strategy will emphasis the introduction of reforms to support improved manpower development and use capacity building approaches in all areas.

RISK/ ISSUE	PROBABILITY	IMPACT	MITIGATION/ COMMENT
EXTERNAL			
Developments in international economic environment	High	High	Dominica highly vulnerable to external conditions. Reform strategy will develop improved methods for assessing and managing external change and making government and the private sector more flexible and responsive to change
Trade policy/ competition	High	High	Significant negotiations on-going. Private sector development work will focus on assisting the private sector to adapt to these changes
Commitments to regional policies/ organisations (CDB, CARICOM and OECS)	Medium	Low	Regional institutions are highly supportive of the problems in Dominica and are providing temporary financing and technical assistance
Timely availability of funds from external sources	Medium	Medium	Reform strategy will provide a comprehensive development framework for the commitment and allocation of funds to allow funds to be put in place as required.

APPENDIX B

ANALYSIS OF SOURCES AND TYPES OF SUPPORT

SOURCE	TYPE OF SUPPORT
Domestic	
Government budget	Recurrent and capital financing Public service staff
Central government departments and agencies	Public service staff
Local councils	Local taxation Staff
Non-governmental organisations	Limited funding Specialist expertise
Employee trade unions	Member relations
Trade associations (Eg Chamber of Commerce, private sector groups)	Member relations Specialist expertise
Financial institutions	Financial support
Research/ academic associations	Specialist expertise/Research papers
Media	Public awareness
General public	Expectations from public services
Regional	
CARICOM	Specialist expertise
CARICAD	Specialist expertise
CARTAC	Specialist expertise
CDB	Financial support Specialist expertise
OECS	Specialist expertise
Research/ academic associations	Specialist expertise
Consulting companies	Specialist expertise
International	
IMF	Financial support/ Specialist expertise
World Bank	Financial support/ Specialist expertise
European Union	Financial support/ Specialist expertise
DFID	Financial support/ Specialist expertise
CIDA	Financial support/ Specialist expertise
UNDP	Financial support/ Specialist expertise
USAID	Financial support/ Specialist expertise
JICA	Financial support/ Specialist expertise
Government of Libya	Financial support
UNESCO	Specialist expertise

STRATEGIC OBJECTIVES AND PERFORMANCE TARGETS

An overall performance measure will be applied to all of the performance targets to assess progress in relation to the following question:

To what extent have the measures reduced the size of government in each of the following ways?

- A reduction in the public sector wage bill
- A decrease in the total number of staff (establishes and non-established)
- A reduction in expenditure
- Removal of any activities or functions previously carried out by government

STRATEGIC OBJECTIVE	PERFORMANCE TARGETS	PRIORITY
<p>Public Administration Modernisation *</p> <p>To develop effective, participative public sector management, policy development and decision making processes and systems, including strong political leadership.</p>	<ul style="list-style-type: none"> • Amendments to administrative law enacted and implemented (Output and outcome) • Performance agreements in place and enforced for all Permanent Secretaries and Heads of Department (Output) • All Corporate Plans derived from national development strategy and based on agreed outcomes (Output) • Time taken for Cabinet approval of policy decisions reduced to one month from submission (Outcome) • Time taken for implementation of Cabinet decisions reduced (Outcome) • Participatory mechanisms in place and operational (Output) 	<p>3</p> <p>1</p> <p>4</p> <p>2</p>
<p>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.</p>	<ul style="list-style-type: none"> • Role of government review completed and recommendations adopted (Output) • Service delivery standards in place in all areas and efficiency improvement targets agreed (Output) • Rationalisation of local service delivery implemented (Output) • Fixed cost of social service delivery reduced (Outcome) • User surveys demonstrate acceptance of service delivery standards (Outcome) • Specific targets on access and service quality achieved (Outcome) 	<p>1</p> <p>2</p> <p>3</p>
<p>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.</p>	<ul style="list-style-type: none"> • Performance management and disciplinary systems demonstrate accountability for performance and improved efficiency (Outcome) • Remuneration systems are explicitly linked to rewards (Output) • Modern public service ethics and conduct codes adopted and complied with (Outcome) • Manpower planning and career development systems in place and reporting improvements in appointment of qualified staff (Output) 	<p>3</p> <p>2</p> <p>1</p>

STRATEGIC OBJECTIVE	PERFORMANCE TARGETS	PRIORITY
<p>Economic Management *</p> <p>To establish a modern, integrated and comprehensive institutional and regulatory framework, for efficient public expenditure and revenue management and economic development.</p>	<ul style="list-style-type: none"> • Modern public finance legislation enacted (Output) • Financial regulations updated and adopted (Output) • Regulatory bodies operational (Output) • Agreed National Development Agenda (IDP, PRSP) in place and informing budget allocations (Outputs) 	<p>1</p> <p>2</p> <p>3</p>
<p>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.</p>	<ul style="list-style-type: none"> • PSIP informing all decisions and budget preparation (Output) • MTEF informing all decisions and budget preparation • Budget deficit target level achieved (Outcome) • Debt levels targets achieved (Outcome) 	<p>1</p> <p>2</p> <p>3</p>
<p>To strengthen the accountability, audit and review mechanisms to assess and improve economic management performance.</p>	<ul style="list-style-type: none"> • Performance management shows increasing compliance with budgeted levels and expenditure in line with priorities (Outcome) • Audit and review process producing timely feedback and best practice advice (Output) 	<p>1</p> <p>2</p>
<p>Enhancing The Enabling Environment *</p> <p>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.</p>	<ul style="list-style-type: none"> • Tripartite consultation and planning process in place (Output) • Legislative and regulatory reform completed (Output) • Increased revenue collection targets achieved (Outcome) • Unemployment targets achieved (Outcome) • GDP growth targets achieved (Outcome) • Investment level target achieved (Outcome) • Economic data shows improvements in GNP/ GDP figures and increased levels of investment (Outcome) • Education, labour and trade policies reflect local economic development priorities (Output) 	<p>1</p> <p>2</p> <p>3</p>

STRATEGIC OBJECTIVE	PERFORMANCE TARGETS	PRIORITY
To seek national consensus on the role and scope of government in relation to the private sector.	<ul style="list-style-type: none"> • Consensus developed and adopted (Output) 	1
<p>Rationalisation Of Social Services *</p> <p>To develop a national framework of social services and a social safety net that are equitable, efficient and affordable, without distorting incentives for economic performance and individual self-sufficiency.</p>	<ul style="list-style-type: none"> • Pensions and social security systems reformed (Output) • Public service terms and conditions rationalised (Output) • Public assistance provided on the basis of means testing or justified need (Outcome) • Percentage of identified poor receiving assistance targets achieved (Outcome) • Benefits incidence of social services targets achieved (Outcome) • Overall expenditure on social services reduced by rationalised service delivery within agreed service delivery standards (Outcome) • Cost recovery mechanisms introduced for health care and non-core services (Output) • Target for share of public health financing from user fees reached (Outcome) • Secondary school completion rate target achieved (Outcome) • Universal Secondary Education achieved (Outcome) 	<p>1</p> <p>2</p> <p>3</p>

