Final Report

On

The Definition & Establishment of an

INTEGRATED DEVELOPMENT PLAN
AND
PLANNING PROCESS

CHAPTER 8

ANNEXES

JANUARY 23, 2003
8.2 ANNEX B: CARIB PEOPLE DEVELOPMENT PLAN

8.2.1 The Plan
The Plan is aimed at making a contribution to improving the overall quality of life of the Carib people. It focuses on poverty reduction and increasing economic growth as well as creating and sustaining a positive cultural awareness among the people.

The vision for the Carib people could be stated:
- To participate in national decision making especially as it pertains to the Carib Territory
- To be recognized for their contribution to the overall economic development of Dominica
- To share in the economic benefit of the country
- To live in a clean and safe environment free from drugs, violence, crime and theft
- To have a renewed pride in their culture and identity
- To enjoy equal rights, justice and freedom
- To be given the respect, privileges and opportunities in education, health and employment.

Preparation of the Plan involved all sectors of the community; Public Sector, Private Sector, NGOs, and Civil Society. It began with an assessment of the existing situation followed by identification of the major problems and constraints faced by the Carib People. Recommendations were aimed at finding solutions to those problems.

Further it identified medium to long term goals as well as outlining areas in the short term such as human resource development, through education and training; the tourism and craft industry paying particular attention to the Carib Model Village.

In order that this Plan be successful it is important that all sectors co-operate and collaborate, build partnerships and networking with other Indigenous Peoples worldwide while strengthening linkages within the Caribbean. It is necessary that Government put appropriate policies and Legislations in place in order to facilitate economic development, including a review of the Carib Act. Henceforth, the Department of Carib Affairs, WAIKADA (NGO), must take a united approach. Additionally support from the Public, Private and Civil Society whether through financial, technical, or any other forms of assistance will enable the dreams and aspirations of the Carib People.

The Plan is divided in the following areas:

- Matrix showing priority areas for action: short, medium and long term goals
- Human resource development (education and training)
- Physical infrastructure
- Operationalizing the Plan.
Human Resource Development is a key factor for poverty alleviation in the Carib Territory.

8.2.2 The Way Forward

8.2.2.1 Human Resource Development

Training

Educational
- Professional training for all teachers – Early childhood, Primary, Secondary and Tertiary
- Introduce career guidance to guarantee employment and avoid brain drain
- Encourage school feeding programmes to ensure maximum attendance
- Greater parents participation in school activities
- Identify persons in the community to pursue long distance and professional education such as Lawyers, Agronomists, Agriculturists, Doctors and Accountants etc.
- Human Resource Personnel for eg. Counselling
- Train all teachers island wide in Carib history and culture
- Producing of sufficient education material that promotes knowledge and Appreciation of Carib culture.

Youths
- Computer Science and Information Technology
- Skills training – building, plumbing, electricity, home economics, dressmaking, tailoring etc.
- Parenting skills and responsibilities
- Small business and entrepreneurship, managerial and marketing
- Develop management capacity
- Provide counselling for youth

Adults
- Adult literacy programme
- Family Life Education
- Spirituality
- Leadership.
Health
- More community health workers with home care and to carry out health education eg. First Aid, nutrition and care of the elderly
- Dental and personal hygiene
- Programmes on drug prevention and illegal substance abuse
- Massive campaign against HIV/AIDS and Tuberculosis
- Proper eating habits (encourage backyard gardening to supplement)
- Quality water for the Carib Territory/water catchment areas
- Promote the use of local food eg. Calalloo.

Harmful Practices
- Programmes on Teenage pregnancy, birth control and family planning
- Parenting skills and fatherhood
- The dangers of cigarette and alcohol consumption
- Remedial classes
- Violence, crimes, theft
- Organize educational programmes
- Community policing and neighbourhood watch.

Housing
- Traditional designs and architecture
- Build houses to mitigate natural disasters
- Housing policy in conjunction with national policy
- Proper method of waste disposal and household refuse
- Introduce soak away and septic tanks.

Tourism
- Tour Guides, taxi operators and other tourism related activities
- Knowledge of Carib history, names and significance of sites
- Carib myths and legends
- Improve quality in crafts
- New ideas/designs
- Standardization and pricing
- Large scale marketing
- Accounting
- Customer relations

Agriculture
- Livestock and poultry production
- Soil conservation
- Aforestation/reforestation
- Control sapping of trees
- Crop diversification
- Marketing skills and techniques.
**Sports**
- Training programmes and promoting those already involved
- Officiating
- Programmes for youth
- Introduce programmes for women

**Culture**
- Early childhood indoctrination – Carib history and culture in the school curriculum
- Revive the Carib language
- Establish links with other Indigenous peoples, networking
- Promote Carib culture, cuisine, dress and dance
- Institutional strengthening NGO’s eg. WAIKADA.

8.2.2.2  
**Governance**
- Leadership skills
- Problem solving/conflict resolutions
- Interpersonal skills/public speaking
- Management skills

**Financial Management and Economic Development**
- Record/Book keeping
- Accounting
- Management skills
- Entrepreneurship skills

8.2.2.3  **Physical Infrastructure**

**Education**
- More early childhood centres
- Multi-purpose centres- could be used for other purposes such as adult education classes, community meetings etc.
- Libraries
- Youth skills training centre.

**Health**
- A health centre for the hamlet of Concord
- Immediate repairs to the Salybia health centre
- Upgrading and equipping of all health centres
- An ambulance for the community
- One of the health centres could be upgraded to a mini hospital
- A pharmaceutical centre
- Home for elderly.

**Agriculture/Lands/Fishing**
- More feeder roads
- New landing sites
- Individual land holding
- Land demarcation
- Fish landing site.

**Tourism**
- Craft vending sites
- Distribution centre for Carib craft
- A centre for performing arts
- Enhance existing sites, develop new sites
- Develop a herbal garden
- Develop Concord as a Heritage Village
- Construct additional roads to all tourists’ sites
- Promotion of tourist sites
- Proper identification of tourist sites.

**Carib Model Village**
- Feeder road to facilitate easier access
- Maintenance of existing structures
- Build more huts (ajoupas)
- Display room for Carib artefacts
- Museum and demonstration centre
- Information or ticket booths.

**Sports**
- Develop Jolly John Memorial Park into a mini stadium
- Facilities in other hamlets
- Promote athletics and other sports – dominoes, rounders etc.

**Mini Hamlets**
- Infrastructural development such as electricity, water supply and motorable roads

**Governance**
- The chief’s status should be upgraded to a seat in Parliament to participate actively in decision making process that involves the Carib Territory
- Training for chief and council, leaders of Hamlet Development Committees (H.D.C)
- Roles and responsibilities of Chief/council and Carib Affairs to be clearly defined
- Input from major stakeholders, N.G.O., H.D.C. on major initiatives
- Parliamentary Representative to serve as conduit to address the concerns of the Carib People
- Networking with all sectors
- Greater autonomy for the Carib Chief
- Revision of the Carib Act
- Access to credit

### 8.2.3 Matrix Showing Priority Areas for Action

#### 8.2.3.1 Human Resource Development

<table>
<thead>
<tr>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
</tr>
</thead>
</table>
| - Train all teachers in Carib History and Culture  
- Professional training for all teachers  
- School feeding Programmes to ensure maximum attendance at school  
- Greater parents’ participation at schools, encourage formation of support group eg. PTA.  
- Parents participate actively in programmes Organization of support group formed. | - Development of appropriate literature for use in training  
- Professional training for all teachers  
- Long distance education in various fields  
- Integration of parents inputs in school curriculum. | - All teachers in Carib history and culture  
- Teachers’ specialization. Professional education such as Lawyers, Doctors, Agriculturists, agronomists, Accountants financial management.  
- Specialization in field of education eg. Planning, evaluation |

#### 8.2.3.2 Youths

<table>
<thead>
<tr>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
</tr>
</thead>
</table>
| - Skills training eg. building plumbing, home economics, dressmaking, electricity etc.  
- Computer Science & technology  
- Software repairs  
- Integrated approach to training | - Managerial skills  
- Marketing & Accounting  
- Training in sporting disciplines  
- Establishment of workshops  
- Create employment opportunities | - More individuals of the Carib Territory employed as Chief Executive Officers (CEO)  
- Specialized training for individuals  
- Employment and income generating opportunities increased |
| - Small business & entrepreneurship | - More private investment at the community level  
8.2.3.3 Adults

<table>
<thead>
<tr>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Literacy programmes continued</td>
<td>▪ Individuals trained for programmes</td>
<td>▪ 100% literacy achieved</td>
</tr>
<tr>
<td>▪ Greater use of libraries</td>
<td>▪ Community acceptance of programmes</td>
<td>▪ Healthier life styles being practiced</td>
</tr>
<tr>
<td>▪ Sexual education</td>
<td>▪ Adequate resources available for sustainability</td>
<td>▪ Better results being achieved in schools</td>
</tr>
<tr>
<td>▪ Community survey to determine need for programme</td>
<td>▪ Family Life programmes accepted by the community</td>
<td>▪ More individuals in leadership functions</td>
</tr>
<tr>
<td>▪ Identify potential personnel for facilitators</td>
<td>▪ Use of mass media, information dissemination.</td>
<td></td>
</tr>
<tr>
<td>▪ Determine level of programme</td>
<td>▪ Greater input demonstration at the community level</td>
<td></td>
</tr>
<tr>
<td>▪ Family Life Education</td>
<td>▪ Develop new cadre of leaders (PRAC’s)</td>
<td>▪ Territory recognized in its efforts in family life (model)</td>
</tr>
<tr>
<td>▪ Parenting skills</td>
<td>▪ Raise awareness and build community discussions using the mass media.</td>
<td>▪ Trained personnel available at the community level</td>
</tr>
<tr>
<td>▪ Develop modules</td>
<td>▪ Management</td>
<td>▪ Domestic violence/child abuse terminated</td>
</tr>
<tr>
<td>▪ Sensitisation of groups</td>
<td></td>
<td>▪ Information readily available.</td>
</tr>
<tr>
<td>▪ Identify areas of concerns</td>
<td></td>
<td>▪ More persons interested in spirituality</td>
</tr>
<tr>
<td>▪ Develop strategy for implementation (DPPA, DNCW)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Budgeting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Spirituality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Conduct sessions at community level</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Identify community leaders to undergo training</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Leadership**

| Conduct situation analysis at the community level                        | ▪ Resources and projects better managed at the community level             |
| Organize training sessions to address areas of advocacy, record keeping etc. | ▪ Community groups and organizations well managed                          |
| Identify community leaders to participate in the programmes              |                                                                            |
| Identify support groups – SPAT, DNCW, etc.                                |                                                                            |

**Management**
8.2.3.4 Health

<table>
<thead>
<tr>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Identify persons to be trained</td>
<td>▪ Strengthen community planning and management</td>
<td>▪ More individuals trained and occupying management positions.</td>
</tr>
<tr>
<td>▪ Develop training workshops</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Quality water supply</td>
<td>▪ Survey undertaken to identify new water intake supply</td>
<td>▪ All areas have pipe borne water</td>
</tr>
<tr>
<td>▪ Isolated areas connected to system</td>
<td>▪ Local technicians trained to operate system</td>
<td>▪ Agricultural enterprises developed with use of irrigation</td>
</tr>
<tr>
<td>▪ Storage capacity improved with construction of new facilities</td>
<td>▪ Persons identified and trained</td>
<td>▪ Surface and waste water pose no threat to health of residents.</td>
</tr>
<tr>
<td>▪ Demarcation and protection of water shed areas</td>
<td></td>
<td>▪ Health care improved</td>
</tr>
<tr>
<td>▪ Introduction of water meters</td>
<td></td>
<td>▪ Elderly persons are cared for</td>
</tr>
<tr>
<td>▪ Community health workers with home care and to carry out health education eg. Fist aid, nutrition and care of the elderly</td>
<td></td>
<td>▪ HIV/AIDS and</td>
</tr>
<tr>
<td>▪ Programmes on drug prevention, illegal substance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Greater awareness of the</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Integrated Development Plan
Volume 3: Annexes
Chapter 8 - Carib People Development Plan
abuse
- Massive campaign against HIV/AIDS & Tuberculosis
- Health eating habits (encourage backyard gardening to supplement)
- Waste disposal
- Weekly garbage collection
- Sensitize residents.

dangers of HIV/AIDS
- Site identified
- Vehicle obtained for garbage disposal
- 50% of residents in community using system

Tuberculosis eradicated
- Rodents and vector controlled
- Well managed system of garbage disposal
- Healthier environment.

<table>
<thead>
<tr>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programs on teenage pregnancy, birth control and family planning (STD’s)</td>
<td>Remedial classes</td>
<td>Teenage pregnancy will no longer be a concern</td>
</tr>
<tr>
<td>The dangers of cigarettes and alcohol consumption</td>
<td>Condoms readily available</td>
<td>Less cases of STD’s reported</td>
</tr>
<tr>
<td>Control of praedial larceny</td>
<td>Train personnel in family life</td>
<td>Specialized programmes</td>
</tr>
<tr>
<td>Organize community policing</td>
<td>Reduction consumption by 50%</td>
<td>No health threat by illegal substances</td>
</tr>
<tr>
<td>Neighbourhood watch</td>
<td>Formation of concerned groups</td>
<td>Eradication by almost 100%</td>
</tr>
</tbody>
</table>

8.2.3.5 Social

8.2.3.6 Housing
- Establish housing committee
- Teach traditional designs and architecture, organize skills training accordingly
- Undertake housing survey
- Introduce concept of low cost housing
- Build houses to mitigate natural disasters
- Housing policy in conjunction with national policy

- Introduce soak away and septic tanks
- Outline plan for housing strategies
- Undertake specialized training architecture
- Establish access for financial assistance for housing construction
- Construction of houses to meet necessary approval
- Undertake model housing scheme
- Building code established
- New designs implemented

- Housing fund well established
- Appropriate facilities for use in improving buildings
- Establishing housing development programme for the Territory
- All houses have soak away system
- Organized construction

### 8.2.3.7 Tourism

<table>
<thead>
<tr>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge of Carib history, myths, legends and names and significance of sites</td>
<td>Develop project proposals for construction and demonstration centre</td>
<td>Establish Carib Territory as a tourist package (organized tour)</td>
</tr>
<tr>
<td>Expand knowledge of Tour Guides, taxi operators and other tourism related activities</td>
<td>Undertake the establishment of a vending centre for crafts and other products</td>
<td>Trained personnel in tourism services</td>
</tr>
<tr>
<td>Establish website on Carib Territory in Carib history</td>
<td>Maps and other tourist information available</td>
<td>Management team established</td>
</tr>
<tr>
<td>Undertake inventory of all potential tourists sites</td>
<td>Develop agro-tourism</td>
<td></td>
</tr>
<tr>
<td>Immediate operation of Carib Model Village</td>
<td>Organize a craft association or a management team</td>
<td></td>
</tr>
<tr>
<td>Improve quality in crafts introducing new ideas/designs</td>
<td>Standardization and pricing</td>
<td></td>
</tr>
<tr>
<td>Promote traditions and customs, cuisine and herbal medicine</td>
<td>Large scale marketing</td>
<td></td>
</tr>
<tr>
<td>Provide training in costumer relations and services</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Integrated Development Plan**

**Volume 3: Annexes**

**Chapter 8 - Carib People Development Plan**
### 8.2.3.8 Agriculture

<table>
<thead>
<tr>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
</tr>
</thead>
</table>
| - Undertake survey of farm holdings  
- Determine present short crops to generate income  
- Produce more traditional crops eg. Cassava, pigeon peas etc.  
- Increase livestock and poultry production | - Crop diversification and propagation accepted by farmers, selected crops identified  
- Demarcation of forestry reserves  
- New techniques in agricultural production by farmers developed  
- Deforestation reduced and reforestation increased | - Improved quality of life, national requirements improved  
- Agro-processing being undertaken  
- Economic situation improved to better social environment. |
| - Access markets for produce  
- Control sapping of trees | - Community markets established in various hamlets | |

### 8.2.3.9 Governance/Economic Development

<table>
<thead>
<tr>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
</tr>
</thead>
</table>
| - Identify training needs  
- Organize training needs  
- Consultation  
- Inputs from community  
- Identify persons to spearhead finance management team. | - All sector involvement  
- Full participation  
- Organization formed  
- Train persons | - Cadre of trained persons  
- Full participation from all sectors  
- Management team established. |

### 8.2.3.10 Financial Management/Economic Development

<table>
<thead>
<tr>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
</tr>
</thead>
</table>
| - Sensitize residents on the question of economic development  
- Organize (hamlet) community meetings  
- Meet with financial institution to arrange appropriate mechanisms for access to | - Identify and train appropriate personnel for Financial Management Committee to co-ordinate all public funding: CT Robinson Fund, Hospital Fund (England).  
- Provide training programmes for business | - All economic development initiatives co-ordinated by specialized body  
- Kalinago Development Corporation established to provide necessary funding to business ventures  
- Appropriate lending mec- |
credit
- Seek specialized/technical support on establishment of Development Corporation (financial institution)
- Arrange discussions on possible available options
- Strengthen management capability of Carib Council
- Make special arrangement for registration of special programme in the Territory
- Representation to the European Union (EU) for establishment of financial institution.

entrepreneurs
- Overall economic development policy framework outlined
- Establish Financial Institution (savings and loan Association)
- Develop viable/sustainable economic ventures

hanism established to facilitate access to credit

8.2.3.11 Infrastructure

<table>
<thead>
<tr>
<th>Education</th>
<th>Short Term</th>
<th>Medium Term</th>
<th>Long Term</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Establish a multi-purpose centre at St.Cyr</td>
<td>Construction of an Adolescence Centre</td>
<td>Adolescence centre fully operational</td>
</tr>
<tr>
<td></td>
<td>Construct early childhood centres in Bataca, Gaulette River and Concord</td>
<td>Community building fully utilized, Management committees/Hamlet Development Committees (HDCs)</td>
<td>Community buildings well maintained</td>
</tr>
<tr>
<td></td>
<td>Construct and establish libraries in hamlets</td>
<td></td>
<td>Respect for public facilities</td>
</tr>
<tr>
<td></td>
<td>Undertake survey of existing community building. Rehabilitation of such buildings</td>
<td></td>
<td>Community benefits, income-generating activities being undertaken.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Health</th>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Immediate and necessary repairs to the Salybia Health Centre</td>
<td>Pharmaceutical centre</td>
<td>Mini- Hospital in St.Cyr</td>
</tr>
<tr>
<td></td>
<td>Upgrading and equipping of all health centres</td>
<td>Community based ambulance</td>
<td>Organized ambulance service operational</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Construct Health Centre for Concord and Salybia</td>
<td>Specialized treating centre established</td>
</tr>
</tbody>
</table>
### Agriculture/Lands/Fishing

<table>
<thead>
<tr>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
</tr>
</thead>
</table>
| - Land demarcation  
- Individual land holding registration  
- Rehabilitation, and construction of 20 miles of feeder roads  
- Upgrade existing fish landing sites | - New landing sites developed  
- Plot registration  
- Established market for sale of products  
- New boats available and modern equipment | - Reduction and alleviation of land disputes  
- Fish market/processing established  
- Land data base established |

### Tourism

<table>
<thead>
<tr>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
</tr>
</thead>
</table>
| - Craft vending and distribution centre  
- Enhance existing tourism sites and develop new sites  
- Develop a herbal garden to compliment Carib Model Village | - Centre for performing arts  
- Develop a herbal garden  
- Construct additional roads to all tourists sites. | - Development of Concord as a heritage village  
- Guest house/tourist facilities improved/functional |

### Carib Model Village

<table>
<thead>
<tr>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
</tr>
</thead>
</table>
| - Information/ticket booths  
- Display room for Carib artefacts  
- Furniture and equipment for operation | - Establishment of museum and demonstration centre  
- Build more huts (ajoupas) | - More traditional sites constructed  
- Entertainment centre developed to complement Carib Model Village. |

### Sports/Recreation

<table>
<thead>
<tr>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
</tr>
</thead>
</table>
| - Develop Jolly John Memorial Park into a mini stadium | - Build facilities in other hamlets | - International sports events organised  
- Sports tourism activities established  
- Sports recognition  
- Trained sports personnel. |
### Culture

<table>
<thead>
<tr>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
</tr>
</thead>
</table>
| - Request of the ministry of Education that Carib culture to be included in the school curriculum  
- Early childhood indoctrination in Carib identity. | - Establish links with other indigenous people  
- Institutional strengthening  
- National festivals linking to Carib Territory  
- Cultural groups strengthened | - Revival of Carib language  
- Publication of booklets in Carib language  
- Development of cultural centre  
- Professional artists. |

### Mini Hamlets

<table>
<thead>
<tr>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
</tr>
</thead>
</table>
| - Water supply  
- Roads  
- Electricity | - Storage tanks constructed  
- Water intake improved  
- Rehabilitation undertaken | - All area served by pipe borne water, electricity, access roads  
- Increased economic activities generated |

### Elderly

<table>
<thead>
<tr>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
</tr>
</thead>
</table>
| - Home for the elderly | - Programmes established  
- Additional facilities/recreation etc | - Fully equipped home established. |
THE INTEGRATED DEVELOPMENT PLANNING PROJECT

IDP

AN ANNOTATED GUIDE TO
THE PHASE I REPORT
of the IDP Team
“SENSITISATION, RESEARCH, ANALYSIS AND PLANNING”

BY
THE DEVELOPMENT INSTITUTE (TDI)
team of consultants

April 19, 2002
8.3.1 Introduction

What is challenging in an IDP approach?
First, although many development plans have been prepared for Dominica and are the subject of an equal number of Reports, the people of the country appear not to have been engaged in the preparation or implementation of these plans. Second, although many plans have targeted sector needs, there have been few attempts at consolidating the country’s response to these needs into one holistic national development plan. This present exercise seeks to change that. - p.4.

What signals the appropriate timing of this assignment?
This assignment has also been designed in the spirit and substance of the Cotonou Agreement (June 23, 2000) in which civil society and the private sector are required to become directly engaged with the public sector in the task of shaping and building the economy. Apart from the evident implications for policymaking and the management of the economy, this link to external development assistance has direct and important bearing on the prospects for successfully accessing the financing needed to implement the programmes and projects arising from the Plan. - p.5

What is Integrated Development Planning (IDP)?
This approach to development planning seeks to facilitate the direct engagement of people of all sectors, the stakeholders of the nation’s business, in the following:
- Identifying the key issues affecting their community/sector/country;
- Determining the priorities among these issues;
- Defining their vision for Dominica;
- Proposing measures (institutional, operational, legal, constitutional) for addressing these issues;
- Proposing measures for formalizing and institutionalising a participatory approach to planning for national development;
- Becoming involved in the design and implementation of the programs and projects;
- Remaining involved in the monitoring, review and evaluation of the activities.
- p.5.

Why is the IDP chosen as an approach?
It is clear that national planning efforts to-date have not contributed to social and economic progress reflective of national aspirations. This approach defines a new planning process that responds to the aspirations and needs of the people of the country and this is more likely to occur if the principles of partnership, participation, transparency and accountability inform the process. – p.6
What is the vision that will guide the IDP?
People from all walks of life have indicated that they wish to see and help build a society where there is harmony among people and between people and their God and His creation. The consensus is for a country that is organized to meet the needs of its people without compromising the chances of future generations doing the same. The future Dominica has been described as a stable and just society where discipline and respect for the individual is assured by a participatory and responsible approach to economic and social tasks at the community and the national levels. – p.8

What guarantee is there that this approach will achieve progress?
One of the more effective guarantees of impact is that the population remains involved in all stages of the process through to implementation as all sectors take ownership of the Plan and ensure performance and accountability while accepting to share in the burdens and the benefits of national development. Other guarantees include measures to ensure that the IDP informs the national Budget and that the IDP timeline takes account of other projects and programs which are ready-to-go (Education Plan, Legislative Provisions for Improved Financial Management); projects being finalized for funding (Agricultural Diversification, Eco-tourism); and new projects being conceptualised (organic farming, renewable energy, affordable housing, air access, waste management, small enterprise development). – p. 8-9

8.3.2 Methodology

What was the Methodology employed during this phase?
The methodology employed during this phase included a review of literature, sensitisation of stakeholders and information gathering, utilizing various communication and data collection techniques. The principle of ensuring broad and sustained participation guided the design and conduct of the process. p. 11

The response rate of 32% (of total invitees) was realized for community meetings with a similar rate (35%) noted in respect of sectoral workshops. A gender analysis of participants reveals that 35% of attendees at community meetings and 45% at workshops, were female. p. 13

What were the major Team activities in Phase 1 (2 months)?
The methodology included a total of twenty-five (25) team activities and meetings, and three team workshops.

- Four (4) reference groups were formed. These included a broad based committee, and reference groups within civil society, economic planning, and the public sector. Consultative meetings were held with these groups.
- Sensitisation meetings were held with the following persons and groups: The President of the Commonwealth of Dominica, media workers, broad civil society group, three political parties, the Leader of the Opposition, the Minister of
Finance and Economic Planning, the Committee of Permanent Secretaries, religious leaders, the private sector and the bankers association. The objectives of these meetings were to provide information on the concept of integrated development planning, to introduce the consultancy and it’s terms of reference, to receive feedback and to motivate persons to explore their role in the process, thus fostering commitment.

- Community meetings of a broad range of leaders and key individuals in communities constituted a very important mechanism for data gathering and information sharing. Zonal meetings were held in LaPlaine, Colihaut, Marigot, Grandbay, Portsmouth, and Roseau with persons from surrounding villages being bused in to these meetings.

- Four Sectoral Workshops were held: Youth, Private Sector, Public Sector and Joint Sectoral. These workshops provided the opportunity for more focused and detailed discussions on vision, priority issues and recommended solutions.

### What empirical data did the team collect?

- Empirical information was obtained from the public sector and civil society through small surveys, utilizing administered questionnaires. For the public sector component the survey was conducted in the Ministry of Agriculture and the Environment, the Ministry of Communications and Works and the Ministry of Community Development and Gender Affairs. The objectives of the study were to determine the public sector’s perception regarding it’s role, modernization of the sector, level of linkages inter, intra and extra ministerial, and it’s knowledge of reforms undertaken in the sector.

- The study in the civil society sector was conducted among organizations at the micro or village level and at national level. The objectives were to determine the level of organization of groups at those levels, their functioning and linkages. The fieldwork was designed and conducted with technical assistance and utilized a team of interviewers.

- Media promotion of the IDP process was frustrated by the denial of access to the media during the initial half of the phase one period

### How extensive were the Team’s reviews of previous documentation?

The Team mounted review sessions on all the documents identified in the terms of reference. Those were in many respects broad and very general. In addition team members undertook extensive reviews of 92 documents listed in the Bibliography of Appendix 1 to this Report. Those reviews were instructive in many important respects including the following:

- Providing material which spoke directly to the steps required to make the shift from the present regime of exclusive domination by the public sector in
planning and administration to one of partnering with private sector and civil society.

- Measures that were available by way of draft legislation or otherwise for implementation but were subjected to undue delays endemic to the system.
- Reviews and analysis of the economic situation in the country, and prescriptions for remedial action. Some of those needed adjustment in an IDP environment.
- Reports containing approaches adopted by other countries that could serve as best practices for the IDP project. Many of those would need modification to suit our situation and this has in fact been pursued in some instances.

- p. 16

What is the sensitization work which is still outstanding?
Continuing sensitisation for wider and sustained public participation is currently being designed. This will of necessity involve greater utilization of the media in creative ways, and the engagement of already established community mechanisms including service clubs, professional associations and others. In this regard, the strengthening of communication links with the Diaspora to allow for their meaningful participation is being undertaken.

Other specific groups have also been targeted for dialogue - The Cabinet of ministers, Parliamentarians, the elderly, Dominicans returned from the UK and other countries, Women and gender affairs bureau, farmers, hucksters vendors, etc. More extensive consultation with the Committee of Permanent Secretaries is being planned for Phase 2.

Critically, the validation process must include a sharing of the findings of this phase with all stakeholders. This is essential for building ownership and fostering commitment to share in the burdens and benefits of development, and sustaining participation. - p.17

8.3.3 Report On Cross-Cutting And Sectoral Issues

8.3.3.1 Macroeconomy

Observations

What are the basic observations about the economy?
- The entire economy (not simply the banana or tourism sector) is vulnerable to external shocks (Footnote: We are speaking of the vulnerability of production structures, income and employment opportunities and trade relations to natural disasters and external economic shocks which are beyond the control of national authorities). It is collective and coordinated efforts that will build economic resilience.
• Debt servicing obligations are expected to rise from 10% of recurrent revenues in 1999 to about 34% in 2001. With personal emoluments and goods and services already accounting for 80% of current revenues in 1999, there isn’t much room to accommodate additional debt servicing obligations without a serious dislocation of other commitments.
• The private sector has observed that the “cost of doing business” in Dominica works against their efforts at becoming more competitive. Indeed, the private sector believes that Government Policies (energy, transportation and tax policies) are contributing to the un-competitive environment in which they must operate.
• There has been a fundamental shift in the approach of external donors. The paradigm has shifted to funding projects, which have their origin and rationale in a comprehensive development plan to which all stakeholders would have contributed. p. 19-21

The Macroeconomy in Pre-Crisis

What are the three major components of any economic recovery strategy?
The three major components of any economic recovery strategy, namely:
  • The level of Export earnings;
  • The level of domestic investments;
  • The level of donor support for public sector investment

p. 22

What would be a simple quantitative recovery plan?
  a) Increasing the level of export earnings: estimated at $370.2 m (2000); growing at average 5% over the next 4 years will put it at EC $472 m. by 2005.
  b) Reversing the downward trend in private domestic investment; reportedly at $119.2 m in 2000; achieving 1997 level of EC $162.4 m by 2005 (average growth of 6.25% per annum)
  c) Mobilize continued donor support for maintaining the public sector investment programme at approximately EC $130 million annually.

p. 22

Why setting quantitative targets is not an adequate response?
The economy is facing more than cyclical difficulties. The platform for recovery will not be found in a new export product or a new leading sector. The fundamentals of yesterday’s economy, preferential trade access, increasing development assistance and comparative advantage, are no longer present. The new fundamentals have to do with the provision of an adequate and credible structure and coherent policies to allow all of the economic actors in Dominica to achieve their economic targets. The absence of this structure leads us to observe that the economy remains in a “pre-crisis” mode. p. 22
What should be the Policy objectives for a resurgence of growth?

There is no simple universal blueprint for a successful development strategy. The Policy objectives, which will support a resurgence of growth, are well known. They include:

- Promotion of Tourism and Agriculture as major export earners;
- Promoting an environment, which reduces the cost of doing business in Dominica;
- Developing a programme approach to guide donor participation in capital investments

p. 23

What are some of the concerns in promoting an enabling business environment?

- The first is the concern about market demand. The future for growth of medium to large size businesses in Dominica is in the external market (both regional and international). Both Europe and the USA are experiencing a slow down in economic activity brought about by some decline in consumer confidence in the short-term future. We are really on our own trying to find that ray of hope in the global economy.
- The second concern is the competitiveness of the local manufacturing sector, both in terms of the domestic market, which is opening up to external competition and the world market where the playing field is definitely uneven. Expanding the class of entrepreneurs (particularly small and medium size enterprises) and building a more competitive structure of operations (flexible wage policies) are two policy objectives that require close attention.
- The third concern is that in a downward business cycle one does not expect to find a tremendous appetite for risk-taking and high interest rates do not help the problem. But it is precisely new ventures in the business sector that are needed to improve the prospects for an economic recovery. p. 24-25

What is the cornerstone of a Public Sector Response?

The Public Sector Investment Programme (PSIP) at ECS130 m., will continue to be a strategic expenditure in support of both physical and social infrastructure. Since revenue collection and the structure of taxation are an intricate part of any debt management strategy, it is unthinkable for such a strategy to be effectively formulated and implemented without a more open dialogue with stakeholders. Economic stabilization methods, as immediate short-term measures will require the full confidence and cooperation of the private sector. p. 25-26.

How must this Public Sector response become more visible?

The cornerstone of these programmes must include in a visible way:

a) The enunciation of appropriate Expenditure Policy and Expenditure Control Policy;

b) Information Sharing to give substance to the approach of inclusiveness;

c) Accountability procedures in the administration of public finances.
What operational changes Government must make?

a) Ensure that the PSIP funding objectives find their justification in the Integrated Development Plan. This is not only necessary for attracting donor support but will provide credence to the participation of many individuals and groups in the IDP process.

b) Become “intentional” in its enunciation of macro-economic policy in general and expenditure policy in particular. Stakeholders need to determine their course of action on some level of predictability in terms of the instruments that the Government will use and the results that can be expected.

c) Bring into the picture of debt management other types of assets and liabilities that the Government manages and which can influence the credibility of the Government.

Are stakeholders willing to support better economic governance?

Our sensitisation process has revealed substantial support for seven specific directives for domestic policy in support of economic development. These include:

- Investing in people and building administrative capacity;
- Improving infrastructure facilities (both physical and social);
- Fostering enterprise competitiveness, regional economic integration and market access;
- Promoting sound banking system and financial development;
- Encouraging private investment;
- Promoting good governance.

Do Debt Management Policies affect Macroeconomic Management?

In an interesting discourse on whether Debt Management Policies do affect Macroeconomic management, Prof. Michael Dooley of the University of California, Santa Cruz gave the following response, “It all depends on where you live”. In the industrial world, the relationship between these two sets of policy is very weak. In the developing countries, however, the fact that poor debt management can force a Government into defaulting on its debt service obligations changes the entire role of debt management.

What are some poor debt management practices?

There are five (5) well known poor debt management practices:

- Using a captive investor as source of credit
- Forced borrowing by non-payment of transfers
- Wide interpretation of authority to borrow leading to contracting overdrafts and short-term high interest loans
• Incurring contingent liabilities both explicit and implicit.
• Collateralizing public debt with either shares in state-owned enterprises or by specific sources of future tax revenues.

p. 33

Is there evidence of poor debt management practices in Dominica?
The Government of Dominica has pursued at least four (4) of these practices;
• The National Commercial Bank has been used as a captive investor resulting in an exposure to one borrower to the extent of 80 – 100% of its capital reserves;
• The Dominica Social Security has become a creditor through non-payment of transfers and even arrears.
• Overdrafts and high-interest loans (Trinidad debt) have become a significant instrument in the most recent past.

p. 33

What is the real cost of poor debt management practices?
If the cash-flow crisis of the Government, or the high interest rate or scarcity of available credit for the private sector, or increase in taxation and reduction in public expenditures are all related to attempts to restructure the public debt, then the cost of poor debt management policy is much more than the increase in interest payments. The loss in real output potential, in investor confidence and in the entrepreneur’s appetite for taking risks in our economy really swamps the narrowly defined cost expressed in terms of increased interest payments. p. 34

Why is Debt Management not a simple mathematical problem?
The Government portfolio is the largest financial portfolio in the country. In our situation in Dominica, the Debt Management Unit has to move up to the challenge of seeing the total bundle of assets and liabilities which the Government has to work with as the real decision variables and not each incremental debt instrument and its corresponding servicing obligations. Debt management is not a mathematical problem. It is about maintaining creditor confidence so that Government can meet its financing needs and its payment obligations at the lowest possible cost over the medium term (3-5 years) to long term. p.35

What is Good Debt Management?
Good debt management, therefore continuously asks the question: Is our Government generating a debt structure both explicit and implicit (the loan guarantees, the insurance that we are giving to domestic financial institutions) which can change investor expectations of our ability to make good on our promises? p. 36

8.3.4 Fiscal Stabilization

What does our baseline scenario (p.38) reveal?
A baseline scenario as presented in Table 2: reveals three important features of the fiscal imbalance:

a) The primary budget deficit has been totally supported in the past by Budgetary Grants from donors. This is not a situation that can be expected to continue indefinitely;

b) If we are to avoid any further default on our debt payments, and if we are to honour the current debt obligations, this (reliance on donor support) will be the major source of instability in the fiscal position.

c) Event if we reduce the growth in personal emolument on the expenditure side from 8% in 1999 to 1 % in 2003 we would still be in difficulties. The message is clear; the growth in personal emoluments has to be reversed.

Why is a reliance on donor support also potentially destabilizing?

In a very interesting study done by Robert Lensink and Oliver Morrisey, the authors found the impact of Foreign Aid on economic growth to be negligible.1 That was only half of the story. The other half is that they included in their regression a measure for Aid Uncertainty and found that not only was uncertainty about aid important but it was detrimental to economic growth. It is not uncommon for the commitments of donors to exceed their actual disbursement. In fact, the level of aid cannot be reliably predicted based only on donors’ commitments. It therefore makes no sense for us to increase the degree of aid dependency in our analysis of fiscal stabilization.

Is our current view of fiscal stabilization too narrow?

The second word of caution has to do with the narrow view of the issue of fiscal stabilization as one of simply getting the numbers right. Once we widen our perspective, it is easy to recognize that fiscal policy is at the heart of defining the role of Government in the economy. And since growth is the over-riding concern in the economy, fiscal policy will define the role of Government in fostering economic growth.

What Fiscal expenditures are necessary to stabilize the role of Government in promoting growth in the economy?