WORK PLAN FOR REFORM THEMES

- I Public Administration Modernisation
- II Economic Management
- III Enhancing The Enabling Environment
- IV Rationalisation of Social Services

PUBLIC ADMINISTRATION MODERNISATION

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
1. <u>REFORM MANAGEMENT UNIT STRENGTHENED</u>						
1.1 Agree Structure of Unit.	June 2003	RMU/EPTD Cabinet	OPM/DFID	Technical Assistance	Consultative discussions/ Cabinet Paper	Cabinet Decision approving Structure agreed for implementation.
1.2 Agree role and reporting arrangements.	June 2003	RMU/EPTD Cabinet	OPM/DFID	Technical Assistance	Consultative discussions/ Cabinet Paper	Cabinet Decision approving role and reporting arrangements.
1.3 Transfer operational activities re public administration modernization to EPTD.	July 2003 to December 2003	RMU/EPTD	N/A	N/A	Redefine job responsibilities of relevant staff in EPTD	Operational public administration modernization activities absorbed by EPTD.
1.4 Agree terms of reference for Reform Advisors.	August 2003	RMU/EPTD, Public Sector Reform Task Force, NAO's Office, Prime Minister	N/A	N/A	Review and approve draft	Terms of Reference agreed.

PUBLIC ADMINISTRATION MODERNISATION

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
1.5 Submit Programme Plan for strengthening RMU project to the E.U.	August 2003	RMU/EPTD NAO's Office	N/A	N/A	Signed Programme Plan formulated by NAO's office	Programme Plan approved by European Union.
1.6 Advertise positions for two reform advisors.	August 2003	EPTD/RMU Public Sector Reform Task Force	N/A	N/A	Circulate vacancy announcement to local, regional and international agencies	Positions advertised
1.7 Recruit two suitable candidates.	December 2003 – January 2004	EPTD/RMU Public Sector Reform Task Force	European Union	N/A	Selection panel to review bids of candidates	Technical Assistance Advisors in place
1.8 Arrange for additional office space and purchase equipment.	November - December 2003	RMU/EPTD	European Union	European Union	Local purchase of equipment	New and equipped office established.

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DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
<p>2. <u>POLICY DEVELOPMENT AND IMPLEMENTATION IMPROVED</u></p> <p>2.1 Agree on policy priorities of government.</p>	September 2003	Cabinet	DFID/OPM FERP Project	N/A	Technical assistance for one- day consultation/workshop.	Policy priorities of government articulated and incorporated into sector planning/medium term plan.
<p>2.2 Committee of Permanent Secretaries to make recommendations of priorities for National Policy Agenda.</p>	October 2003	COPs	N/A	N/A	Proposals to be collectively provided by the Committee of Permanent Secretaries.	Recommendations incorporated in Medium Term Plan
<p>2.3 Review and agree medium term plan for improving policy and decision-making.</p>	November/ December 2003	COPs	DFID/OPM FERP Project	N/A	Technical assistance	Medium term plan adopted.

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DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
2.4 Develop and agree Medium Term Policy Agenda.	November 2003	Cabinet, COPs, MOFP PSC	DFID/OPM FERP Project	N/A	Technical assistance.	Medium Term Policy Agenda developed and adopted.
2.5 Identify and agree supporting systems to facilitate implementation of Policy Agenda.	November 2003	COPS	N/A	N/A	Technical Assistance for workshops and implementation.	Supporting Systems agreed
3. <u>CORPORATE PLANNING PROCESS STRENGTHENED/ IMPROVED</u>						
3.1 Develop and agree Outlines and support to improve Corporate Planning.	September 2003	Ministry of Finance	DFID/OPM FERP Project	N/A	Review of Concept Paper at Roundtable Discussions	Outlines developed and adopted
3.2 Ministry of Finance Conduct workshop on improved Corporate Plan.	November 2003	Line Ministries	DFID/OPM FERP Project	N/A	Technical Assistance	Training Sessions for all Ministries/ Departments conducted.

PUBLIC ADMINISTRATION MODERNISATION

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
3.3 Develop a Corporate Plan for each Ministry/Department for 2004/05 derived from the development agenda (MTPSRS/PRSP/ IDP) and in a standard format.	February 2004	Ministries	DFID/OPM FERP Project	N/A	Technical Assistance	Corporate Plans developed in standard format
3.4 Cabinet approves final Corporate Plans.	February 2004	Cabinet	N/A	N/A	N/A	Corporate Plans Approved
3.5 Ministries prepare Estimates of recurrent and capital expenditure based on the activities identified in Corporate Plans.	March 2004	Ministries	DFID/OPM FERP Project	N/A	N/A	Estimates prepared and submitted to the Ministry of Finance.
3.6 Develop Work Plans of staff in Ministries on the basis of Corporate Plans.	June 2004	Permanent Secretaries/ Head of Departments	N/A	N/A	Unit Teams to work according to schedule	Individual Work Plans developed and signed off by Employees and Supervisors.
3.7 Design performance reporting framework.	November 2003	Ministry of Finance	DFFID/OPM FERP Project	N/A	Spreadsheet design based on performance framework proposals.	Reporting framework designed.

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ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
3.8 Management Teams of Ministries undertake quarterly review of performance of Corporate Plans and submit reports to Ministry of Finance and Economic Planning.	On-Going	Ministries	N/A	N/A	Monitoring Team from the MOFP to request quarterly reports as they fall due.	Quarterly Reports submitted to the Ministry of Finance by each Ministry by the 2 nd week following the end of the quarter.
4. <u>PERFORMANCE MANAGEMENT IMPROVED</u>						
4.1 Develop proposals for performance agreements for Permanent Secretaries/Heads of Departments.	December 2003	Secretary to the Cabinet COPs	DFID/OPM FERP Project	Technical Assistance	Technical Assistance for review and refinement.	Proposals adopted in principle by COPs
4.2 Prepare Performance Agreements for 2004/05	May/June 2004	Secretary to the Cabinet COPs	DFID/OPM FERP Project Advisor	Technical Assistance	Dialogue with Committee of Permanent Secretaries.	Agreements Adopted.