Government expenditures can influence growth in three ways. The first is by its contribution to spending on physical capital as reflected in the Public Sector Investment Programme of EC $130 million (2000/2001). Government expenditures also affect economic growth through its contribution to human capital formation. In fiscal year 2000/2001 these expenditures are estimated at EC $35.3 million in Education and EC $28.4 million in Health. Finally, even Government current expenditures can contribute to economic growth. Of particular importance are those

---

1 “Aid Instability as a Measure of Uncertainty and the Positive Impact of Aid on Growth” Robert Lensink and Oliver Morrisey, Journal of Development Studies, Vol. 36, No. 3 (February 2000) pp. 31-49

---
directed at maintaining the physical and capital stock, influencing technological change in industry, commerce and the public sector and maintaining social cohesion and political stability.  p. 40-41

Is it the size of our debt that is destabilizing the economy?
The third word of caution is in respect to how large can a sustainable deficit be? The answer is that it all depends on the confidence of your creditors. Getting the numbers right may be the necessary step to fiscal stability. But building creditor (or donor) confidence is the sufficient conditions for fiscal sustainability.  p. 41

How do we improve the Quality of Policy Advice?
The accountability – driven system should be distinguished from the accounting system. The accounting system focuses advisers on short-term deliverable outputs. It has more to do with the short electoral cycle and the need to demonstrate impact. Impact, however, comes through medium to long-term actions. So one needs to focus on justification of present actions as complementing or countering those previous actions, which are ready to deliver some impact in the current short-term.  p.42

What are the warning signs of poor quality advice?
The Quality of policy advice is directly related to the level of acceptance. However poor quality advice also gets accepted when it side-steps the issue and appeals to hidden political agendas of the Minister, or it focuses on personalities and confuses events with results. In Dominica we are very weak in having a diversity of inputs into our policy advice units. The IDP model should allow for advice streams coming from outside the Government on a quality-persistent manner.  p. 43

8.3.5 Conditionalities

What role should Conditionalities play?
We have been tying three important aspects of the macro-economy together. These have been the debt situation, fiscal stability and donor support. Donor support becomes a critical factor when it is used to finance projects, which the Government would otherwise not have undertaken because of limited financial resources. What is important in mobilizing such resources is that there be some confidence by all parties in the predictability of both events and results. This is the context in which conditionalities should be applied. Refocusing on conditionalities, therefore, would mean looking at instruments of verification of progress in the right direction. These should emerge from the economic policy programme of the IDP and should be able to serve as conditionalities also for donor support, since this support will be based on the programme objectives and programme design as expressed within the IDP.  p. 44
What are the program steps towards economic resurgence?
Currently, we can speculate on the process of moving towards a resurgence of sustainable economic growth as involving:

a) Meeting Government Financial obligations at the lowest possible cost  
b) Giving credibility and sustainability to the Public Sector “Balance Sheet  
c) Avoiding the Standard Pitfalls in Debt Management  
d) Staying on top of what debt is outstanding.  
e) Rebuilding Creditors’ Confidence  
f) Reducing the exposure of the Banking System  
g) Regularizing Payments to the Dominica Social Security  
h) Bringing debt service obligation back to sustainable levels  
i) Achieving Fiscal Stability  
j) Promoting Economic Growth

The objectives, verifiable indicators of implementation, time frame and integrated development planning process approach are detailed in the matrix table in pages 46-50.

8.3.6 Administrative Reform And Development Management

8.3.6.1 Introduction

What should be the direction in the modernization of the Public Service?
The measures proposed here represent some core essential steps in the adjustment needed for the Public Service to cope with the many challenges of the new process which involves the management of change in some key respects. Those include a new paradigm moving the practices from one where organization, planning and work programmes were undertaken on its own to one in which private sector and civil society become active partners. The other key shift in style of management subjects the service to closer scrutiny and more patent transparency in the discharge of the public business. Finally the modalities for selection and career development must be adjusted to meet these changing requirements. p. 51

What was the purpose of the Surveys of the Public Servants?
Surveys were held with the objective of canvassing the general public and the Public Service itself in connection with the following:

- Inter-ministerial cooperation  
- The main customers served by selected Departments  
- The perception by the general public of the Civil Service,  
- The perception by the Public Service of its role .  
- Participatory planning  
- Relations with Ministers  
- Work attitudes
• Suggestions for Departmental improvement
• Suggestions for delegation to local authorities
• Information technology and staff improvement
• Making Public Service Commission more effective in staff appointments
• Appraisal and assessment of staff performance

What did Public servants think of the quality of their service?
41% thought it could be improved, 35% thought it was useful to the public and 13% thought it was efficient.  p. 60

How did Public servants perceive of their role?
20% thought it was to help the general public and private sector, 20 % thought it was to fulfill objectives in the mission statement/workplan, 16 % thought it was to fulfill the duties of their job description and 12% thought it was to assist the Minister in implementing programs.  p. 62

What did Public servants believe others thought of them?
22% believed the public thought they had job security, 20% believed the public thought they were lazy and inefficient, 11% thought that the public saw them as being helpful.  p. 62

What are the recommendations by the Public Servants for transforming the Public Sector?
19% recommended more effective hiring practices, 19% recommended increasing efficiency, 17% suggested computerization and systematization of work and 14% recommended restructuring through contracts instead of “for life” appointments.  p. 63

8.3.6.2 Findings

What are some of the modernization issues for the Public Service?
• Transforming it into a customer-driven institution;
• Encouraging innovation and initiatives;
• Greater interaction among departments within the Public Service;
• Greater involvement of staff in the preparation of mission statements, vision statements and corporate plans.
  p. 65

How can the Corporate Plans of Ministries be more meaningful?
There needs to be a clearer definition as to the true purpose and objective of the corporate plan in the overall scheme of achieving the goals of the Department, Division or Agency. An IDP approach to corporate planning would entail greater involvement
of staff so that ownership of the corporate plan would be that of the relevant Department. It also calls for a democratisation of the process by extensive consultation with the relevant publics so that the corporate plan truly reflects a national ethos. One prescription would be to require corporate plans to be published and made freely available for public scrutiny. Further review of the corporate plans will be completed at the next phase and in accordance with the terms of reference. Corporate planning undertaken under this new modality would be the result of a level of intervention and leadership based on a team approach and consensus building. p. 66

**Why is the Customs Department so critical to the process of Public Sector Modernisation?**

Its administration and functioning impacts on cost of living, cost of doing business, cost of exporting. It has a major adjustment to make in that, its principle task in a modern 21st century Dominica is **business facilitation.** The proposal therefore, is for a far-reaching review and restructuring of Customs procedures to free up the proceedings. The objective must be to clear goods within a 24-hour or at most, a 48-hour period. As a matter of emergency, a **Task Force must be appointed to review the functioning of Customs.** One of its terms of reference should be urgent review of procedures for expedition in dealing with the customer. The clearing of goods electronically should also be considered. It should also reverse the present practice of clearing containers after 4:00 o’clock and have a dedicated staff. The major responsibility of these personnel would be to give priority to the clearing of containers in order to improve the climate for business in the country. p. 67

**What is the major weakness in the Ministry of Finance?**

Throughout the IDP Sensitisation Process, whether at private sector, civil society or public service, a major weakness identified in the public administration was the extent to which the Ministry of Finance was overburdened and overwhelmed. The surveys, workshops, interviews, reviews revealed that there is a considerable body of talent in the Ministry of Finance that is substantially under-utilized. This needs to be tackled with the utmost urgency and staff assigned and re-assigned to more effectively tackle the immediate and short-term priorities of the financial administration of the country. p. 68

**What does the Consultant recommend?**

The recovery and rescue operation that this country requires, demands a Ministry of Finance that is not fettered by the over-centralization that is now a feature of that Ministry. The consultant recommends, even at this stage of the IDP Process, that this be accorded the highest priority by Cabinet. p. 68

**How should we approach our Regional (Caricom) obligations?**

Most important also, was the capacity of the country to negotiate the best terms of trade and effective modalities for pursuing its external relations in a globalised in environment. The techniques for decision-making informed as they will be
increasingly by information technology, call for a strategy to harmonize our approach
to decision-making in regional matters. p. 69

What does the Consultant recommend?
Collaboration with our neighbours and even in terms of acquiring a larger economic
space require us to be mindful of the regional import of the IDP Process in advancing
our own vision for the future. The conclusion here is that programmes such as the
Single Market and Economy and other key aspects of the regional integration
strategy should be given the widest possible publicity on an ongoing basis. p. 69

How do we promote Public/Private Sector/Civil Society Partnership?
Other approaches that could be advanced would be:

- For the Public Sector to draw on the knowledge and expertise of the private
  sector in certain areas such as procurement of goods and services.
- Similarly, the private sector could be invited to be on board with the public
  sector in such areas as trade negotiation and be more regularly involved in
  charting new paths for public sector management.
- The private sector needs to cultivate by various means a comprehensive
  understanding of the difference between public and private sector in their
  methods of administration and systems of accountability.
- This calls for a joint public/private sector/civil society task force to work out a
  programme of cooperation with the above as the operating guidelines. p. 70

How can we foster rewarding careers for members of the Public Service?
There should be a formal arrangement for introducing persons to the Public Service
that provides them with a general oversight of what the Public Service is all about.
The preparation of a Public Service handbook would be a step in that direction, a
recommendation that has received the full endorsement during the sensitisation
process. The Chief Personnel Officer has indicated that this process has already
begun. Measures must now be adopted to have it finalized as part of an IDP
orientation exercise for Public Service development. p. 71

How can the public service harness the significant body of trained personnel
whose skills are now under-utilised?
A very important finding is that a large body of trained and professionally well-
equipped cadre of Civil Servants find little satisfaction in the work they are doing and
the work to which they are assigned. They have the skills, they have the interest
(which is fast waning), and they have little job satisfaction and practically no sense of
motivation by their superiors. A major deficiency is that they do not see the scope for
advancement or a clear path for the pursuit of a career in the Public Service. The
strong inclination is that they should plan for the use of their energies elsewhere than in
the Public Service. The IDP Process calls for an urgent attention to this matter by a
special committee headed by the Chief Personnel Officer. p. 72
How can the exercise of public service modernization be advanced having regard to work already in progress?
The Establishment, Personnel and Training Department has spearheaded a number of change mechanisms aimed at improvements in the development of the Public Service at the head of which is the Reform Management Unit. Therefore, separate sessions were held with this Unit with a view to assessing its agenda and scope of work. The implementation of a number of the recommendations on that agenda, some of which are already mentioned above would begin the organized response to the changes necessary for the Public Service in the 21st century. p. 76

The sessions held at the level of the Chief Personnel Officer and also with the staff at the Reform Unit clearly demonstrate that they have the motivation. The tools required for the tasks involved can be provided for on phased basis. Personnel, equipment but most important, an ability to persuade and also to cajole Departments into undertaking the necessary reforms are essential. Some measure will have to be taken so that they can have the clout and earn the respect of the Departments of Government so that their prescriptions will not be easily ignored. A recommendation is being made (see Committee of Permanent Secretaries) for reviewing and upgrading the role of the agency. It must be so designed that it becomes the nerve centre for carrying through the principal agenda for the modernization of the Public Service of Dominica in all its aspects. p. 86

How can we promote more openness and transparency in the Public Service?
- Advertisement for senior positions would be a step in that direction.
- Managers of the Public Service, namely, Permanent Secretaries and other Heads of Divisions should be subject to an annual review touching on their performance in the administration of the responsibilities under their charge.
- Departments should be mandated to prepare an annual report reviewing the functioning of the Department in the course of the year. p. 71
- There is need for more effective arrangements for monitoring and evaluation within the Public Service. p. 75

Shouldn’t transparency and openness also apply to the Public Service Commission?
The modalities of an IDP specifically that of transparency and openness require that the Public Service Commission should prepare an annual report to Parliament. This should follow the same pattern as proposed for Permanent Secretary. p. 72

What immediate steps can be taken to improve management practices in the Public Service?
The absence of clear and well-defined rules and regulations governing discipline in the Public Service results in a great deal of poor management practices in the Public
Service. It is therefore considered of high priority that the draft of the Public Service Legislation and Public Service Regulations that have now been finalized should be promulgated. A small committee of three consisting of the Chief Personnel Officer, the Cabinet Secretary and an officer from the Attorney General’s Department could report within a matter of a week of what would be necessary to bring this into effect. Once this is done, a maximum period of say one to two months should be agreed upon as the timetable for putting these vital measures into force. p. 73

**Shouldn’t the Constitution embrace more participation by the people in the business of the country?**
There is an urgent call for a review of the Constitution to encourage greater accountability on the part of those who are charged with the responsibility for the public business. There is also an urgent call for greater public education and greater public awareness about the management of the public affairs of the country. p. 74

**What are some of the departments/activities requiring significant overhaul to become customer-driven?**
Those mentioned included
- licensing of motor vehicles,
- issue of passports,
- decentralization of services to district levels, in the case of the Post Office and services at the Registry,
- Casualty and other sections of the Princess Margaret Hospital.

p. 77
What are some suggestions with respect to Decentralization?
The Constitution designates the Permanent Secretary as the Civil Service Head of the Ministry and by law, he is the Accounting Officer. There is overwhelming support for the view that many functions now undertaken by the Financial Secretary and the Ministry of Finance in keeping with the Constitutional and legal position of the country must now be properly assigned to individual Ministries. This will also have the effect of promoting greater efficiency in the public administration.

The Education Development Plan, recommends transfer of a number of functions from Ministry level to a School Board at the district level. This would also involve the local authority. This decentralization would also allow the community to be more involved in providing the finance required for school maintenance. The Ministry of Education has already been well advanced in experimenting with this System and should be authorized to have this fully operational by the next financial year. p. 78-79

What is the consensus on the Budgetary Process?
The following seems to emerge as having sufficient consensus to be part of a new IDP Budgetary Process.
- Organizing for inputs from the Private Sector and Civil Society into the budget process;
- Involving Private Sector and Civil Society in the procedures leading to the preparation of the Budget
- Linking the budget in a more structured way to the proceedings in Parliament and to address some of the weaknesses in the process
p. 80

How do we improve public accountability?
- Appoint a Select Committee of Parliament to undertake hearings with Permanent Secretaries and other public officials answering for the discharge of monies under their control; p.81
- Require Permanent Secretaries and Heads of Divisions to provide general information on the financial and managerial performance of Departments; p. 82
- Promulgate the new civil service regulations and finalize the new appraisal system. p. 83
- Permanent Secretaries and senior staff should be subject to open public scrutiny on a regular organized basis about their performance. p. 84
- Establish Complaints procedures at Government agencies to facilitate the public in raising and queries about the delivery of services. p. 85

How can the Committee of Permanent Secretaries be transformed to make the paradigm shift required to drive a modern 21century customer driven public service.?
The Committee of Permanent Secretaries, which is a forum for dialoguing and reviewing key concerns of the public sector, does not properly discharge that function as many Permanent Secretaries themselves admit. This should be the subject of an urgent review to fit this forum to play a new and critical role in an IDP customer driven environment. This exercise should have as its mandate a paradigm shift in the functioning of this forum. The aim should be to craft an agency that would be the springboard for jumpstarting the large number of critical recommendations that would quickly convert the Reform Unit into a catalyst for change in public service development. p. 83

**What is required to ensure implementation?**

It therefore becomes vital for the Public Sector Modernization Programme to be under the continuing scrutiny of a senior public official responsible to the Prime Minister with regular, (possibly quarterly) reports to Parliament on the work in progress. This means that the Public Sector Reform Unit, which carries the main burden for a new Public Sector ethos and culture, will have to be given a different status so that it becomes the main engine of a customer-driven Public Service. p. 85

**What should be done to increase public awareness of the IDP?**

- Widespread public awareness campaign conducted at the level of the press, TV and radio by outreach programmes of the various publics themselves.
- Statements advocating the change in methods and procedures by key Government officials, private sector and civil society leaders and members.

p. 87

8.3.7  The Private Sector

8.3.7.1  Perspective

**What is the fundamental perspective of the Private Sector?**

Thus far any integration process has been largely a public sector phenomenon. The emerging liberalized economy requires enhanced competitiveness in exports, services, promotion and marketing and it is the private sector that will ultimately produce the competitive products/services in this new environment. Governments of Caribbean countries are forging new linkages with the private sector as they recognize the need to facilitate the efforts of the private sector, which is expected to play a major role in generating economic growth and development in the economy. p. 91

**What should we mean by an “Enabling Environment”?**

Facilitating the private sector goes beyond providing the so called “enabling environment” or for that matter ensuring that there is true convergence of macroeconomic indicators. A new dynamic must be fashioned between partners of public-private sector/civil society in which dialogue and cooperation become the focal of their relationship. p. 91
What should be the benefits to the Private Sector of this new dynamic?

- An opportunity to inform Government what their development needs are;
- An opportunity to determine the national development direction;
- A mechanism through which to communicate with the political directorate and the administrative staff;
- A mechanism through which they can measure the performance of Government and its machinery;
- The IDP serving as a guide to them in making decisions with regards to areas and sectors for investment.

p. 93

How do we define the private sector?

There can be no doubt that the country is made up of small private sector entrepreneurs that are either part of the formal institutional private sector or part of the informal private sector. By “formal” our definition include individual private sector agents belonging to representative organizations like DAIC, DHTA, DEF, etc. There is a strong support for the creation of an umbrella organization to represent the views of the wider private sector inclusive of the large farming community. p. 94-95

8.3.7.2 Common Issues Identified

How does the Private Sector view the Planning Process?

Planning process remains exclusively in the domain of central government and is considered wholly inadequate since it does not satisfy the following:

- Ensure the participation of all stakeholders;
- Be holistic and integrate economic, environmental, social, physical planning, spatial and other concerns;
- Link national planning with budgetary allocation system;
- Ensure greater transparency and good governance;
- Increase efficiency in use of resources;
- Ensure greater multi-disciplinary and multi sectoral collaboration.

p. 95

What is the objective of knowledge-based development?

There is a need for customer-driven efficient value-added services produced and provided in the public and private sector. Development must be looked at from the perspective of knowledge. The objective is to close the gap between acquiring and adapting knowledge already available in order to propel activity in the leading sectors.

p. 95/96

How does the Private Sector see the role of different sectors in the economy?
Agriculture will continue to be the pillar for production with focus on all of traditional export, non-traditional export and non-export agriculture. However, there is need for diversification in the economy to stimulate growth. In this regard, tourism should be the nucleus around which services are developed. There is an ideal opportunity for meaningful partnership with all sectors lead by the private sector firms which have made substantial investments in the industry. p. 96

**How can we improve the Macro-economic structure?**

Macro-economic structure must articulate clearly defined policies, steps to be taken to implement these and more important the appropriate personnel given the resources and authority to achieve the delivery targets. A collaborative effort with civil society and private sector would facilitate the implementation and success of the measures and programmes. p. 96

8.3.7.3 **Constraints/Challenges Identified**

**What are some factors deflecting the strong positive relationship between economic development and good governance?**

- Unpredictable external factors, challenges from globalisation and vulnerability to external shocks and natural disasters.
- Party political structure and system inappropriate for continuity in development programmes
- The structure, attitude, legislation and regulations in the public sector seen as hindrance to decision-making process
- The slow, tardy and bureaucratic decisions making process in the public sector which increase costs and efficiencies.

p. 97

**What are some measures to counter these?**

- Organizations to articulate and provide advocacy for the public sector not identified/recognized;
- Views and interventions by individuals and special interest groups encouraged.
- The creation of a public sector department attached to the Prime Minister’s Office to liaise with a Consolidated National Private Sector Body. p. 97

**What are some of the factors hindering productivity and trade opportunities?**

- Lack of knowledge regarding Regional and International trade issues and lack of involvement of private sector in negotiation of treaties render sector ill-prepared for competition. (CARICOM, CET, NAFTA)
- Low productivity and poor indifferent attitude to work by employees in public and private sectors. There is need for a Productivity Commission with
membership from Public, Private Sectors, Trade Unions, Academics, Civil Society.