PUBLIC ADMINISTRATION MODERNISATION

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
4.3 RMU reviews all agreements for consistency with policy priorities.	February 2004	EPTD/RMU Advisor	European Union funded Advisor	Advisor – Public Sector Modernization	Desk Review	Review of Agreements completed.
4.4 Performance Agreements endorsed.	June 2004	Ministers Permanent Secretaries/ Heads of Departments	N/A	N/A	Face to face discussion	Approved Performance Agreements.
4.5 Recognition for good performance agreed (new Permanent Secretaries to be on contract where feasible).	June 2004	Ministers and Permanent Secretaries	N/A	N/A	Selection on an annual basis.	Mechanisms for recognition agreed.
4.6 Performance Agreements presented to Cabinet for approval.	June 2004	Secretary to the Cabinet	N/A	N/A	Cabinet Paper	Performance Agreement approved by Cabinet.

PUBLIC ADMINISTRATION MODERNISATION

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
5. <u>PUBLIC SERVICE LAWS UPDATED</u> 5.1 Using regional draft model, revisit draft Public Service Act Regulations and Public Service Commissions Regulations currently with Cabinet for upgrading and strengthening areas which will support planned modernization activities.	October 2003	RMU/EPTD	N/A	N/A	Desk Reviews/Round Table Discussions	List of recommended areas for harmonization prepared.
5.2 Submit revised draft for review by Public Service Unions and other stakeholders	December 2003	EPTD/Public Service Unions	N/A	N/A	Desk Review Consultative discussion, as necessary	Review of draft legislation completed by stakeholders
5.3 Resubmit revised draft to Cabinet for approval for preparation of Bill.	February 2004	EPTD	N/A	N/A		Revised draft approved within one month of submission.

PUBLIC ADMINISTRATION MODERNISATION

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
5.4 Submit to Legal Affairs for preparation of Bill.	April 2004	EPTD	N/A	The services of a Legal Consultant would expedite the process.	Review and drafting by the Ministry of Legal Affairs	Amended Public Service Act and Regulations and PSC Regulations completed.
5.5 Submit draft Bill for consideration by Cabinet with a view to enactment by Parliament.	May 2004	EPTD/ Legal Affairs	N/A	N/A	N/A	Amendments to Administrative Law enacted.
5.6 Conduct training and sensitization in new Administrative Law to facilitate implementation	June to July 2004	EPTD/Legal Affairs Public Service Unions		The services of a Legal Consultant would expedite the process.	To be incorporated in EPTD's Training Calendar.	Sessions conducted with relevant personnel; copies available and in use in all Ministries/ Departments and Agencies.

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DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
6 <u>WORKFORCE PLANNING AND CAREER DEVELOPMENT IMPROVED</u>						
6.1 Prepare and submit to Committee of Permanent Secretaries, proposals for succession planning.	November 2003	EPTD	N/A	N/A	Discussion Paper to be submitted to the COPs and Unions.	Proposals for Succession Planning endorsed by Committee of Permanent Secretaries.
6.2 Work with Ministries to implement agreed proposals.	January 2004	EPTD/Ministries	N/A	N/A		Succession Planning initiatives implemented in each Ministry.
6.3 Develop and implement proposals for career management service-wide.	March 2004	EPTD/Ministries	N/A	N/A	Discussion Paper to be submitted to the COPs and Unions.	Proposals agreed Career Management initiatives implemented in each Ministry.

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ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
6.4 Develop schedules and work with Ministries for implementation of Workforce Planning Model already circulated.	October 2004	EPTD	N/A	N/A	Staff of EPTD to assist Ministries on request.	Training and support provided to Ministries/ Departments according to schedule.
6.5 Incorporate Workforce Planning Model in the Corporate Planning/Budget Process for 2004/05.	November 2004	Ministries	N/A	N/A	Output of collaboration between EPTD and Ministries to feed into the process.	Workforce Planning and Corporate Planning/ Budget Processes integrated.
7 <u>MANAGEMENT DEVELOPMENT PROGRAMME IMPLEMENTED</u>						
7.1 Develop proposal for improving skills, knowledge and competencies of middle managers and technical officers in support of succession planning initiative.	November/ December 2003	EPTD/COPs	N/A	N/A	Paper to be prepared for consideration by stakeholders	Proposal approved for implementation.

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ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
7.2 Identify training programmes and modalities for the training of officers.	November/ December 2003	EPTD/COPs	N/A	N/A	Discussion with UWI School of Continuing Studies and other institutions.	Appropriate programmes identified.
7.3 Identified source of funding for programme.	January 2004	EPTD	Donor Support Required.	Support Required.	Utilise existing source and explore additional sources.	Source of funding identified.
7.4 Select officers for training	January/ February 2004	EPTD/COPs	N/A	N/A	Interministerial panel of selectors	Officers selected.
8. <u>CUSTOMER SERVICE IMPROVED</u>						
8.1 Customer Service Charters to be prepared by each Ministry and Division	June 2004	EPTD Ministries/ Departments	N/A	N/A	Identify best practice in the region and develop model.	Customer Charters implemented by all Ministries.

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ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
8.2 Conduct Customer Satisfaction Surveys at least twice annually.	Start December 2004	Ministry of Finance	N/A	N/A.	Personal interviews & survey forms	Surveys conducted.
8.3 Introduce a Complaints Mechanism.	January 2005	EPTD Ministries/ Departments	N/A	N/A	Consult with Private Sector representatives to develop system.	Complaints System implemented.
8.4 Conduct Customer Service Training for all levels of Staff.	September 2004	EPTD/ Ministries	N/A	N/A	Involve private sector facilitators in delivery of training.	Training conducted.
8.5 Expand and link award system to feedback from Customer Satisfaction Survey.	March 2005	EPTD Ministries/ Department	N/A	N/A	Develop model for endorsement by COPs.	Award System expanded.

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DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
<p>9. <u>CHANGE MANAGEMENT AND COMMUNICATION STRATEGIES INSTITUTIONALIZED</u></p> <p>9.1 Review and agree GOCD Strategy, approach and management of Public Relations.</p>	September – October 2003	OPM – Short-Term Consultant	OPM/DFID	Additional funding needed for Public Relations activities for the Public Service.	Workshop with Cabinet, COPs, Press Advisor and Senior Information Officer.	Revised Strategy agreed
<p>9.2 Review and update Communications and Change Management Plan.</p>	September – October 2003	OPM – Short-Term Consultant	OPM/DFID		Consultation with Press Advisor, Senior Information Officer and other relevant personnel.	Proposals for Communications and Change Management with implementation schedule approved and adopted by Cabinet.
<p>9.3 Conduct Training for GIS in Media Relations.</p>	September – October 2003	OPM – Short-Term Consultant	OPM/DFID FERP Project		Workshops	Training Plan implemented

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DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
<p>10. <u>INFORMATION AND COMMUNICATION SYSTEMS UPGRADED</u></p> <p>10.1 Develop Proposal for voice and data network for the Public Service</p>	January 2003	EPTD	N/A	N/A	Invite submissions from providers.	Proposals submitted.
10.2 Proposals submitted for technical review/ assessment.	February/ March 2003	EPTD Communications, Works & Housing	N/A	N/A	Request assistance of technical staff of Communications, Works & Housing.	Recommendations/ advice received.
10.3 Agree on provider for implementation of the project.	August/ September 2003	EPTD Ministry of Finance	N/A	N/A	Seek approval of the Minister of Finance & Financial Secretary.	Approval secured.
10.4 Identify funding for project.	August/ September 2003	EPTD Ministry of Finance	Donor funding required.	Donor funding required.	Submit proposal in project format to donor agencies.	Funding secured.