- Deficiency in the operationalization of copyright legislation, poor infrastructure and lack of incentive regime for the development & marketing of music, entertainment and art form as a viable enterprise.
- Labour laws are not relevant to changes in current work situation and industries mainly services. All Sundays are declared public holidays and attract overtime payment for any work performed.

p. 98

8.3.7.4 Concerns Identified

What are the Private Sector concerns with respect to Macro-economic Planning?
- What is the plan and vision of the Government and who will lead the process of implementation?
- What sectors will be given priority in light of reduced preferential treatment and subsidies extended to primary agricultural products?
- What specific plan will be developed to improve investor’s confidence?
- Need for physical infrastructure to support policies on agriculture and tourism with emphasis on sea and air transportation improvement and facilitation.  p. 98

What are some of the supportive measures identified?
- Government willingness to facilitate the private sector through the provision of inducement to reduce risk and increase profit
- The institutional strengthening of the established private sector associations and the creation and support for representative body for small informal businesses, farmers, vendors etc.
- Provision of trainable labour force for the service sector with emphasis on technology usage and language skills
- Creation of a healthy industrial climate based on tripartite relationships underpinned with modern labour legislation.
- Incentives granted should be transparent, measurable, effectively and efficiently administered based on clear published objectives and policies.  p. 99

What are the Private Sector concerns regarding the system of taxation and financing?
- Tax system should be effective, transparent and equitable with the introduction of VAT after massive public consultation and education to include public-private sector and civil society in IDP styled process.
- There is also the “crowding out” of private sector access finance for investment considering Government’s heavy borrowing from the local financial system and its effect on liquidity.
• Implications and impact of an IMF structured program and resultant effects on economic activities.  p. 99

What are the Private Sector concerns with regards to service costs?
• High concentration on distributive trade with implications for balance of payments, foreign exchange earnings and protect currency value;
• High port charges and service delivery expenses with excessive labour cost based on contract arrangements with port workers. (Public sector took over labour operations at the Port in August last);
• Performance indicators established for Statutory Bodies and Government owned and controlled institutions and ensure “level playing field” treatment accorded to them (DOWASCO, DEXIA, NCB, AID Bank, NDC, et al).  p. 99/100

Should technological capacity attract more attention?
Attention should be paid on developing a "New Cultural Climate" which reflects the conviction that the technological capacity of a country's enterprises is the crucial variable determining its competitive performance and this capacity is essentially national and can be developed through national actions. Through this process, a national innovation system designed to strengthen individual and national capacity for negotiating, assimilating and learning technology and making innovations in these fields.  p. 100

How do we forge a new Business Consciousness?
There is a need to engage in a series of informational dissemination activities specifically targeted to business people, professionals, farmers; to capture as much of the private sector audience as possible. The process should include hosting of television information/community awareness programmes; Town Hall meetings where experts are invited to talk, field question and sensitise the general population on the issues affecting the planning process.  p. 101

How could Public policy contribute to expanding our trading capabilities?
• Initiate specific programmes for achieving appropriate levels of competence in Spanish, French and other languages at the primary and secondary school level.
• Focus on developing production and marketing infrastructure through deeper forms of integration which facilitate the freer movement of all factors of production, the formation of regional companies and the building of strategic alliances nationally, regionally and then globally.
  p. 101

How can we accelerate our ability to target the “global market-place”?
• Use research and development:
  o to create time benefits through improved innovation management aimed at avoiding short product life cycles and eliminate the problems arising from imitation;
to assure greater flexibility in dealing with the accelerated rate of
technological change and the volatile nature of customer demand;

- Increase market strength in sourcing materials;
- Improve standardization and quality of incoming materials;
- Establish a global brand/image. This is particularly important for the Tourism
  Industry – the country’s Nature Island, healthy lifestyle with high propensity
  for longevity in the population, pristine environment are examples.

p. 102

What are some of the programmes/activities that should be considered now?

- Sharing of information and networking of the sectors (public, private sectors and
  civil society).
- Representation at decision-making process at the highest level to promote
  public-private sector dialogue and cooperation.
- Improvement in education and training for the formation of human resource
  capital geared at sustained job-creation
- Using Information technology as a tool for integration and people empowerment.
- Improve and increase capital formation by effecting changes in the environment
  to attract foreign direct investment (FDI) and portfolio investment. The
  development of Money and Capital Market, Securities Exchange, Venture
  Capital and other financial instruments.

p. 103

What are some of the pertinent recommendations of the Private Sector?

- The upgrading of the private sector to be more knowledgeable, more
  enterprising, more skilled, more flexible, more adaptable to market forces and
  more willing to embrace imperatives such as mergers, joint ventures,
  regional/international operations.
- Develop a national crusade geared at mobilization of enterprise development for
  self-employment.
- Create enabling environment for development of music, entertainment and
  cultural industries (legislation, regulations, regime of incentive, infrastructure-
  physical capacity, HR- Training).
- Constitutional reform for improvement in governance.
- Legislative, regulations reform of government planning and budgetary process.
- The introduction of VAT and national health insurance scheme.

p. 104

8.3.8 Civil Society

What does the IDP Project mean by Civil Society?
For the purposes of this IDPP Project when Civil Society is referred to we will mean Civil Society groups or organizations including Trade Unions. There are some sixty (60) organizations, which we categorized along the following lines mostly for ease of reference.

- Professional Associations
- Service Groups
- Non-Government Organizations
- Trade Unions
- Cultural Groups
- Sporting Groups or Association
- Community Based Organizations

p. 106
What were the most important issues from the District Community Meetings?
- Empowerment of Local Government
- The credibility of Governance and the National Integrated Development Planning process;
- Efficiency and productivity in the public service;
- Building up our people;
- Revitalizing the rural agricultural economy

p. 108/109

How did the political parties and religious leaders see the IDP process?
They expressed concerns about:
- The IDP credibility, sustainability and potential;
- Educating the populace
- Governance
- Public Sector efficiency and productivity.

p. 109/110

What were the major ideas of our Youth?
- They held a vision of a Dominica that is transparent, democratic, accountable and proud.
- They declared themselves as a vehicle and force for change.
- They saw the need for more consultation, accountability and coordination, while calling for higher criteria for entering Parliament and closer linkages with representatives.
- The wanted more practical and job-related education; more positive attitudes to work, implementation of a National Youth Service, censorship of Television and continuing education after teenage pregnancy.
- They were concerned about our communities providing the right environment for family development.

p. 110/111

What were the ten top priority issues of Civil Society groups?
1. Lack of mechanisms for sharing information
2. Lack of bottom-up mechanisms
3. Weaknesses and fragility of civil society organizations
4. NGO sustainability
5. Public Education for IDP
6. Lack of mechanisms for input to budget implementation
7. Accessing support
8. Credibility and maintaining the momentum of IDP process
9. Poor coordination and implementation record.
10. New information data to drive partnerships. 

p. 112

What are some of the insights from Civil Society that require continued attention?

- Genuine partnerships and a successful IDP could very well be just that inspirational initiative that spurs Civil Society Organizations themselves to higher levels of organization, democracy and transparency, so urgently needed especially in this period of fragility. p. 113
- IDP Institutionalisation of the Process seems to generate and offer so much hope to so much of Civil Society as a whole that its credibility and momentum must be seen as critical.
- Both Communities and CSO’s and to some extent Youth considered institutional strengthening of Civil Society and Private Sector organizations as very important given their weaknesses and the clear need for them to step up, get stronger, unite, collaborate if meaningful contributions are to be made to an ongoing IDP Process
- Decentralization is only strongly represented as a priority by Communities.
- Public Education, the need for more fora, better use of the media, the development of creative alternative popular forms all geared at building general awareness about development, and specifically about the importance of participation, self-reliance and the IDP were stated repeatedly and considered by many as a prerequisite for the success of this new initiative.

p. 115/116

What are some of the recommendations for consolidating the IDP process?

- Document every step of the Process, and get agreement/certification from participants;
- Involve others not present to ensure their views included;
- Ensure that all group representatives report back to their Groups and organizations including their rank and file in order to inform them and to seek their views and comments;
- Seek maximum publicity utilizing all Media including Call-In Shows, and in addition seek new creative ways to promote and publicize;
- Produce a Manual of the IDPP which should be incorporated in School Curriculum and disseminated in Churches;

p. 116/117

How do we ensure continuity of the IDP process?

1. Secure a written commitment/undertaking from all the Political Parties (present and future) to honour the IDPP;
2. Establish a legislated permanent independent Body/IDPP Committee for continuity independent of Government
   a. to be put in place before the end of the Consultancy
   b. to include Government Representatives
   c. to include private sector and civil society representatives
   d. but not Government Appointed
   e. criteria to be established for membership
   f. mandated to Report regularly to Nation
   g. Committee to be fully resourced financially and otherwise

8.3.9 The Process

What has been the most encouraging revelation from the IDP process?
The participatory approach has revealed that people throughout the community believe that they have a more direct role to play in the development process. The general consensus at every meeting was that the participatory process was fundamental to the sustained development of Dominica and that mechanisms for its institutionalising must be implemented. p. 118

Do people really have new ideas?
It was clearly demonstrated that people have ideas that they wish to see incorporated in the IDP and inform the national development process. This will foster a sense of ownership of the Plan and probably give rise to greater commitment to involvement in implementation. It was felt that there are skills in the local community that need to be mobilized and deployed more effectively to create enterprises at national and local levels that are consistent with holistic and participatory development. p. 118

Do we need more public education of the IDP process?
An important concern, which was articulated at several workshops, was the need to develop a continuous public education programme that would stimulate broad sustained participation of the population, well beyond the time frame of this consultancy and the definition of appropriate representation for the private sector, civil society and subgroups of the population. p. 118/119

What are some of the recommendations for institutionalizing the IDP process?
- A national public education programme for national development to be implemented, targeting schools, youth, the general population, and with the full engagement of established community organizations, the media and a reengineered Government Information Service.
- Simultaneous with the conclusion of the IDP Consultancy, a permanent national independent IDP Management Committee should be established to monitor both the process and the implementation of the plan.
The enactment of the necessary legislative and regulatory provisions to allow for the full participation and representation of stakeholders in all national decision making functions.

p. 119
What do we want stakeholders to stay involved in?

- The National Budgetary Process
- Debt management and improved public financial management;
- Private enterprise development,
- Decentralization to local authorities of vital services, take root.

p. 120

8.3.10 Framework for the Integrated Development Plan

What is different in this planning framework?
Whereas other approaches to planning have excluded consideration of this issue of process, the IDP Framework presented here accommodates and requires mechanisms for ongoing stakeholder involvement in the preparation of the plan, definition of programs and projects, implementation of associated actions and, in the review of performance for possible corrective action. In addition, previous approaches to planning have managed to distil out the application of values and vision of the people as key determinants of the direction and strategy for national development, the IDP Framework reflects the priority issues as determined by the stakeholders themselves.

p. 121

What does this framework mean to economic planners?
The Framework for the IDP that is presented here encourages stakeholders to shift from a paradigm that is focused on narrow local, institutional or sectoral issues to an approach to development planning and implementation that takes national issues and priorities into account. This new process of integrated development planning and the resulting IDP therefore influences the nature of expenditure and expenditure controls at all levels of the economy as suggested in the findings from the sections of the Report addressing macroeconomic and public sector reform. The Framework for the IDP that is presented here also addresses another critical element of the emerging new planning process, the need for an approach that is both cross-cutting and cross-sectoral.

p. 122

What are the cost implications of this approach?
The Framework also suggests that action by stakeholders in one sector, say civil society, to improve the human resources available for community-based organizations, can and should be complemented by action from their counterparts in the private and public sectors. Practically, this can mean, that all sectors act together to identify the need for institutional strengthening as an important prerequisite for decentralization of certain centralized services to local authorities and organizations. Such a partnership approach is not only potentially more efficient and cost-effective, but is a central feature of the IDP that has been supported and embraced by the respondents and participants during this Phase of the Consultancy.

p. 122/123

What is the unexplored planning potential that the IDP will magnify?
IDP has the capacity to release new and creative arrangements among sectors and stakeholders that can respond to the development challenges facing the country. The Framework suggests that the IDP, as an approach can:

- Capture the emerging vision of the people;
- Reflect the values that shape that vision;
- Identify the key issues facing the people;
- Focus on areas for priority action at the local household and community level; the enterprise and sector levels as well as the inter-sector, national and regional levels.

p. 123

What is the structure of the Framework for Integrated Development Planning in Dominica?

The framework matrix considers four major sources of action/contributions: The Public Sector, the Private Sector, Civil Society and the Youth. The framework will identify their substantive contributions to:

- Opportunities for sustainable growth
- Equity in the improvement of income distribution and inclusion;
- Institutional strengthening for governance for opportunity and equity;
- Dignity of the national community.

p. 125
8.4 ANNEX D: STATISTICAL APPENDICES

8.4.1 Community Meetings

INTEGRATED DEVELOPMENT PLAN

PHASE ONE

COMMUNITY MEETINGS REPORT

The Development Institute
January 7th, 2002
<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>PRIORITY ISSUES/PROBLEMS</th>
<th>#</th>
<th>SUGGESTED SOLUTIONS</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>Mono-cropped view of agriculture, focused solely on bananas.</td>
<td>2</td>
<td>Diversify around agriculture (tourism, environment) while maintaining market share around bananas.</td>
<td>2</td>
</tr>
<tr>
<td>Agriculture</td>
<td></td>
<td></td>
<td>Become agriculturally self sufficient - grow what we eat.</td>
<td>1</td>
</tr>
<tr>
<td>Agriculture</td>
<td>Farmers too dependent on handouts.</td>
<td>1</td>
<td>Need for OECS Development Strategy.</td>
<td>1</td>
</tr>
<tr>
<td>Agriculture</td>
<td>Farmers don't understand diversification.</td>
<td>1</td>
<td>Educate farmers about diversification.</td>
<td>1</td>
</tr>
<tr>
<td>Agriculture</td>
<td></td>
<td></td>
<td>Tell farmers what to diversify to (there must be market for the new product), how much to produce and provide them with financial help / inputs for diversification.</td>
<td>5</td>
</tr>
<tr>
<td>Agriculture</td>
<td></td>
<td></td>
<td>Teach practical agriculture - organic farming - from pre-school.</td>
<td>1</td>
</tr>
<tr>
<td>Agriculture</td>
<td>Decrease in the number of banana farmers.</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agriculture</td>
<td>Inaccessibility of funds for banana programme.</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agriculture</td>
<td>Need for &quot;true diversification&quot; instead of abandoning bananas in favour of a different mono crop.</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agriculture</td>
<td>How to work with the different agendas of different governments.</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civil Society</td>
<td>Frustrations experienced by NGOs - mileage allowances are taxed while public sector mileage is untaxed.</td>
<td>1</td>
<td>More recognition for NGOS - improve enabling environment, assist them staff, paying salaries</td>
<td>1</td>
</tr>
<tr>
<td>Civil Society</td>
<td>Accountability and Transparency for NGOs.</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaboration</td>
<td>Poor communication between</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CATEGORY</td>
<td>PRIORITY ISSUES/PROBLEMS</td>
<td># SUGGESTED SOLUTIONS</td>
<td># VISION</td>
<td></td>
</tr>
<tr>
<td>-----------</td>
<td>--------------------------</td>
<td>-----------------------</td>
<td>---------</td>
<td></td>
</tr>
<tr>
<td>Collaboration</td>
<td>Infrequent partnering with government and private sector</td>
<td>Partnerships with government and private sector for proper integrating</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Collaboration</td>
<td>Recognition of potential of church to help by government.</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaboration</td>
<td>Better integration of resources between public sector and civil society.</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaboration</td>
<td>Creating partnerships with private sector and civil society.</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Development</td>
<td>Consultation with local authority in infrastructure development / land use.</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Development</td>
<td>More resources necessary in communities, e.g. stock of supplies for disasters.</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Development</td>
<td>Portsmouth Hospital needs to be expanded to a secondary hospital.</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Development</td>
<td>District is large enough for a mini hospital.</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Development</td>
<td>Local government to be made more attractive for greater participation and improved representation.</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Development</td>
<td>Legislation to enable public servants to play leadership role in local government.</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Development</td>
<td>Empower local government to manage, give them mechanisms for support, e.g. technical expertise to enable implementation, decentralization of services e.g., Road maintenance, building plan approval.</td>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Development</td>
<td>Budget for village/town councils.</td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Development</td>
<td>Multiple use of community buildings e.g., Schools, community centres, health centres for community training / education etc.</td>
<td>3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Compilation of Issues / Problems, Suggested Solutions and Visions from Community Meetings

“#” indicates the number of times a particular issue / solution was raised.

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>PRIORITY ISSUES/ PROBLEMS</th>
<th># SUGGESTED SOLUTIONS</th>
<th># VISION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Development</td>
<td>Increased number of village councils.</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Community Development</td>
<td>Getting community members / youth groups involved in community meetings.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Community Development</td>
<td>Weak implementation of plans at community level.</td>
<td>2</td>
<td>Networking in communities.</td>
</tr>
<tr>
<td>Culture</td>
<td>Future of artists/musicians.</td>
<td>1</td>
<td>Decentralization of major art forms / culture in other parts of Dominica.</td>
</tr>
<tr>
<td>Education</td>
<td>Education system not in sync with diversification programme.</td>
<td>1</td>
<td>Public Education to inform people on issues necessary for national development.</td>
</tr>
<tr>
<td>Education</td>
<td>Inadequacy of Education system - over-emphasis on academics.</td>
<td>1</td>
<td>Entrepreneurship courses/ technical training at all school levels to reflect economic realities.</td>
</tr>
<tr>
<td>Education</td>
<td>Extend school hours from 8 - 1 to 8 - 3.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>Is a Dominica College necessary &amp; feasible for our population?</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>Integration of Education Development Plan and IDP.</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>Education system out of sync with agricultural reality.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>Include Local Government in the school curriculum, e.g. teach civics.</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
Compilation of Issues / Problems, Suggested Solutions and Visions from Community Meetings.

“#” indicates the number of times a particular issue / solution was raised.

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>PRIORITY ISSUES/ PROBLEMS</th>
<th># SUGGESTED SOLUTIONS</th>
<th># VISION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elderly</td>
<td>Needs and welfare of elderly persons.</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Employment</td>
<td>Increased employment opportunities.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Employment</td>
<td>Revolving fund for young persons to get money.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Environment</td>
<td>Protection and Preservation of the Environment.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Finance, Economy &amp; Planning</td>
<td>Copyright legislation.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Finance, Economy &amp; Planning</td>
<td>Varying prices for the same goods island-wide.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Finance, Economy &amp; Planning</td>
<td>Price Control.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Finance, Economy &amp; Planning</td>
<td>Private sector not utilizing raw materials in the production of finished products.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Finance, Economy &amp; Planning</td>
<td>Air access.</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Finance, Economy &amp; Planning</td>
<td>Planning takes too long, no comprehensive land use plan for rural areas.</td>
<td>1 Establish a land utilization process / land management authority.</td>
<td>3</td>
</tr>
<tr>
<td>Finance, Economy &amp; Planning</td>
<td>Position Dominica as the food basket of the region - formalize hucksters, diversify to &quot;the food basket&quot; vs. &quot;the nature isle&quot;.</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Finance, Economy &amp; Planning</td>
<td>Importing things we can produce.</td>
<td>3 Produce in sufficient quantity to make the cost of production cheaper than the cost of importing.</td>
<td>1</td>
</tr>
<tr>
<td>Finance, Economy &amp; Planning</td>
<td>Only salaried people with visible income pay tax.</td>
<td>1 Introduce VAT to replace income tax so non-workers with income can pay tax.</td>
<td>1</td>
</tr>
<tr>
<td>Finance, Economy &amp; Planning</td>
<td>Special office for returning Dominicans to facilitate return to business initiatives.</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
Compilation of Issues / Problems, Suggested Solutions and Visions from Community Meetings.

“#” indicates the number of times a particular issue / solution was raised.