PUBLIC ADMINISTRATION MODERNISATION

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
10.5 Implement Project.	December 2003 – January 2004	EPTD Provider	Donor funding required	Donor funding required	Phased implementation.	Project implemented.
10.6 Establish technical Advisory Committee.	November/ December 2003	EPTD	N/A	N/A	Request support of Technical Officers from various Ministries.	Committee formed.
11. <u>INTRODUCE TECHNOLOGY-BASED SERVICES</u>						
11.1 Develop and implement an ICT Policy.	December 2004	EPTD Communications, Works & Housing	Technical Assistance required	Technical Assistance required	Hold consultations with relevant stakeholders.	Policy prepared and adopted.
11.2 Prepare key Departments for e-government.	January 2005	EPTD Communications, Works & Housing	Donor support required	Technical Assistance required	Consultations with Departments, individuals and other stakeholders.	Department identified and prepared.

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DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
11.3 Prepare infrastructure to accept e-transactions for the Public Service	March 2005	Ministry of Finance/ EPTD/ Communications, Works & Housing	Funding support required	Funding support for technical assistance required	Develop proposal for funding.	Infrastructure in place.
11.4 Provide training and re-training for Public Officers.	Start December 2005	EPTD	Funding support required	Funding support for technical assistance required	Develop Training Plan for users.	Training implemented.
11.5 Engage in public education and sensitisation for acceptance of changed procedures.	December 2005	EPTD Technical Departments	Funding support required	Funding support for technical assistance required	Develop public education programme.	Public Education implemented.

PUBLIC ADMINISTRATION MODERNISATION

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
12. <u>RATIONALIZATION EXERCISE CONDUCTED</u>						
12.1 Cabinet appoints Task Force to conduct review within Ministries	May 2003	Cabinet/ Completed	N/A	N/A	Cabinet Decision on appointment of Task Force.	Report of review compiled and submitted to Cabinet.
12.2 Cabinet approves recommendations/proposals.	May 2003	Cabinet	N/A	N/A	Cabinet Decision approving recommendations of Task Force.	Report endorsed by Cabinet with some reservations/decisions deferred.
12.3 Implement recommendation of Task Force.	On-going	Ministries	Donor support	Funding required for redundancy payments and technical support in other areas.	EPTD to coordinate and monitor implementation.	Measures implemented by Ministries.

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DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
12.4 Solicit support to conduct cost/benefit and other analyses on areas identified for outsourcing and privatisation and integration of services.	August 2004	EPTD Ministry of Finance	Request submitted to World Bank for technical support	Additional technical assistance required	Make request of other donor agency for support.	Proposals for TA Input submitted to Donor Agencies.
12.5 Prepare proposals for redundancy criteria and methods following recommendations on outsourcing and privatisation.	March 2004	EPTD Consultant	Donor support	Funding required for technical assistance	Consultative Discussions.	Redundancy criteria and methods developed.
12.6 Cabinet endorses proposals for redundancy criteria and methods.	April 2004	Cabinet	N/A	N/A	Cabinet Decision approving proposals.	Proposals endorsed and adopted by Cabinet.

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DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
12.7 Ministry of Finance identifies costs of redundancy and secures funding to implement proposals.	April 2004	Ministry of Finance	N/A	Funding required for separation packages.	MOFP utilizes output of technical assistance to quantify funding required.	Redundancy costed and monies allocated.
12.8 Implement redundancy programmes as a result outsourcing, privatisation and integration of services.	May 2004	EPTD Ministries			Ministries and EPTD discuss with stakeholders and issue termination notices.	Discussions conducted with employees and their representative bodies; Redundancy letters circulated, payment made to employees.
12.9 Conduct job evaluation Exercise for the Public Service.	January 2005	EPTD	Funding support required	Technical assistance required	Technical Assistance.	Job Evaluation Report implemented.

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DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
12.10 Conduct training and retraining of public officers.	January 2005	EPTD Ministries	Funding support required	Funding required	Develop Training Plan based on assessed needs.	Training Plan implemented.

ECONOMIC MANAGEMENT

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES	CURRENT STATUS
<p>1. <u>MoFP PREPARES DETAILED WORK PLAN AND TARGETS FOR ACTIVITIES UNDER THIS THEME AND TASK FORCE APPROVES CONTENT.</u></p> <p>1.1 Identify programmes</p> <p>1.2 Prepare TOR for each programme</p> <p>1.3 Identify Consultants to undertake programmes</p> <p>1.4 Identify counterparts for each programme</p> <p>1.5 Prepare schedule for implementation</p> <p>1.6 Implement programmes</p>	December 2003	MoFP	DFID		External technical assistance. MoFP staff to work along with consultants	Reports from the missions including recommendations and action plans	Completed. Further inputs required in some areas based on results of the review missions held between July and August.

ECONOMIC MANAGEMENT

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES	CURRENT STATUS
<p>2. <u>MODERN PUBLIC FINANCE LEGISLATION (FAA) DRAFTED</u></p> <p>2.1 Discussion between the WB and MoFP scheduled for Aug 2003</p> <p>2.2 Document to be finalized by WB</p> <p>2.3 Draft legislation to be prepared</p> <p>2.4 Legislation to be presented to Parliament</p> <p>2.5 Supporting Regulations to be gazetted</p>	<p>Legislation to be presented to the Parliament by end of 2003</p>	<p>MoFP (Financial Secretary)</p>	<p>DFID/World Bank</p>		<p>Draft paper dealing with this issue prepared by the World Bank.</p> <p>Discussion to be held between the FS, Acct. Gen, the Director of Audit and the World Bank Rep to finalise the paper</p>	<p>Legislation passed and implemented by end of year</p> <p>Support regulations approved and gazetted to effect implementation</p>	<p>Discussions held between the MoFP and the WB. WB currently finalizing document.</p>