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>PRIORITY ISSUES / PROBLEMS</th>
<th># SUGGESTED SOLUTIONS</th>
<th># VISION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance, Economy &amp; Planning</td>
<td>Zone a sub-division of the country for development.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Finance, Economy &amp; Planning</td>
<td>Bank interest rates are too high and inhibits developmental forces.</td>
<td>State land acquired to be put to short term use across the board.</td>
<td>1</td>
</tr>
<tr>
<td>Finance, Economy &amp; Planning</td>
<td>Serious decentralization of goods and services.</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Finance, Economy &amp; Planning</td>
<td>National Policy with rules and regulations for financing of different initiatives, e.g. student loans, housing, farming - Canadian model.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Finance, Economy &amp; Planning</td>
<td>Consultation with the private sector on budget formulation and plan development.</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Governance</td>
<td>Alternative political model - election of individuals.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Governance</td>
<td>Examine Parliamentary system to facilitate bi-partisan approaches.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Governance</td>
<td>Appointment of Judges should be handled by an independent judicial commission rather than the political directorate.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Governance</td>
<td>Political divisiveness.</td>
<td>Give local government more authority so people can implement their own development projects without the divisions caused by politicians promises.</td>
<td>1</td>
</tr>
<tr>
<td>Governance</td>
<td>Political parties focus on manning constituency offices rather than managing the resources for development.</td>
<td>Constitutional reform - less than 21 constituencies.</td>
<td>1</td>
</tr>
<tr>
<td>Governance</td>
<td>Discontinuity of programs when administrations change.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Governance</td>
<td></td>
<td>Constitutional Change.</td>
<td></td>
</tr>
<tr>
<td>CATEGORY</td>
<td>PRIORITY ISSUES/ PROBLEMS</td>
<td># SUGGESTED SOLUTIONS</td>
<td># VISION</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Lack of human resource development planning to identify training needs within a developmental framework.</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Human Resource database in each community.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Retention of trained minds.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Human resource management - placement of individuals not based on training and expertise - square pegs in round holes.</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Increased utilization of capable nationals as resource persons.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Database of willing Dominican resources overseas.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Database of civil society made available to the public for use.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>National Identity</td>
<td>Lack of patriotism, love for country &amp; national pride.</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>National Identity</td>
<td>Integrate patriotism / values for nation building into the education system.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private Sector</td>
<td>Build national unity / trust.</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Private Sector</td>
<td>Involve students in private sector organizations to explore interests and develop skills.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Private Sector</td>
<td>Provision of capital to allow the private sector to expand for export.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Private Sector</td>
<td>Dissemination of information regarding trade regulations for the private sector.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>CATEGORY</td>
<td>PRIORITY ISSUES/ PROBLEMS</td>
<td># SUGGESTED SOLUTIONS</td>
<td># VISION</td>
</tr>
<tr>
<td>----------</td>
<td>------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Public Sector</td>
<td>International trade issues.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Sector</td>
<td>Failure of Performance Appraisal System in the Public Service.</td>
<td>Examine Performance Appraisals and act on recommendations.</td>
<td>1</td>
</tr>
<tr>
<td>Public Sector</td>
<td>Give duty free concession as an incentive to public officers to perform.</td>
<td>Give duty free concession as an incentive to public officers to perform.</td>
<td>1</td>
</tr>
<tr>
<td>Public Sector</td>
<td>Monthly payment of salaries reflects colonial system.</td>
<td>Pay salaries fortnightly/weekly to ensure a constant flow of money in the economy.</td>
<td>2</td>
</tr>
<tr>
<td>Public Sector</td>
<td>Ministry of foreign affairs not sufficiently open to world affairs and aid sources.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Sector</td>
<td>Size of Government.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public Sector</td>
<td>Poor performance / low productivity of public sector.</td>
<td>Create disciplinary procedures to ensure standards within the public service.</td>
<td>1</td>
</tr>
<tr>
<td>Public Sector</td>
<td>Training and work ethics for the civil service.</td>
<td>Training and work ethics for the civil service.</td>
<td>2</td>
</tr>
<tr>
<td>Public Sector</td>
<td>Recruitment policy for civil service; basic requirements, applications, initiation programmes/induction courses.</td>
<td>Recruitment policy for civil service; basic requirements, applications, initiation programmes/induction courses.</td>
<td>4</td>
</tr>
<tr>
<td>Public Sector</td>
<td>Change the culture in the public service.</td>
<td>Change the culture in the public service.</td>
<td>2</td>
</tr>
<tr>
<td>Public Sector</td>
<td>Slowness with which the public sector changes in the decision making process.</td>
<td>Implement technological advances to enhance efficiency of the movement of information and the provision of services.</td>
<td>1</td>
</tr>
<tr>
<td>Public Sector</td>
<td>Prison System.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism</td>
<td>Tourism industry is based in Roseau.</td>
<td>Develop Community Tourism - educate communities re packaging and presentation of their local culture for community tourism.</td>
<td>3</td>
</tr>
<tr>
<td>Tourism</td>
<td></td>
<td>Create a tourism training school for the region to train people for work in the hospitality industry.</td>
<td>4</td>
</tr>
<tr>
<td>Tourism</td>
<td></td>
<td>Advertise/ Market Dominica to the wider world.</td>
<td>1</td>
</tr>
<tr>
<td>CATEGORY</td>
<td>PRIORITY ISSUES/ PROBLEMS</td>
<td># SUGGESTED SOLUTIONS</td>
<td># VISION</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Tourism</td>
<td>Nurture Tourism - manage the public image of Dominica presented to attract investors.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Work/ Productivity</td>
<td>Poor attitude towards work, lack of work ethics, low productivity.</td>
<td>Change in mentality towards work.</td>
<td>2</td>
</tr>
<tr>
<td>Youth</td>
<td>Violence in youth.</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Youth</td>
<td>Young people unmotivated; not given a chance to be responsible for development.</td>
<td>Involve youth in development.</td>
<td>5</td>
</tr>
<tr>
<td>Youth</td>
<td>Needs of youth inadequately addressed - youth used by political parties then abandoned.</td>
<td>Political parties should look at the civic development of youth.</td>
<td>1</td>
</tr>
<tr>
<td>Youth</td>
<td>Abilities and talents of young people are not being used properly - youth is trained but not utilized.</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Youth</td>
<td></td>
<td>Finalize the National Action Plan for Children as an approach to child development.</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Poverty Alleviation.</td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>
8.4.2 Sectoral Workshops

INTEGRATED DEVELOPMENT PLAN

PHASE ONE

SECTORAL WORKSHOPS

The Development Institute
January 7th, 2002
# Compilation of Issues / Problems, Suggested Solutions and Visions from Community Meetings

“#” indicates the number of times a particular issue / solution was raised.

## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>I</th>
<th>PRIVATE SECTOR WORKSHOP</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Objectives</td>
<td>1</td>
</tr>
<tr>
<td>1</td>
<td>Definition of “Private Sector” and their impact on Society</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Articulating a vision for Dominica within the framework of the Integrated Development Plan</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>The perception of the role of the private sector in national development.</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Priorities and areas for partnerships</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>General Discussions</td>
<td>5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>II</th>
<th>CIVIL SOCIETY</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Objectives</td>
<td>7</td>
</tr>
<tr>
<td>1</td>
<td>Definition of “Civil Society”</td>
<td>7</td>
</tr>
<tr>
<td>2</td>
<td>Priority Issues</td>
<td>7</td>
</tr>
<tr>
<td>3</td>
<td>Partnership with Private/ Public Sector</td>
<td>8</td>
</tr>
<tr>
<td>4</td>
<td>Structures / Guidelines for replication of integrated process</td>
<td>8</td>
</tr>
<tr>
<td>5</td>
<td>General Discussion</td>
<td>9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>III</th>
<th>PUBLIC SECTOR</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Objectives</td>
<td>10</td>
</tr>
<tr>
<td>1</td>
<td>Measures for Improved Delivery of Services</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>Steps for developing closer partnerships with the public and private sectors</td>
<td>10</td>
</tr>
<tr>
<td>3</td>
<td>Making the public service more attractive for career development</td>
<td>11</td>
</tr>
<tr>
<td>4</td>
<td>Steps for developing closer partnerships with the public sector and civil society</td>
<td>12</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IV</th>
<th>JOINT SECTORAL WORKSHOP</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Objectives</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>Plenary</td>
<td>14</td>
</tr>
</tbody>
</table>
8.4.2.1 Private Sector Workshop

**Objectives:**
- To arrive at a consensus on the definition/composition of the “private sector”.
- To articulate a vision for Dominica within the framework of the integrated development process.
- To examine the role of the private sector in national development.
- To identify priorities and areas for partnership within and between sectors.

**Issues:**
8.4.2.2 Definition of “Private Sector” and their impact on society.

a)  **What section of the economy comprises the private sector?**

<table>
<thead>
<tr>
<th>PRIVATE SECTOR – NOT FOR PROFIT</th>
<th>PRIVATE SECTOR – FOR PROFIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Churches</td>
<td>Commerce – retail and wholesale</td>
</tr>
<tr>
<td>Religious organizations</td>
<td>Financial institutions – banks, insurance, trust companies</td>
</tr>
<tr>
<td>Service organizations</td>
<td>Tradesmen – skilled and unskilled</td>
</tr>
<tr>
<td>Private trusts</td>
<td>Consultants/professionals – architects, engineers</td>
</tr>
<tr>
<td>Occupational associations</td>
<td>Services – offshore</td>
</tr>
<tr>
<td>Cooperatives</td>
<td>Hospitality – hotels, restaurants, tour operators, handlers</td>
</tr>
<tr>
<td></td>
<td>Manufacturers</td>
</tr>
<tr>
<td></td>
<td>Cottage industry</td>
</tr>
<tr>
<td></td>
<td>Retail shops – groceries</td>
</tr>
<tr>
<td></td>
<td>Music and creative arts</td>
</tr>
<tr>
<td></td>
<td>Entertainment</td>
</tr>
<tr>
<td></td>
<td>Schools – Ross University, primary schools</td>
</tr>
<tr>
<td></td>
<td>People involved in tourism</td>
</tr>
<tr>
<td></td>
<td>Clubs</td>
</tr>
</tbody>
</table>
b) Identify any organizations that would represent private sector, their structure, role, membership and functions.

Approximately 30% of all organizations would represent the private sector, including non-State for public investors such as entrepreneurs and NGOs. Non-Profit private sector (non-State or para-organizations) include churches, religious organizations, associations, cooperatives and private clubs.

The 30% represents public service plus utility providers such as DOMLEC and Cable and Wireless. Some utility providers such as DOMLEC are substantially controlled by the Government. Categorizing these as private sector is questionable since an institution should not be considered to be part of the private sector unless it can react and behave like a private sector organization. It was the view that wherever the ownership of capital or the majority of capital was not private but was Government, it could not be called the private sector.

<table>
<thead>
<tr>
<th>STRUCTURE</th>
<th>ROLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sole proprietor/partnerships</td>
<td>To provide services</td>
</tr>
<tr>
<td>Limited companies</td>
<td>Employment</td>
</tr>
<tr>
<td>Corporations</td>
<td>Wealth creation</td>
</tr>
<tr>
<td>• Cooperatives</td>
<td>Civic responsibility/national</td>
</tr>
<tr>
<td></td>
<td>development</td>
</tr>
<tr>
<td></td>
<td>Entertainment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ROLE</th>
<th>STRUCTURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Sole proprietor/partnerships</td>
</tr>
<tr>
<td></td>
<td>Limited companies</td>
</tr>
<tr>
<td></td>
<td>Corporations</td>
</tr>
<tr>
<td></td>
<td>• Cooperatives</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FUNCTIONS</th>
<th>MEMBERSHIP – PRIVATE AND PUBLIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide security</td>
<td>Shareholders</td>
</tr>
<tr>
<td>Save investment opportunities</td>
<td>Equity</td>
</tr>
<tr>
<td>Environmental protection</td>
<td>Individual Interest</td>
</tr>
<tr>
<td>Growth of the economy</td>
<td>Invitation</td>
</tr>
<tr>
<td>Human resource management</td>
<td>Election or nomination</td>
</tr>
<tr>
<td>Personal development and</td>
<td>Via selection</td>
</tr>
<tr>
<td>Cultural development</td>
<td>Implementation</td>
</tr>
<tr>
<td></td>
<td>Conversion</td>
</tr>
<tr>
<td></td>
<td>Initiators and visionaries</td>
</tr>
<tr>
<td></td>
<td>Innovative</td>
</tr>
<tr>
<td></td>
<td>Pragmatic</td>
</tr>
<tr>
<td></td>
<td>Leaders</td>
</tr>
<tr>
<td></td>
<td>and Organizational</td>
</tr>
<tr>
<td></td>
<td>Delegate</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MEMBERSHIP – PRIVATE AND PUBLIC</th>
<th>FUNCTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide security</td>
<td>Implementation</td>
</tr>
<tr>
<td>Save investment opportunities</td>
<td>Conversion</td>
</tr>
<tr>
<td>Environmental protection</td>
<td>Initiators and visionaries</td>
</tr>
<tr>
<td>Growth of the economy</td>
<td>Innovative</td>
</tr>
<tr>
<td>Human resource management</td>
<td>Pragmatic</td>
</tr>
<tr>
<td>Personal development and</td>
<td>Leaders</td>
</tr>
<tr>
<td>Cultural development</td>
<td>Delegate</td>
</tr>
</tbody>
</table>
c) **What is the relationship between private sector, government, public sector, and civil society? What kind of influence/impact would that relationship have on society?**

8.4.2.3 Relationship between private sector/Government public sector/civil society

<table>
<thead>
<tr>
<th>NEGATIVES</th>
<th>POSITIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indifference</td>
<td>Cohesiveness (World Creole Music Festival)</td>
</tr>
<tr>
<td>Distrust</td>
<td></td>
</tr>
<tr>
<td>Disrespect</td>
<td></td>
</tr>
<tr>
<td>Authoritarian</td>
<td></td>
</tr>
<tr>
<td>Draconian</td>
<td></td>
</tr>
<tr>
<td>Dishonest (private and public)</td>
<td></td>
</tr>
<tr>
<td>Insensitive</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NEGATIVE INFLUENCE</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-conceived ideas</td>
<td>Economic and social instability</td>
</tr>
<tr>
<td>Frustration</td>
<td>Domestic and international issues</td>
</tr>
<tr>
<td>Inconsistency</td>
<td></td>
</tr>
<tr>
<td>Delays in execution</td>
<td></td>
</tr>
<tr>
<td>Compromising yourself</td>
<td></td>
</tr>
<tr>
<td>Distrust: negative impact – negative investment climate – political instability</td>
<td></td>
</tr>
</tbody>
</table>

8.4.2.4 Articulating a vision for Dominica within the framework of the integrated development plan.

a) **What is your vision for Dominica in the 21st century within the framework of holistic, inclusionary and sustainable national development?**

- Development of a business without due diligence and how that affected its failure or success.
- Stimulate economic growth and improve the standard of living. Components which make up the standard of living include the quality of life, self-sustainable individuals and resources necessary to eradicate ignorance and poverty and thereby raise the standard of living.
- Lack of elevation within the private sector. On a scale of 1 – 10, 10 being the best, the private sector was at 3 or 4. The argument is that the public sector
should not become more like the private sector but rather the private sector should strive to get to 10. There is an unwillingness to train individuals in the private sector for fear that the individual might leave and go on to something else or become the competitor later on and hence, the sector suffers the consequences of having untrained staff.

- Reducing the influence of party politics on the private sector.
- Improved Human Resource Management:
- Improve the management of the resources that we currently have and acknowledge the fact that we ought to focus on areas where we had competitive and distinctive competence and advantages.
- In addition to the need for public sector reform, there is a need for Constitutional reform to reduce the number of Constituencies.
- There is a need for cultural identity. A closer look at the Creole culture giving consideration to events like the World Creole Music Festival and issues like the close proximity of the French islands with a larger population, larger market space and whether we ought not to look at those types of cooperation along with the OECS issues.
- In articulating a vision statement – There ought to be more competitiveness and address the economic issues that would cause less emigration. Diversification away from agriculture with closer cooperation with various memberships. Mention was made of the Dominican Diaspora, acknowledging a cultural identity, creating awareness for people and putting people at the centre of everything.

8.4.2.5 The perception of the role of the private sector in national development.
   a) What role do you see yourself playing in the vision of the holistic, inclusionary and sustainable plan?
   - The system of information flow from decision makers to the public is not sufficiently democratic. The Government, for example, controls the largest broadcasting organization in Dominica, DBS Radio, therefore, the information from the Government to the public is seemingly slanted to the reflect the Government’s interest. The difficulty of private broadcasters getting into business is also at the heart of the problem. Broadcasting is a business that could be profitable for the private sector. Multiple sources of information would enhance information dissemination and decision making in both the public and private sectors.
The private sector should be more organically linked to the decision-making at the highest level. That should be institutionalized in the form of a Council of Economic Advisers who would sit with Government on a regular basis to devise policies for the country. Many of the policies at Government level have actually been executed by the private sector and the composition of such a body should involve the unions, the private sector – those in business for making a profit – and civil society.

Training is critical for an improved standard of living. We are living in a period of economic transition and need to have people trained in multiple disciples to work in present and future businesses. The private sector should consciously decide to actively participate in training rather than leaving it solely as a Government initiative. Training could include worker seminars for their workers at the workplace and private sector sponsored apprenticeships for Community College students.

There is a need for fora between the private and public sectors to synchronize their views on issues of national interests. Friction between the two will be lessened if they met on a regular basis and discussed the way the society and the economy should go forward.

The NDC, rather than the Minister of Finance should be the allowed to grant concessions and to do so in a more transparent fashion. The system of concessions also needs to be reviewed with the intention of eliminating the need for concessions. Lower port charges would facilitate this.

Every effort should be made to develop the tourism industry as a new thrust for the economy. To compliment this, there public needs to be trained to deal with the people-based hospitality industry.

We should seek to develop Education as an industry, considering the positive economic impact of Ross University on the town of Portsmouth.

The successful private sector should encourage new and potential entrepreneurs, e.g. through mentoring programmes to increase the level of entrepreneurship.

We should examine and understand the World Trade Organisation rule with a view to eliminating as much as possible, all barriers to trade.

Current laws governing labour are outdated and cannot accommodate our current social and economic reality. Legislative reform is needed.
Improved air access to the island.

Both the private and public sector should look for opportunities to be capitalized on, for example developing an offshore domicile for intellectual property modelled after the offshore sector for financial services.

8.4.2.6 Identify priorities and areas for partnerships

a) How would you partner with Public Sector/Government and civil society to achieve the goals and implement plans?

The problem that arose between the public and private sector was one of trust.

An attempt was made to clearly define at which points there would be linkages between the private and public sector and how the element of trust should be addressed:

- The role of the ombudsman and whether that could be a contact person or institution that should be advocated; to ensure private sector concerns could be brought; to ensure expediency in the public service;

- The role of the NDC and whether that institution’s role is being duplicated by trying to advocate a separate linkage between the public sector and the private sector.

- The contact point should be an institutionalised body with the Permanent Secretaries – they have more permanence than Cabinet members and can ensure continuity in the issues and solutions raised.

- Critical for the implementation of the ideas raised was the Public Information Act, which would govern the dissemination of those discussions. It would ensure that it would not remain locked between the private and public sector but would be disseminated in some organized fashion to the general public. There would be some pressure on the political figureheads as well as the Permanent Secretaries from the public for a briefing on issues to ensure public visibility of the issues being discussed.

- Another area of partnership with the public sector was one of private sector input into the annual Budget. It would be one of guidelines as the Budget was viewed as a managerial tool and with private sector participation, would set the agenda for the public service.