ECONOMIC MANAGEMENT

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES	CURRENT STATUS
<p>3. <u>MoFP HAS AN INTERIM MACROECONOMIC FORECASTING MODEL IN PLACE</u></p> <p>3.1 Finalise TOR to undertake work</p> <p>3.2 Undertake phase one of the process -include 'appointment' of a group of persons to participate in the exercise</p> <p>3.3 Develop a schedule of activities to be undertaken during the mission and between each phase of the process.</p> <p>3.4 Have a fully prepared macro framework</p>	End of fiscal year 2003/04	MoFP (Senior Economist – macroeconomics)	DFID	N/A	<p>External technical assistance. Four Rounds of interaction between the consultants and MoFP team planned for this exercise. The first took place in Aug. 2003 over a 2 weeks period. Subsequent rounds scheduled for Feb and May 2004. In each round the emphasis would be placed on different macro accounts. A group of persons in the MoFP responsible for the sustained</p>	<p>Fully functioning macro model prepared and used in the preparation of the 2004/05 budget</p> <p>Improved capacity within the MoFP to make macroeconomic projection</p>	<p>First round completed August 15th. Broad Framework agreed to by the Team. Draft report of the exercise presented to Senior officials of MoFP</p>

ECONOMIC MANAGEMENT

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES	CURRENT STATUS
					application and use of the system. Team to review assumptions and update data between rounds.		
<p>4. <u>MoFP HAS CASH MANAGEMENT SYSTEM FULLY IN PLACE</u></p> <p>4.1 Develop process and organization roles and responsibilities.</p> <p>4.2 MOF to introduce required institutional changes.</p> <p>4.3 Prepare monthly projections for FY 2003-04.</p> <p>4.4 Determine spending priorities.</p>	<p>July - September 2003</p> <p>October 2003</p> <p>October 2003</p> <p>November 2003</p>	<p>MoFP – Cash management officer</p> <p>Accounting officers in line Ministries</p>	CARTAC & DFID		<p>External technical assistance. New system set up with TA from CARTAC. DFID technical assistance used to review & update projections. Also provided guidelines on setting expenditure priorities and established relationship with debt. All work done in collaboration</p>	<p>Improved cash flow management</p> <p>Reduction in build-up of arrears</p> <p>Remaining current on payments</p>	<p>DFID mission completed August 12th. Further inputs will be provided by DFID to continue work. Next mission scheduled for September 2003.</p>

ECONOMIC MANAGEMENT

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES	CURRENT STATUS
<p>4.5 Review and revise expenditure projections subject to available cash</p> <p>4.6 Train officers in the line ministries to improve capacity to make realistic projections</p>					with cash management officer.		
<p>5. <u>MoFP UPGRADES DEBT MANAGEMENT SYSTEM AND UNIT UPGRADED</u></p> <p>5.1 Upgrade debt software</p> <p>5.2 'Merge' external & domestic debt functions</p>	<p>August/September 2003</p> <p>October 2003</p>	MoFP- Financial Secretary	DFID/FERP ECCB	N/A	<p>External technical assistance. DFID funded assistance conducted 2 week mission and worked with debt office of MoFP.</p>	<p>Debt strategy prepared</p> <p>External & domestic debt issues (re organisation) resolved</p> <p>CSDRMS software upgraded</p>	<p>Report of the mission provided and is being reviewed. Debt support provided by DFID to be reviewed in light of the need to obtain the services of a debt advisor</p>

ECONOMIC MANAGEMENT

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES	CURRENT STATUS
5.3 Prepare debt strategy	November 2003						to prepare a debt strategy for Dominica.
5.4 MoF to complete internal restructuring							
6. <u>CABINET ADOPTS PROPOSALS FOR IMPROVED BUDGET PROCESS</u>		MoFP	DFID World Bank		External technical assistance. The existing process was reviewed in collaboration with Budget Controller. Discussions held with line ministries. Final report in August 2003 includes recommendation and action plan for making improvements to the Budget process.	Improvements expected in the preparation of the budget for the new fiscal year.	Report being reviewed prior to finalisation.
6.1 Review current process	August/ September 2003						
6.2 Submit findings by consultant including implementation plan							
6.3 Discuss and finalize report	October 2003						

ECONOMIC MANAGEMENT

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES	CURRENT STATUS
6.4 Obtain Cabinet approval.	October 2003						
6.5 Implement new budget process	November 2003 onwards						
7. <u>MoFP RESOURCE ALLOCATION PROCESS IS BASED ON AGREED POLICIES PRIORITIES, REFLECTED IN CORPORATE PLANS</u> 7.1 Prepare outline of Corporate Plans in advance of final budget discussions		MoFP	DFID/FERP	N/A	Considered as part of the review of budget process	Implementation of recommendations of DFID report	

ECONOMIC MANAGEMENT

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES	CURRENT STATUS
8. <u>PSIP INFORMING ALL DECISIONS AND BUDGET PREPARATION</u>	June 2004	MoFP	UNDP/DFID/GoB	N/A	Technical Assistance	PSIP integrated with budget preparation process	Cabinet submission to be made following comments of Heads of Departments
9. <u>FINANCIAL INSTITUTIONS REGULATORY UNIT OPERATIONAL</u>		MoFP/ IBU	ECCB/ CARTAC World Bank	Cost associated with the setting up the Unit not yet identified	Technical assistance provided to prepare Paper. Stakeholders consulted as part of the process. The draft document must now be reviewed. ECCB engaged in the process	Implementation of new legislation and setting new terms of reference for the unit Final draft legislation prepared Legislation passed in parliament Unit become operational	
9.1 Review and discuss Paper on the issue							
9.2 Finalise Paper to reflect suggestions from the discussions							
9.3 Prepare and draft legislation consistent with recommendations							
9.4 Present legislation to Parliament							

ECONOMIC MANAGEMENT

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES	CURRENT STATUS
9.5 Undertake necessary administrative arrangements to set up the 'Unit'							

ENHANCING THE ENABLING ENVIRONMENT

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
<p>1. <u>MECHANISMS FOR PUBLIC/ PRIVATE SECTOR COLLABORATION INTRODUCED</u></p> <p>1.1 Cabinet approves SEED Task Force Report.</p>	September 2003	Cabinet	N/A	N/A	Cabinet Paper	Cabinet Decision
<p>1.2 Establish office of Private Sector (OPS) within the RMU.</p>	January 2004	RMU	EU	Extension of Technical Assistance	Technical support	<p>Advisor recruited</p> <p>Office space provided</p> <p>Other supporting systems in place</p>
<p>1.3 Designate a "Champion" to facilitate implementation of private sector activities.</p>	October 2003	Cabinet	Government		Cabinet Paper/SEED Task Force Report	"Champion" designated and officially installed

ENHANCING THE ENABLING ENVIRONMENT

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
1.4 Establish Umbrella Private Sector Organization (UPSO).	December 2003	Private Sector	EU	Funds needed for establishment of office for Private Sector Policy Development and Relations.	Consultative discussions	UPSO Constitution/Legal Framework established
1.5 Establish Consultative Working Group (CWG).	October 2003	Government Private Sector	N/A		Consultative discussions	Members designated and officially installed

ENHANCING THE ENABLING ENVIRONMENT

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
<p>2. <u>POLICY FOR PRIVATE SECTOR DEVELOPMENT FORMULATED AND AGREED</u></p> <p>2.1 Reach consensus on priorities for economic recovery and growth. These include promoting direct foreign investment, fast tracking the process of obtaining fiscal incentives and introducing one stop shopping regimes, increasing private sector entrepreneurial /investment activities in the economy, reducing the high cost of doing business in Dominica.</p>	March 2004	OPS/CWG	N/A	N/A	Roundtable Discussions	Priority areas agreed

ENHANCING THE ENABLING ENVIRONMENT

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
2.2 Review existing programmes relative to priorities.	April – June 2004	UPSO/OPS/CWG	N/A	N/A	Desk Reviews Consultative discussions	List of Programme Objectives, activities and deliverable outcomes identified
2.3 Determine levels of investment, employment and institutional arrangements necessary at the sector level to maximize productivity and competitiveness.	June – September 2004	OPS/CWG	N/A	N/A	Desk Reviews Roundtable discussions Working sessions	Proposals for investment, employment generation and institutional arrangements provided.
2.4 Cost priority programmes, levels of investment and institutional arrangements	June – September 2004	OPS	N/A	Technical Assistance required	Economic Costing Exercise	Unit and programme costs identified
2.5 Cabinet endorses private sector relations and development policy and programmes	October 2004	Cabinet			Cabinet Paper	Cabinet Decision

ENHANCING THE ENABLING ENVIRONMENT

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
2.6 Introduce private sector relations and development policy and programmes.	November 2004	OPS/CWG	N/A	N/A	Policies and Programmes incorporated into sector Work Plans	Agreed targets and time frames achieved.
<p>3. <u>PRIVATE SECTOR GROWTH-RELATED GOVERNMENT SERVICES ENHANCED</u></p> <p>3.1 Review the legislative and regulatory framework (Companies Act, Hotel Aids Act, Fiscal Incentive Act, Customs and Excise Management Act, Income Tax Act) to facilitate private sector relations and strengthen service delivery mechanisms.</p>	November 2003 – March 2004	OPS Relevant Line Ministries CWG	Technical Assistance DFID/OPM	Additional technical support required	Desk Reviews Consultations Workshops	Proposals for amendments to Legislation and Regulations/ introduction of new pieces of legislation

ENHANCING THE ENABLING ENVIRONMENT

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
3.2 Cabinet endorses proposals from the review of legislative and regulatory framework.	April 2004	Cabinet	N/A	N/A	Cabinet Paper	Cabinet Decision
3.3 Forward approved amended/new legislation for enactment into law	November 2004	OPS Legal Affairs Parliament	N/A	N/A	Gazetting Parliamentary Procedures	Amended/new legislation introduced.
3.4 Review operations of Government institutions associated with private sector activity (Customs, Inland Revenue dept., Physical Planning Division, Registry and NDC).	November 2003 – February 2004	OPS Relevant Line Ministries CWG	Technical Assistance DFID/OPM	Additional technical assistance required	Desk Reviews Consultations Workshops	Report with detailed costed recommendations prepared.
3.5 Develop Customer Service Improvement Plans (CSIP) for identified Government institutions.	March – May 2004	OPS Relevant Line Ministries CWG	Technical Assistance DFID/OPM	N/A	Consultative Discussions	Draft Customer Service Improvement Plans developed.

ENHANCING THE ENABLING ENVIRONMENT

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
3.6 Cabinet endorses proposals from the review of operations of Government institutions.	June 2004	Cabinet	N/A	N/A	Cabinet Paper	Cabinet Decision
3.7 Implement approved plans for customer service improvement.	November 2004	OPS Relevant Line Ministries CWG	Technical Assistance Required	Technical Assistance Required	Policies and Procedures incorporated into Sector Plans.	Customer Service Improvement Plans introduced.
4. <u>ACCESS TO THE LEGAL AND JUDICIARY SYSTEM BY BUSINESSES IMPROVED</u>						
4.1 Assess backlog of business cases in the Courts.	January 2004	OPS Ministry of Legal Affairs		Additional Technical Assistance and Funding required	Review of Court files and records	Comprehensive list of outstanding cases prepared.
4.2 Develop a case management system to expedite hearings.	February – April 2004	OPS/CWG Ministry of Legal Affairs	Technical Assistance required	Additional Technical Assistance and Funding required	Consultations Working Sessions	Case Management System developed

ENHANCING THE ENABLING ENVIRONMENT

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
4.3 Examine and submit recommendations for strengthening bailiff services.	February – April 2004	OPS/CWG Ministry of Legal Affairs	Technical Assistance	Additional Technical Assistance and Funding required	Desk Reviews Consultative Discussions	Document with detailed cost recommendations prepared.
4.4 Cabinet endorses Case Management System and proposals for improved bailiff service.	May 2004	Cabinet			Cabinet Paper	Cabinet Decision
4.5 Introduce new Case Management System and initiatives for bailiff services.	October 2004	OPS Ministry of Legal Affairs			Policies and Procedures incorporated into Magistracy Services.	New systems and measures implemented.

RATIONALISATION OF SOCIAL SERVICES

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
1. <u>ROLE AND POLICY OF SOCIAL SERVICES DEFINED</u> 1.1 Define and agree roles, functions and policy of government services in Ministries of Health, Education and Community Development	November 2003	SSWG	None in place	Technical Assistance required of the European Commission	Detailed review of policies and service delivery methods	Role, function and policy identified
1.2 Cabinet agree role and policy	November 2003	Cabinet	N/A	N/A	Cabinet Paper	Cabinet Decision
1.3 Integrate agreed policy into sector programme planning and implementation	March 2004 (ongoing)	SSWG	None in place	Funding and Technical Assistance required	Sector Planning processes	Revised Sector Plans

RATIONALISATION OF SOCIAL SERVICES

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
1.4 Review all health legislation with a view to modernization in keeping with agreed policy	February – April 2004	SSWG	None in place	Legal Technical Assistance Required	Desk Reviews Consultations Workshops	Proposals for amendments to Legislation and regulation/introduction of new pieces of legislation
1.5 Review the four Local Authority Acts with a view to harmonization and incorporation into one Act in keeping with agreed policy	February – April 2004	SSWG	None in place	Legal Technical Assistance Required	Desk Reviews Consultations Workshops	Proposals for amendments to Legislation and regulation/introduction of new pieces of legislation
2. <u>SERVICE DELIVERY STRENGTHENED</u>						
2.1 Implement recommendations for restructuring of School Supervision	September 2004	Ministry of Education	N/A	N/A	Cabinet Decision Consultative Discussions	School Supervision reorganized
2.2 Review and agree proposals for consolidation of small schools	June 2004	Ministry of Education	None in place	Technical Assistance Required. (Request submitted to the World Bank)	Consultations with relevant stakeholders	Proposal for Consolidation of Small Schools