- In similar fashion, the DAIC/public sector felt that review and moving the process forward was something, which should be done on a quarterly basis.
8.4.2.7 General Discussions

- It appeared that it was the same issues being raised; doubt was expressed as to whether any results would emerge from the present exercise. In talking of innovation and new thinking, it was expected new suggestions/ideas would emerge but it appeared that attempts were being made to patch “an coat that had already done its time”. The old coat referred to was that of our old political system; what was expected from the leaders of the nation and of our people. It was the view that it had fallen on the private sector to initiate a new system of governance and until we were able to deal with that, we would be going around in circles.

- It is an appropriate time for us to consider using the “turn-key” projects utilized by other countries when they were in their developing stages, where the public and private sector incubated projects followed by a handing over.

- Government should expand its role from facilitating certain areas such as utilities and get involved in industry.

- There is a lack of innovation in the private sector despite their complaints of the same in the public sector.

- Public education on the attitude of workers is needed.

- The pre-delivery system at Customs (whereby the merchant does not have to present too much money up front to obtain his goods and pays the balance subsequently) should be revoked.

- Establishment of duty-free zone in Dominica.

- Too much time for processing approvals of fiscal incentives from government.

- A call for the public sector to act speedily on projects from foreign investors. Government needs an intelligence service to fill an information deficit and inform speedy responses to foreign investors.

- There is need to recognize that Government had a balance sheet that had to be taken care of.

- The question was asked whether there was anything in the IDP to address the question of information technology. In response it was mentioned that the Plan would include managing things more efficiently as well as what were the
kinds of technology that were absolutely necessary and available as well as new businesses.

- It was submitted that unless the Team had the remedy to make significant fundamental changes to the organization of the society, then we are simply going to having repeated workshops, granted, with more advanced technology and new ideas but essentially going over the same ground. Fundamental changes are needed in the administration of the country for example, reconsidering the use of the phrase “public sector” given its historical purposes to maintain the status quo under colonialism; making the Minister the Head or Chief Executive Officer of his department to empower him to implement stated visions; the ability to remove non-performing ministers.

### 8.4.3 Civil Society Workshop
8.4.3.1 Objectives:
- To advance towards an acceptable definition of “Civil Society”.
- To fine tune and prioritise issues of sub-sector concern for Civil Society organizations.
- To develop some consensus on issues to be given priority attention in the Integrated Development Plan for Dominica.
- To develop proposals for a replicable process leading to an Integrated Development Plan.
- To identify and develop possible areas of partnering among sectors for development.

**Issues:**
8.4.3.2 Definition of Civil Society:
Civil Society refers to organized groups that are democratic and transparent, striving and working for the change and development of Dominica within their special field of competence.

The following amendments to the draft definition of Civil Society were suggested:
- *Insertion of “registered/affiliated to an apex body/government division” after the word “competence”*;
- *Clarification of the term “organized” to include groups which are not organized but may at some point become formalized (e.g. village councils in transition) in civil society*;
- *Inclusion of prominent individuals who make contributions to development as part of civil society*;
- *Differentiation of terms “civil society organizations” and “civil society”*;
- *Emphasise “being actively involved in social change” as the main criteria*;
- *Inclusion of “non-state” in the definition*.;
Select the issues most pertinent for you sub-sector from the issue list submitted. Refine, reword or shape them to reflect your concerns. Add other issues not mentioned that you consider relevant. From the New Issue List developed, prioritise the top 10.

8.4.3.3 **Priority Issues**
1. Lack of mechanisms for sharing information
2. Lack of bottom-up mechanisms
3. Weaknesses & fragility of civil society organizations
4. NGO sustainability
5. Public Education for IDP
6. Lack of mechanisms for input to budget implementation
7. Accessing support
8. Credibility & Maintaining the momentum of IDP process
9. Poor co-ordination & implementation record
10. New information data to drive partnerships
11. Possibility of people’s plan
12. Need for specialized training
13. Need to I.D. new & existing projects

** Note relationship between numbers 1, 2, & 5 and the possibility of combining them.

8.4.3.4 **How would you partner with Private Sector Organizations and/or with Public Sector or Government Departments to ensure achievement of the issues prioritised (Top Ten)?**
Round table discussions with broad base groups (media, newsletter, etc.).
Liaison personnel within sectors.
1. Receiving/giving feedback.
2. Youth debate, panel discussions.
3. Cabinet meet the people.
4. Umbrella organizations – partnership between NGO-NGO(strong-weak)/ NGO-Private Sector-Civil Society, along programme or interest lines.
5. Full participation of all sectors in IDP; and ongoing involvement..
6. Tax concession/incentives for private sector to provide Civil Society support..
7. Sharing of information, human resources and facilities.
9. Periodic gathering of representatives of private, public and civil society.
10. Ongoing public relations program on the IDP process (Publications, radio, TV., etc.).
11. To participate and subscribe to the information process (organizations).
12. Having community based consultations to discuss IDP Process (community). (Continuity beyond 6 months).
13. Support for income generation.
15. Allocation of responsibilities based on strength/speciality of the organization; for implementation of projects; based on competency and engagement in process.

8.4.3.5 What structures, mechanism, or guidelines would you put in place to ensure that a truly integrated process is able to be replicated?

Document every step of the process (see #8).
1. Involvement of persons other than those present to ensure their views are included before final draft.
2. Get feedback from rank and file of representative groups.
3. Publicity – Media, newspaper, TV, radio, etc., use call in programmes.
4. Establish a permanent independent body/IDP Committee (reference point) for continuity, independent of government.
5. Secure a written commitment/undertaking by all political parties (present and future) to honour the agreement.
6. Ensure that all group representatives report back to their groups and organisations in order to seek their views and comments.
7. All groups should agree to the process. (See #1)
9. Management Committee to include governmental and non-governmental representatives (sectoral selected) – to be put in place before the end of the consultancy.
11. Incorporate manual into school curriculum.
12. Public relations programme and target groups.
13. Identify sub-committees.
15. Committee not government appointed.
17. Reporting to be done to civil society.
18. Management committee to be resourced (financially & otherwise).

8.4.3.6 General Discussions
Issues discussed included policy development, harnessing past experiences with fewer than 21 constituencies for more effective governance, the advantages and disadvantages of the Single Market and Economy on Dominica’s culture, work attitudes and economy and the need for guidelines for Human Resource Management, greater enforcement of time use, productivity and work ethics and time management.
Suggestions for formalizations for support from the public/private sector included:
- Round table discussions involving all the various groups;
- Periodic gathering to address issues and generate mechanisms based on programmes/projects.
- Tax concessions to the private sector (e.g. tax deductible donations) to encourage financial support of civil society.
- Institutionalized networking of civil society organizations to discuss inter-related issues.

Concerns relating to the IDP process included continuity and responsibility for implementation, monitoring and accountability of the IDP, increased sensitisation campaigns using inserts before popular television shows. Representatives suggested and prepared a communiqué for the press to reach out to the public interest and show the support of civil society for the IDP and its continuity.

### 8.4.4 Public Sector Workshop

#### 8.4.4.1 Objectives:

- To advance the IDP Process by engaging the public sector in an overview of the exercise with a view to articulating a vision for Dominica within the framework of an IDP Process.

- To provide feedback of responses from the wider community on views concerning the modernization of the public service in Dominica.

- To discourse with public sector participants approaches to the achievement of a high degree of awareness, consensus and commitment by the public service to the IDP Process.

- Undertaking an interactive session to determine how the private sector and civil society can best partner with the public sector in an ongoing IDP Development Planning Process.

#### 8.4.4.2 Issues:

*What are the measures that can be taken to improve the delivery of service at government departments or agencies (the Hospital) that have direct and regular contact with the general public? Cite those and state precisely what those measures should be and how you would proceed to have them implemented.*

- Procedures for delivery of services in the public service are not clearly spelt out, for example at the Hospital, Customs, Registry and Physical Planning Departments.
More effective utilization of GIS (reengineer) for public information and education. GIS should have supportive legislation giving it the same status as DBS/BBC; increased objectivity for GIS.

Computerisation of public service/establish networks among related departments.

Improved customer relations.

Motivation of the public service through: a) “Flex-time” for public servants, which would also expand the work day and b) centralized dining areas / recreation facilities.

Training for improved delivery of services. Information desk at the hospital.

Automated telephone answering service.

Centralization of revenue collection (long term) by geographical areas (decentralization/concentration) at zonal/district level.

What would you identify as steps that could be taken to develop closer relations between the public sector and private sector on an ongoing basis to cultivate a new sense of partnership? The private sector for this purpose would be taken to include the business community in all its aspects.

Currently, the public/private sectors operate independently in a seemingly adversarial relationship. The following are recommended:

- New sense of partnership.
- Public/private sector collaboration.
- Exchange of resources.
- Drawing on expertise.
- Closing of gap.
- Participatory approach (private sector – clients/partners).
- Quarterly consultative meetings at divisional/dept. levels (between field officers and stakeholders)
- Bi-annual meeting at ministerial level H.O.D./PS/Private Sector/NGO/Civil Society
- Annually consultative meetings/review at national level Cabinet/Parliament/PS/HOD/stakeholders); note : reports and plans submitted at each level
- Consultative process independent of the above for proposed budgeting measures.
- At macro level there needs to be an integrated national plan that provides broad national direction for development.
• National coordinating Committee established for continuity, monitoring and institutionalisation of IDP, “rescue plans”.
• Hospitality/Complaints committee within each department to deal with suggestions/complaints and staff/clients needs (suggestion box).
• Setting standards of service – Standards Charter: synonymous with Client’s Charter
• Transparency/accountability.
• Empowerment of front line staff to take certain decisions through training.
• Job enrichment.
• Public Relations officer within each department ; Communication with the public (each department has a PRO liaising with GIS).
• Dismantling of some structures.

What would the group describe as desirable to make the public service more attractive from the point of view of career development? In your recommendations would you factor in some ideas for addressing the real and perceived characteristics of civil service bureaucracies? It is said that they discourage if not destroy rather than encourage initiative and do not make effective use of the talents and skills of individuals.

A working definition of Career Development would be : “A long term process of developing an employee spanning his or her entire working life, an involving human resource planning to develop employees”.

Currently there is no career path mapping nor assessment of an individual’s needs congruent with organizational goals. Career development needs to be more focused and include activities geared towards organizations’ objectives guided by SMART objectives, e.g. corporate plans.

8.4.4.3 Career Development Approaches

a) Job vacancies publicized. An excellent way to disseminate career information and notify employees who may be qualified. Recruiting from within in a progressive way; work distribution/reallocation.

b) Fair Appraisal. Objective performance feedback by supervisor. Continued inattention to performance shortfalls will limit career progression.

c) Training and Development Experiences
   • Job rotation – employees learn new skills
   • Coaching
   • Shadowing/mentoring (problem of vertical solitude)
   • Short stints in the private sector and vice versa
8.4.4.4 Characteristics of Bureaucracy

- Mechanistic, inherited and inappropriate. Has not changed to fulfil emerging/evolving mandate (organizational paralysis).
- Has not changed to meet career aspirations of employees.
- Has not changed to respond to national/regional/international climate.

8.4.4.5 Way forward – new bureaucracy

- Proper planning.
- Effective communication.
- Team approach.
- Decentralisation.
- Succession planning.
- Authority with responsibility (empowerment).
- Recruitment and selection and retention.
- Fair, realistic and equitable remuneration.
- Equitable access to opportunities.
- Prospective employees should be aware of what they are getting into in the Public Service.
- There should be upward mobility.
- Public service = services + enabling environment : capital investment.
- Embark on PR campaign – regular, quality publications (not just photocopies); : every Christmas have an AGM in the public service; the public should be aware of what is expected of the public service – people see it as a retirement home.
- Staff members should feel that they are part of the system – disconnection between managers and staff.
- More effective appraisal system conducted by trained personnel.

*What would you identify as steps that could be taken to develop closer relationships between the public sector and civil society?*

*The civil society for this purpose would be taken to include civil society in all its aspects, service clubs, professional associations, Trade Union and Workers Organizations, NGO’s, Sports Associations, Cultural Groups and Community based organizations.*

1. Greater involvement of civil society in Public Service initiatives through consultation, information sharing, collaboration and stakeholder input.

2. Consolidating of District Boundaries e.g. consolidate / institutionalise the district boundaries (e.g. electoral, education, health, agriculture, etc.) and establish district resource centres.
3. Identify umbrella groupings for stakeholder ownership in the community/district.

4. Empowerment of the groupings of civil society facilitating involvement/participation/input in public sector projects/programmes and other matters, including local government.

5. Institutionalise involvement various stake holders e.g. (trade unions in matters affecting employees).

6. Institutionalise involvement of other civil society groups in special areas where their expertise can be utilized.

7. Decentralization of services by making essential services/facilities readily available in the districts – creation of local area authorities; Local government to be responsible for building plan approvals.

8. Develop evaluation/feedback mechanisms to ensure needs of civil society met.

9. Involving Civil Society in the budget process, particularly at the local level.

10. Local government should be strengthened through appropriate legislation; current legislation doesn’t allow it to deliver services – if local government is empowered, central government will be relieved to deal with matters of national interest.

**8.4.5 Joint Workshop**

**8.4.5.1 Objectives:**

a) To further develop the process of Integrated Development Planning by bringing the key players together to:

- Share their perspectives on the key issues confronting the country;
- Share their vision of the prospects for the country over the next 15-20 years;
- Share their suggestions for measures that address the key issues and bring the vision closer to reality.

b) To jointly validate the information gathered thus far and identify issues of COMMON interests, concerns and priorities.

c) To identify the emerging consensus on measures to be taken, in particular, the cross-cutting/overarching measures that initialise partnerships among and between sectors.
d) To define the major trends and arising the Phase 1 work that inform the design of an IDP.

8.4.5.2 Plenary:

People Need To Be More Involved In Budget Process
- Town Hall Meetings on Issues
- Empower Local Government (City, Town, Village Councils) to make input
- Registered Civil Society Groups present plans

Engage Communities In Closing Gap – Decentralization
- Public Awareness and Education
- Public Pressure – Meetings, demonstrations, etc.

National Crusade For Jobs
- Individual commitment to buy local
- Use of culture and talent in public education
- Better use of Cruise Ship Industry:
  - Need to develop TRAINING for this
  - Agriculture Produce
- Focused education on value of work, of land
- Media need to focus on real issues
  - Round Table Discussions
- Duties – lower
- Special office for returning Dominicans to facilitate return to business initiatives
- Concept of Working Day : 9 – 4 only!!
- Technology makes a lot more possible
- Prohibit or make overtime more difficult / costly

The following is a compilation of issues and suggested suggestions raised during the plenary sessions at the joint workshop.
<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>ISSUES/ PROBLEMS</th>
<th>SOLUTIONS/RECOMMENDATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>Agricultural resources untapped</td>
<td>Must look at new, innovative approaches to business – copyright/intellectual property is the biggest form of wealth in the world.</td>
</tr>
<tr>
<td>Agriculture</td>
<td>Agriculture has never been profitable in Dominica; banana is only feasible because of protection/ subsidies; now that the subsidies are removed the true state of agriculture is being seen.</td>
<td></td>
</tr>
<tr>
<td>Agriculture</td>
<td>Recognize history of bananas and agricultural contribution to people's development.</td>
<td>Need to empower young people to return to the land.</td>
</tr>
<tr>
<td>Agriculture</td>
<td>Mono-crop culture a constraint.</td>
<td></td>
</tr>
<tr>
<td>Agriculture</td>
<td>Complaint young people not going into land – we are responsible – parents steer children towards education and away from land,</td>
<td></td>
</tr>
<tr>
<td>Civil Society</td>
<td>Lack of respect for civil society organizations</td>
<td>Multiple use of Public Buildings/Assets, e.g. Community Centres, Schools, Health Centres.</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Networking important – limited number of resources – need collaboration with groups to achieve community goals</td>
<td>The number one priority should be public awareness education – people should make politicians accountable – take to the streets, have public meetings, make people accountable; go back to demonstrations, e.g., 1979</td>
</tr>
<tr>
<td>Community Involvement</td>
<td>More involved in budget process at town/village council level – need to empower in political process.</td>
<td>Ask registered groups to present their development plans/projects/ needs assessment for specific areas &amp; they go directly to impact the budget.</td>
</tr>
<tr>
<td>Community Involvement</td>
<td>Need to take things in our own hands / be more accountable.</td>
<td>Remove mind-set of being too busy to take care of our own affairs – be proactive.</td>
</tr>
<tr>
<td>Culture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CATEGORY</td>
<td>ISSUES/ PROBLEMS</td>
<td>SOLUTIONS/RECOMMENDATIONS</td>
</tr>
<tr>
<td>----------</td>
<td>-----------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Culture</td>
<td>Need to emancipate ourselves from mental slavery – a lot of us are servants but act as if we are masters of the people.</td>
<td></td>
</tr>
<tr>
<td>Culture</td>
<td>Have too many trained &quot;leaders&quot; - can't blame them for not wanting to be subordinate.</td>
<td>Need to train people to be followers.</td>
</tr>
<tr>
<td>Education</td>
<td>Education Development Plan: surprised not more know, not widely distributed; many concerns e.g.. National curriculum being dealt with; how to ensure public ownership?</td>
<td>Information technology as main facilitator of youth involvement plus widened extra-curricular programme to include arts and music at a level children can excel.</td>
</tr>
<tr>
<td>Education</td>
<td>Education system out of sync with agricultural reality.</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>Weakness in education may be delivery of curriculum vs. content of examinations experience - CXC tailored for interest of Caribbean.</td>
<td></td>
</tr>
<tr>
<td>Employment</td>
<td>We are wasting our resources and keep begging others; we need to go into production of commodities; we have to create employment:</td>
<td>Road construction would lead to expansion of villages which would lead to a demand for commodities (electricity etc) which would create a demand for employment.</td>
</tr>
<tr>
<td>Employment</td>
<td>Self Employment Insufficient</td>
<td>We need to teach entrepreneurship in educational institutions; we have been trained to work for someone else, and hove not been given the skills to provide opportunities for ourselves.</td>
</tr>
<tr>
<td>Employment</td>
<td>Better use of Cruise Ship Industry.</td>
<td>Need to develop training for this; supply ships</td>
</tr>
<tr>
<td>CATEGORY</td>
<td>ISSUES/ PROBLEMS</td>
<td>SOLUTIONS/RECOMMENDATIONS</td>
</tr>
<tr>
<td>-------------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Employment</td>
<td>With agricultural produce.</td>
<td>Advocacy &amp; negotiating skills pre-eminent, critical, re. Cruise Lines.</td>
</tr>
<tr>
<td>Employment</td>
<td>National Crusade for jobs</td>
<td>Need mobilization to raise entrepreneurship skills; remove focus from law to barber shops etc.</td>
</tr>
<tr>
<td>Employment</td>
<td>Think you must be a Doctor / Lawyer / Politician in order to be respected.</td>
<td>Need to focus on entrepreneurship / private sector.</td>
</tr>
<tr>
<td>Employment</td>
<td>Unemployeds must be on plan.</td>
<td>Formulate a National Crusade towards self employment: educate youth on value of having their own so they are not dependent on anyone else for support.</td>
</tr>
<tr>
<td>Employment</td>
<td>There is a conflict with global competition and self sufficiency. Global conditions restrict our capacity to grow.</td>
<td>We need to have trade restrictions/reconsider regional arrangements to preserve national interests.</td>
</tr>
<tr>
<td>Finance &amp; Planning/Economy</td>
<td>We must look at monetary arrangements which keeps the currency at a high rate – it strains our ability to export, causes imports to be much cheaper. The currency is fixed to the U.S. dollar - hold we maintain a fixed exchange rate at a lower level or abandon it entirely?</td>
<td>The time for infrastructure has passed – time to focus on people. Information is the integrator.</td>
</tr>
<tr>
<td>Finance &amp; Planning/Economy</td>
<td>Absence of importance of technology – information technology and transformative role it can play to the economy.</td>
<td></td>
</tr>
<tr>
<td>CATEGORY</td>
<td>ISSUES/ PROBLEMS</td>
<td>SOLUTIONS/RECOMMENDATIONS</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-------------------------------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Finance &amp; Planning/Economy</td>
<td>Sports input to national economy.</td>
<td></td>
</tr>
<tr>
<td>Finance &amp; Planning/Economy</td>
<td>Critically review tax policies and port charges.</td>
<td></td>
</tr>
<tr>
<td>Finance &amp; Planning/Economy</td>
<td>How does the decreasing population affect the economy?</td>
<td></td>
</tr>
<tr>
<td>Finance &amp; Planning/Economy</td>
<td>Can't accept national debt - data collected but dissemination / sharing weak.</td>
<td></td>
</tr>
<tr>
<td>Finance &amp; Planning/Economy</td>
<td>Need reparations from UK.</td>
<td></td>
</tr>
<tr>
<td>Finance &amp; Planning/Economy</td>
<td>VAT – find way to broaden tax base, only salaried people with visible income pay tax.</td>
<td>Have consumption tax so non-workers with income can pay tax.</td>
</tr>
<tr>
<td>Finance &amp; Planning/Economy</td>
<td>Impact of small population on Economy -- purchasing power?</td>
<td>Special office for returning Dominicans to facilitate return to business initiatives.</td>
</tr>
<tr>
<td>Health</td>
<td>National Health Insurance Scheme should be revisited.</td>
<td></td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Greater use of existing local skills.</td>
<td></td>
</tr>
<tr>
<td>IDP Process</td>
<td>Focus on solutions needs stress.</td>
<td></td>
</tr>
<tr>
<td>IDP Process</td>
<td>The process is a large part of the program, now is not a preparation to do the plan, we are doing it as we go along</td>
<td></td>
</tr>
<tr>
<td>IDP Process</td>
<td>Terms of Reference – mentions Steering Committee/Sub- Committees – do they even attend the forums – who is representative for civil society?</td>
<td></td>
</tr>
<tr>
<td>CATEGORY</td>
<td>ISSUES/ PROBLEMS</td>
<td>SOLUTIONS/RECOMMENDATIONS</td>
</tr>
<tr>
<td>-----------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>IDP Process</td>
<td>Re Consultation of National Economy in relation to IDP – thought least government could have done was to get cross-cutting input from various sectors to include in budget preparation.</td>
<td></td>
</tr>
<tr>
<td>IDP Process</td>
<td>Discussions not unique to Dominica - dealing with same issues in Uganda: involvement in budget process; constitutional review; elections by merit vs. political parties; decentralization; lack of interaction with parliamentarians.</td>
<td>ACP countries should learn from each other.</td>
</tr>
<tr>
<td>IDP Process</td>
<td>How to carry on momentum following IDP Consultancy?</td>
<td>National Campaign needed.</td>
</tr>
<tr>
<td>Implementation</td>
<td>&quot;How&quot; is an individual decision, e.g. play your part in the economy – buy local.</td>
<td></td>
</tr>
<tr>
<td>Implementation</td>
<td>Institutionalise mechanisms for dialogue, planning, oversight, representation at all levels - inter &amp; intra ministerial – make legal requirements so they happen.</td>
<td></td>
</tr>
<tr>
<td>Implementation</td>
<td>IDP should find ways to translate strategies into district/local development plans and empower local government to mobilize resources for implementation of plan.</td>
<td></td>
</tr>
<tr>
<td>Implementation</td>
<td>Articulate context and environment we are in and key strategies to take country forward: Redefining our relationship with Europe; Associate membership with Europe; Ideas of Rosie Douglas.</td>
<td></td>
</tr>
</tbody>
</table>

Compilation of Issues / Problems, Suggested Solutions and Visions from Community Meetings. “#” indicates the number of times a particular issue / solution was raised.
<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>ISSUES/ PROBLEMS</th>
<th>SOLUTIONS/RECOMMENDATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation</td>
<td>Media – craft section called “National Mobilization” to galvanize energy at village level into National Development – can fit in media issues – policy/training / resource mobilization into media.</td>
<td>Establish committee to IDP socio economic issues for national development to be implemented in schools, youth division, NGOs, Adult Education Division, Social Government Agencies, for people to understand; committee responsible for identifying strategies for dissemination of information; role lost of media in public education – resource mobilization for implementation of public education programs – are we using GIS effectively for promoting national development?</td>
</tr>
<tr>
<td>Implementation</td>
<td>Public Education – informing people on issues necessary for national development.</td>
<td></td>
</tr>
<tr>
<td>Law/Legislative Reform</td>
<td></td>
<td>Harsher laws &amp; penalties e.g. drugs.</td>
</tr>
<tr>
<td>National Identity</td>
<td></td>
<td>Instil values for nation building.</td>
</tr>
<tr>
<td>Politics/Governance</td>
<td></td>
<td>Alternative political model - election of individuals (Jersey Isle).</td>
</tr>
<tr>
<td>Politics/Governance</td>
<td>Lack of link between parliamentary representatives to people reduces political will.</td>
<td>Constitutional change needed re representation, constituencies, to ensure accountability. Management committee at senior level to improve efficiency and effectiveness.</td>
</tr>
<tr>
<td>CATEGORY</td>
<td>ISSUES/ PROBLEMS</td>
<td>SOLUTIONS/RECOMMENDATIONS</td>
</tr>
<tr>
<td>------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Politics/Governance</td>
<td>A person shouldn’t be given a ministry just because they were voted for – being popular in the local community doesn’t mean they can function at the national level – leaders / Permanent Secretaries / Parliamentary Representatives know that but are too scared to say so. Most ministers are not capable.</td>
<td>Criteria for selection of Ministers (not mere election) : 1st degree; special training course: Open an academy in politics so those interested can go to that school – prepare curriculum for prospective politicians.</td>
</tr>
<tr>
<td>Politics/Governance</td>
<td>Re: Criteria for Ministers: No one is talking about the system – the best man won’t function in a bad system.</td>
<td>Reform Political Structure/Party System - elect individuals instead.</td>
</tr>
<tr>
<td>Politics/Governance</td>
<td>Constituencies should be fewer and elect representatives who will become legislative – parliamentarians elected directly.</td>
<td></td>
</tr>
<tr>
<td>Politics/Governance</td>
<td>Have ministers and executives not elected to parliament; put together team based on competencies; system puts greater importance on party representation than community link.</td>
<td></td>
</tr>
<tr>
<td>Politics/Governance</td>
<td>Is it change political system or grow system to be more accountable?</td>
<td></td>
</tr>
<tr>
<td>Politics/Governance</td>
<td>What should we fix up in Party Politics?</td>
<td>We flatter politicians too much; need to make them less relevant; less public reliance on government.</td>
</tr>
<tr>
<td>Public Sector</td>
<td>Need more sync within Public Sector now since IDP on -- get input from heads of departments who will be doing the implementation.</td>
<td>Integration at government sector re work in</td>
</tr>
</tbody>
</table>

**Compilation of Issues / Problems, Suggested Solutions and Visions from Community Meetings.**

“#” indicates the number of times a particular issue / solution was raised.
<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>ISSUES/ PROBLEMS</th>
<th>SOLUTIONS/RECOMMENDATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work/Productivity</td>
<td>National crusade for jobs – look at concept of working day – 8-4 mentality and 8-1 on Saturday – look at flex time for working mothers – expand job opportunities.</td>
<td>Put more premium on overtime to prohibit it in favour of more employment.</td>
</tr>
<tr>
<td>Work/Productivity</td>
<td>Technology makes it possible to produce more than before – needs to be harnessed; look at overtime; overtime is being exploited.</td>
<td>Education and empowering public – let clients decide level of service / quality they want and that will force the workers to improve service.</td>
</tr>
<tr>
<td>Work/Productivity</td>
<td>Dominicans don’t perform at home but perform overseas.</td>
<td>Survey among Diaspora re work ethics.</td>
</tr>
<tr>
<td>Work/Productivity</td>
<td>Value of work – people need to be taught value of work.</td>
<td>People do well overseas because they are humbled – won’t get anywhere unless perception changed.</td>
</tr>
<tr>
<td>Work/Productivity</td>
<td>Celebrating success – need to celebrate work.</td>
<td>Have workers festivals at various levels – local/parish / village/district / national – present high-point of production and tools of trade on display / picnic / family activities.</td>
</tr>
<tr>
<td>Youth</td>
<td>Use of culture and talent in public education.</td>
<td>Empower young people to create global market for music, give them materials so they can produce what we want them to hear.</td>
</tr>
</tbody>
</table>
INTEGRATED DEVELOPMENT PLAN

PHASE ONE

YOUTH SYMPOSIUM REPORT

The Development Institute
January 7th, 2002
I YOUTH SYMPOSIUM

Objectives

1. Vision for Dominica 1
2. Governance in the 21st Century 2
3. The Role of Youth in the Change Process 3
5. Strengthening Youth Action for Self and Community Development 5
6. Youth and Employment 5
8.4.7  YOUTH SYMPOSIUM

8.4.7.1 Objectives:
- To sensitise young persons on the Integrated Development Plan and Planning Process;
- To facilitate young persons in defining their role in national development;
- To stimulate young persons to become fully involved in the IDP Process.

Issues:

8.4.7.2 1. Vision For Dominica
   a) What vision would you wish to see for Dominica by the year 2020? Economy, Society, Political, Environmental, Culture, Etc.

Economy
- Increased job opportunities.
- Promotion of local products/services.
- Restructuring of public service.
- Education in financial management.
- Compulsory Youth Skills Training Programme.
- Funding for young entrepreneurs.

Culture
- Encourage more people especially youth to use/wear national dress.
- Teach youth about our culture/language.
- Promotion of more local programmes - Media houses should be more locally friendly.
- Reduce foreign influences.

Society
- Development of more equipped social clubs.
- Bridge the generation gap.
- Play a bigger role in national decisions.
- Sex education should be compulsory from Grade 4.
- Networking with all NGO’s & government agencies.
- Harsher penalties for drug dealers/traffickers.
- More community gatherings.

Politics
- A member of parliament must have at least a first degree.
- Ministers elected for a particular ministry must be qualified to hold that ministry.
• More transparency and accountability in government.
• Needs of community should be deliberated before election with candidates.
• Manifestos should be made available to the public weeks before election.

Environment
• Since tourism is the most important industry, pollution should be reduced or eradicated.
• Proper management of our national parks.
• More by-laws to ensure that people preserve natural resources.
• More clean up campaigns.
• Re-enforcement of litter act.

Vision for Dominica 2020
• Dominica remains and improves on being a God-fearing country.
• Youth playing greater part in decision making.
• Higher quality education system where young people will attain qualifications necessary for the job market.
• Credit facilities for youth.
• Improve in airport & seaport facilities.
• Establishment of more housing schemes.
• Preservation of natural sites & landscape.
• Improve infrastructure.
• Increase youth groups.
• Expansion of youth centres.
• More parenting skills.
• Local foods should be part of the diet, a healthier Dominica.
• Encourage agro-processing.
• Increase youth self employment - make credit facilities available.
• Self-sustained Dominica by 2020.
• Increased opportunities for training for Dominican youth.
• Equity – every young person is eligible for advanced training / tertiary education.

b) What is the role of Youth within this vision?

Roles
• Young people should accept responsibilities.
• Create opportunities for themselves.
• Take the initiative.
• Develop a positive attitude.
8.4.7.3 Governance In the 21st Century

a) Is the capacity of the present system adequate to respond to the present development needs of Dominica?

- Party Politics is hindering development.
- Qualification
- Lack of consultation
- Lack of accountability
- Lack of co-ordination

b) What new approaches to governance would be useful for integrated development in the 21st century?

- Development of IDP.
- Fewer constituencies.
- Set criteria for representatives and Prime Minister.
- Improve the Westminster system.
- Identify with local/grass roots persons, particularly the youth.
- Meet youth on a more regular basis. Minister should work in greater collaboration with the Youth, Sports, etc.
- Listening more to youth.
- Greater youth integration including Ministers.
- Greater health facilities including resource people/ AIDS / Drugs.
- Certain amount of yearly budget should be given to the Youth via the National Youth Council.
- Need for youth programme in the media.
c) **What is the role of youth in this regard?**

- There should be a Youth Parliament with a Youth Representative serving as a link between the Youth Parliament and the National Parliament. Youth should have a voice in parliament.

- It should be mandatory for all young persons who have reached the age of 18 to register to vote.

- Educate young people as to what to look for in political leaders – most vote for promises so they need to be educated on what characteristics to look for in a leader.

- Resources available should be managed properly for future children; youth should be watchdogs.

8.4.7.4 **The Role of Youth in the Change Process**

**a) What changes do you think are most critical for the future development of Dominica?**

- Political control (love on another).
- More employment (different way in school education); practical wise & office wise.
- Improve hospital services (more attention to patients).
- Drugs (help keep youth occupied).
- Attitude towards work e.g. (restaurant).
- Lack of cooperation (projects don’t move quickly).
- Sixth form should be attached to each secondary school and job attachments should form part of school curriculum & college as an introduction to university.
- Trained teachers to address the universal education system.
- Every secondary school should have technical and academic section.
- National youth service be established.
- Collateral should be made available to start business.
- Price control.
- Import less (eat what we grow).
- Prison system be upgraded / self sufficient.
- Court system be changed – juvenile /children’s court.
- Legislation put in place for the rights of AIDS patients.
- All schools should implement use of health and family life.
• Legislation of real censorship of television programs.
• Legislation to dictate the criteria for political candidates.

b) **How can youth ensure that the changes take place?**

• Make your voices heard.
• Include sex education in schools.
• Changing the activities that young people get involved in.
• Changing attitudes towards development for the better.
• Having Dominica promoted.
• Keeping Dominica natural.
• Increased marketing strategies.
• Create facilities to deal with alcoholics.
• Enforce laws regulating the sale of alcohol (enforced).
• Media (plays part of lack of development); parents should limit what their children look at or listen to.
• Teenage pregnancy – Establish an institution for children who have gotten pregnant; pregnancy could be caused by rape and the source of family problems.
  - Motivation: meet them; one on one; youth rallies.
  - Ask for forums with Parliamentarians.
  - Youth programs through media.
  - Claim the IDP as ours / part of the implementation process.
  - Get involved in politics.
  - Have a youth parliament.
  - Greater involvement in activities: church, volunteerism, sports, etc.
  - Liase with the government on a monthly basis.
  - Implementation of ideas after monthly liaisons.
  - Stay involved and be committed.
  - Involve a broader spectrum of youth in activities (e.g. Gang members etc.).
  - Greater media use: a youth newspaper, youth hour at different media houses.
  - Involve God in activities – acknowledge his presence always.
  - Increase provisions for the disabled.

8.4.7.5 The Education & Training Process for the 21st Century National Development

a) **Is the present education and training process adequate to meet the demands of 21st Century Development?**
General Idea of our own system: of a high standard which focuses too much on academics. The extra curricular activities are lacking our interests.

b) Identify the most critical changes needed.

1) Review our education system to facilitate everyone – especially the delinquents. We need to make our system relevant. Expand the school syllabus or English syllabus to include or implement public speaking, office practice, customer relations, foreign languages, and hospitality arts. These will help in life and produce better individuals and a better society.
2) Home Management.
3) Expand school hours.
4) Bring our education system home – teach our language Creole.
5) The economy needs money to start off institutions to facilitate our youth.
6) Private sector must support higher learning.
7) We need a new political system.
8) People need to be educated on relevant issues of the day.
9) Reduced class sizes.

8.4.7.6 Strengthening Youth Action For Self And Community Development

a) Is the village and the community providing the right environment for you and our family’s development?
   - Who /what is the community?

b) What steps would you take to strengthen it?
   - God - Seek first the kingdom of God and all the rest will fall in line.
   - Don’t forget to involve the uneducated people in community meetings, e.g. fishermen.
   - Support from Private Sector – sponsorship for programs; more responsive to youth initiatives.

c) What particularly can youth do?
   - Young people need to get more involved, e.g. the school boy running for City Council.

8.4.7.7 Youth and Employment

a) What does employment mean to you?
   - Financial independence yet dependence on your employer {if you are not self-employed}.
Helping someone out (by employing them).
- Being gainfully engaged in any activity.
- Money.
- Form of making a living.
- Ability to handle individual affairs.
- A form of helping the development of productivity.

b) **Is self employment a real option in Dominica?**
- Yes, but there are challenges.
- Financial burden.
- Land has to be acquired, market research has to be done, getting finance.
- School curriculum should be better equipped.
- A special fund should be put aside for young people.
- The public sector cannot employ everyone in the state / the private sector can only accommodate a certain number of persons.
- Skills of individuals may not be nurtured by current employers e.g. Artists, musicians, painters.

c) **Has your training prepared you sufficiently for achieving your employment goals?**
- Current curriculum is obsolete.
- High school only “touches” concepts.
- Subject courses need to be revised.
- Resources are limited.
- Students are taught only to sit CXC, CAMBRIDGE, GCE, SAT exams.
- Schools’ current curriculum is obsolete (not keeping with today’s demands).
- Higher level of training should be offered (professionals in various fields).

d) **What creative and interesting options can youth engage in for creating employment?**
- Entrepreneurship courses.
- Auto & craft.
- Agriculture.
- Karate.
- Piano.
- Seek training in field of interest.
- Greater youth collaboration (youth cooperatives).
- Using skills to provide income.
- Identifying the needs of the country before choosing a course of study.
- Encouraging young people to specialize.
- Young people need to identify strengths and weaknesses.
- Create a resource bank of possible employment areas.
- Collaborate with Government/NGO’s in identifying employment generating projects.
8.5 ANNEX E: REGISTRY OF STAKEHOLDERS

8.5.1 Registry Of Civil Society

COMMUNITY BASED ORGANISATION

- Bath Estate Development Committee

Composition:
Membership: 30
Governance: Registered; Executive Committee;
Geographical Location:
Linkages:
Activity/Projects:

Contact Person: Secretary / Treasurer: Charmaine Brumant
P.O. Box 1821, Roseau
Telephone [767]-448-3101 / 245-3101

- Bath Estate Education Sports and Social Club

Composition:
Membership:
Governance: Unregistered; Board of Directors;
Geographical Location:
Linkages:
Activity/Projects:

Contact Person: President: Bernadine Dinnard-Williams
Bath Estate Community Center, Bath Estate, Roseau
Telephone [767]-448-2578 / 235-2578
Fax: shantytown21@hotmail.com
Dominica Calypso Association

Composition:

Membership:

Governance: Registered;

Geographical Location:

Linkages:

Activity/Projects: To be provided.

Contact Person:

President: Ian Jackson
P.O. Box 398, Roseau
Telephone [767]-448-6097 (Dec - Feb 2001 only)
dominicacalypso@hotmail.com
bassiepascal@hotmail.com

Movement for Cultural Awareness

Composition:

Membership: 7

Governance: Registered; Executive Committee;

Geographical Location:

Linkages:

Activity/Projects:

Contact Person:

President: Clement Richards
11A Goodwill Road, Pottersville, Roseau
Telephone [767]-448-5167
Fax: [767]-448-2308 c/o SPAT
mca@cwdom.dm
New Dimension Theatre Group

Composition: 
Membership: 21 
Governance: Unregistered; Management Team; 
Geographical Location: 
Linkages: 
Activity/Projects: To be provided.