RATIONALISATION OF SOCIAL SERVICES

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
2.3 Cabinet agree proposal for Consolidation of Small Schools	July 2004	Ministry of Education Cabinet	N/A	N/A	Cabinet Paper	Cabinet Decision
2.4 Implement measures for Consolidation of Small Schools	September 2005	Ministry of Education	None in Place	Funding required for transportation, school feeding programmes etc.	Sector Planning Processes	Closure of schools Students acclimatised to new school environment
2.5 Implement agreed measures for phasing out of Junior Secondary Programme (JSP) in context of Universal Secondary Education	September 2005	Ministry of Education	None in Place	Funding required for continued expansion and improvement of secondary school plants, training of teachers and other educational inputs that are curriculum related.	Consultations with relevant stakeholders such as the Dominica Association of Teachers, Parents/Guardians	Closure of JSP. Expansion of Secondary School Programme

RATIONALISATION OF SOCIAL SERVICES

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
2.6 Examine systems, structures and programmes of Ministries of Health and Social Security and Community Development and Gender Affairs in keeping with new policy	November 2003 – February 2004	SSWG	None in place	Technical Assistance required	Desk Reviews Consultative Discussions Workshops	Proposal for Restructuring of Sectors
2.7 Develop service delivery standards	March 2004	SSWG	None in place	Technical Assistance required	Round Table Discussions Workshops	Service Standards developed
2.8 Cabinet agree service delivery standards	April 2004	Cabinet	N/A	N/A	Cabinet Paper	Cabinet Decision
2.9 Service Delivery Standards implemented	May 2004 (On-going)	SSWG	None in place	Technical assistance Required	Sector Planning processes	Measures incorporated into Sector/Unit Work Plans for implementation

RATIONALISATION OF SOCIAL SERVICES

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
2.10 Review resource allocation and expenditure	September 2004 – February 2005	SSWG/Ministry of Finance	None in place	Technical Assistance Required	Desk Review Consultative Discussion	Proposal for improved resource management
3. <u>SOCIAL SAFETY NETS RATIONALIZED</u>						
3.1 Examine the safety net programmes and target population	July – September 2004	SSWG	None in place	Technical Assistance Required	Desk Reviews Round Table Discussions	Recommendations for modification/ amendments
3.2 Assess the accessibility of the services	July – September 2004	SSWG	None in place	Technical Assistance Required	Desk Reviews Consultative Discussions	Recommendations for modification/ amendments
3.3 Assess impact of safety net provision on quality of life	July – September 2004	SSWG	None In place	Technical Assistance Required	Review of data/ Statistics; consultations	Report on analysis

RATIONALISATION OF SOCIAL SERVICES

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
3.4 Modify/Develop programmes that empower socially disadvantaged people	November 2004	SSWG	None in place	Technical Assistance Required	Consultative Discussions Workshops	Proposals for revised programmes
3.5 Assess possible socio-economic impact of government redundancy programme	March – April 2004	SSWG	None in place	Technical Assistance Required	Analyses of financial and social data/statistics and indices	Report on Socio-economic Impact
3.6 Develop structures/programmes to manage impact of redundancy programme	March – April 2004	SSWG	None in place	Technical Assistance Required	Consultation Workshops	Proposals for managing impact
3.7 Cabinet approves recommendations for managing socio-economic impact	April 2004	Cabinet	N/A	N/A	Cabinet Paper	Cabinet Decision

RATIONALISATION OF SOCIAL SERVICES

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
3.8 Assess socio-economic impact of emerging diseases	September – October 2004	SSWG	None in place	Technical Assistance Required	Analyses of health, social and financial data and other relevant indices	Report on Socio-economic Impact
3.9 Develop structures/ programmes to manage impact of emerging diseases	September – October 2004	SSWG	None in place	Technical Assistance Required	Consultation; Workshops	Proposals for managing impact of emerging diseases
3.10 Cabinet agree measures for implementing and managing safety net programmes	December 2004	Cabinet	N/A	N/A	Cabinet paper	Cabinet Decision
4. <u>HUMAN CAPITAL DEVELOPED AND SUSTAINED</u>						
4.1 Determine human resource numbers and skills mix for the social sector	January – March 2005	SSWG/EPTD	None in place	Technical Assistance Required	Desk Reviews Consultative Discussions	Proposals for human resource requirements of the social sector

RATIONALISATION OF SOCIAL SERVICES

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
4.2 Conduct skills audit to assess gaps	April – June 2005	SWG/EPTD	None in place	Technical Assistance required	Review of personal files and relevant databases	Report of Skills Audit
4.3 Develop Participative curriculum and identify resources for meeting training and development needs	July – September 2005	SSWG/EPTD	None in place	Technical Assistance Required	Round Table Discussions; Workshops	Proposed Curriculum, detailed costing and sources for training and retooling
4.4 Develop a rewards and incentive programme to encourage retention of employees within the sector	October 2005	SSWG/EPTD	None in place	Technical Assistance Required	Round Table Discussions	Recommendations for Incentive Programme
4.5 Develop proposals for partnering with the private sector in human resource production and retention schemes	October 2005	SSWG/EPTD	None in place	Technical Assistance Required	Consultative discussions	Proposal based on agreed commitment/ endorsement from private sector

RATIONALISATION OF SOCIAL SERVICES

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
4.6 Cabinet endorses proposals for social sector staffing, training and development	December 2005	Cabinet	N/A	N/A	Cabinet Paper	Cabinet Decision
4.7 Implement approved measures	December 2005	SSWG	None in Place	Technical Assistance Required	Sector Planning Processes	Measures integrated into Corporate Planning and other sector planning processes
5. <u>FINANCING OF SOCIAL SERVICES IMPROVED</u>						
5.1 Undertake economic costing of health and other social services	July – September 2004	SSWG/MOFP	Partial funding (Ministry of Health)	Technical Assistance Required	Analysis of financial and other relevant data	Economic cost of services ascertained
5.2 Formulate minimum package of essential services	July – September 2004	SSWG	None in place	Technical Assistance required	Consultative Discussions	List of essential services developed

RATIONALISATION OF SOCIAL SERVICES

DOMINICA MEDIUM TERM REFORM MATRIX ACTIVITY LEVEL

ACTIVITY	TIMING (Phase)/ PRIORITY	OWNERSHIP	FUNDING/ SUPPORT	FUNDING/ CAPACITY GAP	APPROACH	PERFORMANCE MEASURES
5.3 Determine service financing mix (Public Revenue, mutual funds, out-of-pocket payments, prepayment schemes, National Health Insurance)	October 2004	SSWG/MOFP	None in place	Technical Assistance required	Round Table Discussions Review of relevant data Comparative assessments Benchmarking	Proposals for Service Financing developed
5.4 Develop proposals for collaborating with Private and NGO Sectors in the provision of services	November 2004	SSWG	None in place	Technical Assistance required	Consultations	Proposal developed based on agreed commitment of Private and NGO sectors
5.5 Develop proposals for establishing alliances with the Dominican Diaspora to provide technical assistance and funding of special projects and initiatives	November 2004	SSWG			Round Table Discussions	Recommendations for role and involvement of the Dominican Diaspora

ACTIVITY PLANNING PROFORMA (EXAMPLE)

Area		Completed/ Agreed?
Strategic objective	To develop effective public sector management, policy development and decision making processes and systems.	
Activity	Introduce performance agreements for Permanent Secretaries	
Priority level/ phase		
Approach	<ul style="list-style-type: none"> • Technical Assistance to develop process and awareness • RMU to manage implementation 	
Start date	March 2003	
End date	December 2003	
Performance measures	Performance agreements agreed for all Permanent Secretaries by December 2003	
Responsibility defined	Chief Secretary	
Resources required	<ul style="list-style-type: none"> • Technical assistance (budget, skills and equipment) • Counterpart support (budget, services and officers identified) 	
Resources already identified	Yes – support under DFID FERP programme	
Included in Estimates	Yes	
Links to other activities	Integrate with work on Cabinet decision making and refinements to Corporate Planning, budget preparation and EADR processes	
Terms of reference prepared?	Technical assistance to: <ul style="list-style-type: none"> • Develop initial concept paper • Define formats and timetable • Provide introductory briefing and guidance notes • Work with Permanent Secretary group to develop agreements • Facilitate the approval process • Identify mechanisms to integrate with other performance management processes 	
Task Force approval	Yes	

ACTIONS FOR IMPLEMENTATION

Introduction

The Medium Term Public Sector Reform Strategy was reviewed and adopted by the Consensus Meeting held on 15-16th January 2003. This document outlines the activities to be carried out to adopt and implement the Medium Term Public Sector Reform Strategy. It identifies the implications and practical actions based on the proposed implementation arrangements and proposed an implementation timetable.

ACTION	RESPONSIBILITY	TIMING
Completion of Strategy report	Consultant	January 2003*
Appointment of Minister responsible for reforms	Cabinet	May 2003*
Adoption of Strategy and Task Force ToRs	Cabinet	May 2003*
Appoint champions for each Strategic Objective	Cabinet	May 2003*
Appoint Task Force members	Cabinet	May 2003*
Agree Phase 1 Activities and Performance Targets	Cabinet	May 2003*
Inaugural Task Force meeting	Task Force Chairman	July 2003*
Detailed Action Planning (for Strategic Objectives and existing reform initiatives)	Permanent Secretaries	August 2003*
Approve Action Plans	Task Force	August 2003*
Reform activity costing and resource allocation	Ministry of Finance and Planning/ RMU	September – October 2003
Appoint Advisors for RMU	EU to source and fund	January 2004
Review of resource allocations and plans	Ministry of Finance	November 2003 (Annual Budget)
Review Progress of Phase 1	RMU	December 2003

* **Activities completed according to schedule**

Other Activities

The Department for International Development (DFID) has offered to provide assistance in the form of a workshop event for the Cabinet and Permanent Secretaries to review a model of public service reform to support the implementation of the Dominica process.

PUBLIC SECTOR REFORM TASK FORCE TERMS OF REFERENCE

Overview

This Task Force will be responsible for overall management, planning and performance review of the reform process. It will receive regular reports on work plans and performance from those responsible for implementation and will provide the focus for ensuring effective partnership in the reforms and efficient coordination and delivery of the planned outcomes.

Chairman: Minister for Health and Social Security

Secretary: Head of the Reform Management Unit

Members: Coordinator, Reform Management Unit – Secretary
 Chief Personnel Officer
 Permanent Secretary, Ministry of Tourism, Industry & Enterprise Development
 Permanent Secretary, Ministry of Education, Sports & Youth Affairs
 Director General, Ministry of Finance & Planning
 Representative, Public Service Union
 Representative, Banking Sector
 Representative, DAIC
 Representative, NANGO
 Representative, Private Sector Unions.

Champions: see below

Strategic Objective	Government Champions	Partners
Public Administration Modernisation	Minister for Health & Social Security Chief Personnel Officer	Public Sector Union
Economic Management	Minister of Finance Director General, Finance	Banking sector
Enhancing the Enabling Environment	Minister of Tourism, Industry & Enterprise Development Permanent Secretary, Tourism, Industry & Enterprise Development	Private sector Private Sector Unions
Rationalisation of Social Services	Minister of Education Permanent Secretary, Education	Non-governmental organisations

Meetings: Quarterly

Reports to: Cabinet

Tasks:

1. To formally adopt the Medium Term Public Sector Reform Strategy
2. To appoint two champions for each Strategic Objectives (one Permanent Secretary and one member of the Task Force)
3. To approve detailed work plans under each Strategic Objective and the change and communications strategies for each Phase of the Strategy
4. To review Performance Agreements for Permanent Secretaries and Heads of Department
5. To provide specialist input to individual activities (see below)
6. To receive progress reports to review and monitor progress
7. To advise on corrective measures and problem resolution
8. To provide liaison between the Reform Strategy and other development initiatives (eg IDP, PRSP)
9. To liaise with regional and international bodies in the identification and use of financial and specialist technical resources to support the reforms
10. To assist with the public relations and change management activities
11. To provide status reports to the Economic Consultative Group.

Specialist Input By Task Force Members

One of the guiding principles of the reforms is that there should be an explicit partnership between the government and civil society and that the development process should include all interest groups and communities. To put this into practice, the Task Force members shall play an active role in all areas of the reforms. This will support acceptance, sustainability and spread the burden of the reform effort. Examples of how this will work are provided below:

Public administration modernisation

- Public sector unions to be involved in performance improvement activities
- Civil society to be involved in the definition of the role of government

Economic management

- The financial sector to be involved in the development of a new regulatory framework

Growth related government services

- Private sector representatives to be involved as partners in the definition of government support for economic development

Rationalisation of social services

- Trade unions and civil society groups to be involved in the rationalisation of services and the definition of social and cultural needs.