Contact Person: Artistic Director: Steve Hyacinth 
P.O. Box 315, Roseau 
Telephone [767]-448-4886

People’s Action Theatre

Composition: 
Membership: 25 
Governance: Unregistered; Executive Committee; 
Geographical Location: 
Linkages: 
Activity/Projects: To utilize the traditional art forms in a theatrical setting.

Contact Person: Artistic Director: Nigel Francis 
30 Rose St, Goodwill 
Telephone [767]-448-4357 
Fax: [767]-449-0461 
leginf@yahoo.com
Christian Children’s Fund

Composition:
Membership:
Governance: Registered; Advisory Board;
Geographical Location:
Linkages:
Activity/Projects:

Contact Person:
Director: Francis Joseph
P. O. Box 977, 16 Bath Road, Roseau
Telephone [767]-448-8817 / 448-7230
Fax: [767]-449-8006
cff@cwdom.dm

Dominica Association of Evangelical Churches

Composition:
Membership:
Governance: Registered; Executive Committee;
Geographical Location:
Linkages:
Activity/Projects: To be provided.

Contact Person:
Vice President: David Serrant
River Street, Roseau
Telephone [767]-448-4925
serrantd@cwdom.dm
Dominica Association of Retired Persons

Composition:
Membership: 250
Governance: Registered; Board of Directors;
Geographical Location:
Linkages:
Activity/Projects: To enhance the quality of life of mature citizens; promote their independence, dignity and purpose of life; represent, express and give effect to their views; promote legislative and fiscal measures in support of their

Contact Person: President: Francis Peter
P.O. Box 2392, 14 Turkey Lane, Roseau
Telephone [767]-448-7468

Dominica Boy Scouts

Composition:
Membership: 400
Governance: Unregistered; Executive Committee;
Geographical Location:
Linkages:
Activity/Projects: "From dependence to independence":
- Leadership Training;
- Tutor Training;
- Regional Interaction; Camping/Jamborees.

Contact Person: Chief Commissioner: Edward Henderson
P.O. Box 2097, Roseau
Telephone
Fax: dcascouts@hotmail.com
Dominica Council on Ageing

Composition:  
Membership:  
Governance: Unregistered; Board of Directors;  
Geographical Location:  
Linkages:  
Activity/Projects: Empower older persons (60+);  

Contact Person: Zetma Toussaint  
Fatima Centre, Charlotte Valley Rd, Newtown  
Telephone [767]-448-3050  
dcoa@cwdom.dm

Dominica Girl Guides

Composition:  
Membership: 300  
Governance: Registered; Executive Committee;  
Geographical Location:  
Linkages:  
Activity/Projects: To be provided.  

Contact Person: Commissioner: Patricia Benjamin  
25 Independence Street, Roseau  
Telephone [767]-448-2541

Dominica National Council of Women
Composition:  
Membership:  
Governance:  Registered; Executive Committee;  
Geographical Location:  
Linkages:  
Activity/Projects:  ■ Educating general membership;  
■ Skills training to enable women to be more productive and self sufficient;  
■ Research (statistical & relevant data);  
■ Crisis Mechanism (crisis line, counselling facilities).

Contact Person:  
President:  Ophelia Linton  
P. O. Box 745, 30 King George V St., Roseau  
*Telephone*  [767]-448-3935 / 800 744 3629  
*Fax*:  [767]-448-0690

---

**Dominica Planned Parenthood Association**

Composition:  
Membership:  18  
Governance:  Registered; Board of Directors;  
Geographical Location:  
Linkages:  
Activity/Projects:  

Contact Person:  
Executive Director:  Willie Fevrier  
64 King George V St, Roseau  
*Telephone*  [767]-448-4043  
*Fax*:  [767]-448-0991  
dppa@cwdom.dm
Dominica Save The Children Fund

Composition:
Membership: Registered; Board of Directors;
Governance:
Geographical Location:
Linkages:
Activity/Projects:
- To improve the standard and quality of life of the poorer classes in communities;
- To enable communities, particularly the rural poor, to become the agents of their own development;
- To aid in the personal growth and development of children under 18.

Contact Person:
Ex Director: Doreen Francis
P.O. Box 169, Bath Estate, Roseau
Telephone [767]-448-2090
Fax: [767]-448-2090

Small Projects Assistance Team

Composition:
Membership:
Governance: Unregistered;
Geographical Location:
Linkages:
Activity/Projects:

Contact Person:
Coordinator: Francisco Esprit
P. O. Box 268, 74 Kennedy Avenue, Roseau
Telephone [767]-448-3877 / 448-4377
Fax: [767]-448-2308
spat@cwdom.dm
The Social Center

Composition: Membership:
Governance: Registered; Board of Directors;
Geographical Location: Linkages:
Activity/Projects:

To assist in the educational, social and economic development of people;
To assist in the alleviation of poverty, unemployment, destitution and distress;
To assist in research into special problems that affect socio-economic development.

Contact Person:
Managing Director: Jennifer White
P. O. Box 16, 14 Turkey Lane, Roseau
Telephone [767]-448-2741/ 448-7366
Fax: [767]-448-4118
soccen@cwdom.dm
PROFESSIONAL ASSOCIATION

Association of Secondary School Principals

Composition:  
Membership: 10  
Governance: Unregistered; Executive Committee;  
Geographical Location:  
Linkages:  
Activity/Projects:  

Contact Person: Athlene Murdoch  
Isaiah Thomas Secondary School, St. Joseph  
Telephone [767]-449-6386  
Fax:  

Dominica Association for Professional Engineers

Composition: Engineers  
Membership: 30  
Governance: Registered; Elected Board; Secretariat resident with Secretary  
Geographical Location: National  
Linkages: Regional & International  
Activity/Projects: Advocacy; Reference Group; Regulatory Oversight; HR.  

Contact Person: Secretary: Rawlins Burney  
18 Castle Street, Roseau  
Telephone [767]-448-2680/1  
Fax: [767]-448-5397
Dominica Association of Architects

Composition: All members of the bar
Membership: 75
Governance: Unregistered; Elected Executive Committee with Sub Committees; Secretariat resident with President
Geographical Location: National
Linkages: Regional & International
Activity/Projects: Advocacy; HRD; Regional and International Linkages; Regulatory Oversight; Reference Group.

Contact Person: President: Michael Bruney
P.O. Box 2000, 12 Virgin Lane, Roseau
Telephone: [767]-448-8822
Fax: dominicabar@hotmail.com, bruneym@cwdom.dm
Dominica Nurses' Association

Composition:  
Membership:  
Governance: Unregistered; Executive Committee;  
Geographical Location:  
Linkages: To be provided.  
Activity/Projects:  

Contact Person: President: Geraldine Webb  
C/o Nurses Hostel, Princess Margaret Hospital, Goodwill  
Telephone [767]-448-2231 ext. 2122(?)

Dominica Pharmaceutical Society

Composition:  
Membership:  
Governance: Registered; Executive Committee;  
Geographical Location:  
Linkages:  
Activity/Projects:  
- Lobby for advancement of Pharmacists' concerns.  
- Ensure populace obtains quality medication at an affordable price.  

Contact Person: President: Clayton Bryan  
C/o Pharmacy Department, Roseau Health Center,  
Telephone [767]-449-0229 / 245-2833  
clyokike@hotmail.com
Media Workers Association of Dominica

Composition: 
Membership: 
Governance: Registered; Executive Committee; 
Geographical Location: 
Linkages: 
Activity/Projects: 

Contact Person: 
President: Mathias Peltier 
Kairi FM, Gt George & Gt Marlborough St, Roseau 
Telephone [767]-448-7331 
Fax: [767]-448-7332 
matlove12@hotmail.com

Police Welfare Association

Composition: 
All police officers of and below the rank of inspector 
Membership: 
Governance: Registered; Executive Committee; 
Geographical Location: 
Linkages: 
Activity/Projects: To be provided.

Contact Person: 
Chairman: Cleville Mills 
C/o Police Headquarters, Bath Road, Roseau 
Telephone [767]-448-2222 ext. 5172 
pwa@cwdom.dm
**Junior Chamber of Commerce**

**Composition:**
- Membership: 32

**Governance:**
- Executive Committee;

**Geographical Location:**

**Linkages:**

**Activity/Projects:**
- Leadership Training

**Contact Person:**
- P.O. Box 379, , Roseau
  - Telephone
  - Fax:

---

**Lions Club**

**Composition:**
- Membership: 28

**Governance:**
- Registered; Board of Directors;

**Geographical Location:**

**Linkages:**

**Activity/Projects:**
- To create and foster a spirit of understanding among the peoples of the world.
- To promote the principles of good government and good citizenship.
- To take an active interest in the civic, cultural, social and moral welfare of the community.

**Contact Person:**
- P.O. Box 1986, , Roseau
  - Telephone
  - Fax:
Optimist Club of Roseau

Composition:
Membership: 35
Governance: Registered; Board of Directors;
Geographical Location:
Linkages:
Activity/Projects:

Contact Person: 1st Yr Director: Cora Richards
C/o Cable & Wireless, Hanover St., Roseau
Telephone [767]-235-1444
Fax:

TRADE UNION & WORKERS’ ORGANISATION

Dominica Amalgamated Workers Union

Composition:
Membership: 1000
Governance: Registered; Executive Committee;
Geographical Location:
Linkages:
Activity/Projects: To be provided.

Contact Person: General Secretary: Fedeline Moulon
P.O. Box 137, 18 King George V St., Roseau
Telephone [767]-448-3048
Fax:
Dominica Association of Teachers

Composition:
Membership: 583
Governance: Registered; ;
Geographical Location:
Linkages:
Activity/Projects: ■ To organize and unite the Teachers of Dominica working within and without established educational institutions of the country;
■ To represent and defend the interests of Teachers (wages, working conditions, terms of employment, rights,)

Contact Person: President: Celia Nicholas
P.O. Box 371, 7 Boyd's Avenue, Roseau
Telephone [767]-448-8177
Fax: [767]-448-8177
dat@cwdom.dm

Dominica Trade Union

Composition:
Membership: 800
Governance: Registered; Executive Committee;
Geographical Location:
Linkages:
Activity/Projects:

Contact Person: General Secretary: Bernard Nicholas
70/71 Independence St., Roseau
Telephone [767]-449-8139
Fax: [767]-449-9060
National Workers' Union

Composition: Individuals
Membership: 450
Governance: Registered; Executive Committee;
Geographical Location: National
Linkages:
Activity/Projects: Organizing, Mobilizing, Educating on industrial matters.

Contact Person:
President General: Rawlings Jemmott
P.O. Box 387, 102 Independence Street, Roseau
Telephone [767]-448-5209
Fax: [767]-448-1934
icss@cwdom.dm

Dominica Athletics Association

Composition: Individuals and Clubs of competing athletes and technical support
Membership:
Governance: Registered; Executive Committee
Geographic Location: National
Linkages: Regional and International
Activities/Projects: -Organize competitions, training and other opportunities for athletes to excel
-Select and prepare athletes to represent Dominica

Contact Person:
Sharon Philogene
President DAAA
C/o Dominica Olympic Committee
Roseau
Telephone:767- 448-7932 Cell: 245-8132
Sharon8028@yahoo.com
Dominica Boxing Association

Composition: Boxers and individuals in supportive roles
Membership: Registered; Executive Committee
Governance: National
Geographic Location: National
Linkages: Regional & international
Activities/Projects:
- Mobilize, organize and train interested members
- Select and prepare Boxers to represent Dominica

Contact Person:
John A. Charles
C/o Charles Pharmacy
Roseau
Telephone: 767-448-3198

Dominica Swimming Association

Composition: Swimmers and Individuals providing support
Membership: Registered; Executive Committee
Governance: National
Geographic Location: National
Linkages: Regional & international
Activities/Projects:
- Mobilize resources, facilities and equipment
- Organize training and competitive opportunities

Contact Person:
Dr Jenny L. Allport-Williams
P.O Box 222
Roseau
Telephone: 767- 448-3490; 448-2508
alpy@cwdom.dm
Dominica Netball Association

Composition: Clubs and individuals interested in Netball
Membership:
Governance: Registered; Executive Committee
Geographic Location: National
Linkages: Regional and International
Activities/Projects: -Organize annual National League competitions
-Training of netballers and coaches
-Select and prepare Swimmers to represent Dominica

Contact Person: Loreen Bannis-Roberts
President
C/o Ministry of Education & Sports
Government Headquarters, Roseau
Telephone: 767-448-5356; 235-3295

Dominica Amateur Volleyball Association

Composition: Clubs and individuals interested in Volleyball
Membership:
Governance: Registered; Executive Committee
Geographic Location: National
Linkages: Regional and international
Activities/Projects: -Organize competitions including selection and representation
-Train players and Coaches

Contact: Rupert A. Sorhaindo
33 Margaret’s Gap
Goodwill
Telephone: 767-448-3341
sorhaindoc@cwdom.dm
<table>
<thead>
<tr>
<th>Dominica Amateur Basketball Association</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Composition:</strong> Individuals and Clubs/Teams participating in Basketball</td>
</tr>
<tr>
<td><strong>Membership:</strong></td>
</tr>
<tr>
<td><strong>Governance:</strong> Registered; Executive Committee</td>
</tr>
<tr>
<td><strong>Geographic Location:</strong> National</td>
</tr>
<tr>
<td><strong>Linkages:</strong> Regional</td>
</tr>
<tr>
<td><strong>Activities/Projects:</strong> - Organize annual national basketball competitions - Training - Select and prepare National Team</td>
</tr>
<tr>
<td><strong>Contact Person:</strong> Edgar Robinson President DABA 7 Munroe Street Goodwill Telephone: 767-448-4613; cell: 245-4614</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dominica Cricket Association</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Composition:</strong> Individuals and Clubs engaged in Cricket</td>
</tr>
<tr>
<td><strong>Membership:</strong></td>
</tr>
<tr>
<td><strong>Governance:</strong> Registered; Executive Committee</td>
</tr>
<tr>
<td><strong>Geographic Location:</strong> National</td>
</tr>
<tr>
<td><strong>Linkages:</strong> Regional and International</td>
</tr>
<tr>
<td><strong>Activities/Projects:</strong> - Organize National competitions - Provide training opportunities for players, coaches &amp; officials - Select, prepare and manage National Team - Facilitate field and equipment readiness for competition</td>
</tr>
<tr>
<td><strong>Contact Person:</strong> Vincent Elwin/President Ainsworth Irish/Secretary C/o Dominica Cricket Association Roseau Telephone: 767-448-7028 or 448-3890</td>
</tr>
</tbody>
</table>
Dominica Football Association

Composition: Clubs/Teams and Individuals interested in Football
Membership: Registered; Executive Committee
Governance: National
Geographic Location: Regional & International
Activities/Projects: 
- Construction of “Football House” Administrative Centre
- Organize annual national competitions
- Provide training opportunities for players, coaches and officials
- Select, prepare and manage all National Teams
- Maintain and prepare field facilities for competitions

Contact: Patrick R. John
President DFA
33 Great Marlboro Street
Roseau
Telephone: 767-448-7577
domfootball@cwdom.dm
8.5.2 Registry Of Private Sector

AGRICULTURE

Dominica Hucksters Association

Composition: Traders in local agricultural produce (fresh &
Membership: 431
Governance: Registered; Elected Board; Staffed Secretariat
Geographical Location: National
Linkages: 
Activity/Projects: To provide marketing support and intelligence; Advocacy;
   ▪ Bulk Purchase;
   ▪ Training;
   ▪ Travel facilitation;
   ▪ Lending.

Contact Person: Executive Secretary: Cecil Joseph
              Fonc Cole
              Telephone [767]-448-3258
              Fax: [767]-448-0878
              hucksters@cwdom.dm

ALL ECONOMIC ACTIVITIES

Dominica Co-operative Societies League Ltd

Composition: Financial and Productive Co-operatives
Membership: 22
Governance: Registered; Elected Board; Staffed Secretariat
Geographical Location: National
Linkages: Regional & International
Activity/Projects: Advocacy; Micro credit; HRD; Regulatory oversight.

Contact Person: Manager: Ackroyd Birmingham
                4 Fields & Cross Lanes, Roseau
                Telephone [767]-448-4051
                Fax: [767]-448-0490

dculeague@cwdom.dm
Financial Services

Bankers and Financial Association of Dominica

Composition: Commercial Banks; Development Banks and Credit Union Movement
Membership: 7
Governance: Registered; Annual elections for officers; Secretariat registered with President
Geographical Location: National
Linkages: National
Activity/Projects: Advocacy; Reference Group; Industrial Collaboration.
Contact Person: President: Monte Smith
Bank of Nova Scotia, 28 Hillsborough Street, P.O. Box 520, Roseau
Telephone [767]-448-5800
Fax: [767]-448-5805
scotia@cwdom.dm

General [All Sectors Including Parastatals]

Dominica Association of Industry and Commerce

Composition: Interest group of Traders, Manufacturers, Service Industry
Membership: 60
Governance: Registered; Elected Board; Staffed Secretariat
Geographical Location: National
Linkages: Regional
Activity/Projects: Advocacy; Sector Analysis; Representation.
Contact Person: President: Anthony Burnett-Biscombe
P. O. Box 85, 6 Cross Lane, Roseau
Telephone [767]-448-2874
Fax: [767]-448-6868
daic@marpin.dm
Dominica Employers' Federation

Composition: Employers  
Membership: 65  
Governance: Registered; Elected Management Committee;  
Geographical Location: National  
Linkages: Regional & International  
Activity/Projects: Trade Union; Advocacy; HRD.

Contact Person: Executive Director: Cyril Dalyrmple  
14 Church Street, Roseau  
Telephone [767]-448-2314  
Fax: [767]-448-4474  
def@cwdom.dm

TOURISM

Dominica Hotel and Tourism Association

Composition: Hoteliers; Restaurants; Tour Operators; Financial Services; Other Tourist Support Service Providers  
Membership: 60  
Governance: Registered; Elected Board; Staffed Secretariat  
Geographical Location: National  
Linkages: Regional  
Activity/Projects: Tourism Development; Promotion and Marketing; Advocacy; HRD.

Contact Person: President: Aubrey Frederick  
38 King George V Street, Roseau  
Telephone [767]-448-6565  
Fax: [767]-448-0299
South East Tourism Development Committee

Composition: Individuals and firms in agriculture tourism
Membership: 40
Governance: Unregistered; Elected Board;
Geographical Location: District
Linkages: Tourism Development;
Activity/Projects: Training and Education;
Environmental Protection;
Develop Inter-sectoral linkages.

Contact Person: President: Heskeith Alexander
Delices
Telephone [767]-446-2208
Ministry of Finance and Economic Planning

TERMS OF REFERENCE

CONSULTANCY

FOR THE DEFINITION AND ESTABLISHMENT OF AN INTEGRATED DEVELOPMENT PLANNING PROCESS

MINISTRY OF FINANCE AND PLANNING
COMMONWEALTH OF DOMINICA

January, 2001
## CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summary</td>
<td>3</td>
</tr>
<tr>
<td>Objectives of the Consultancy</td>
<td>4</td>
</tr>
<tr>
<td>The Steering Committee</td>
<td>4</td>
</tr>
<tr>
<td>Plan of Work</td>
<td>5</td>
</tr>
<tr>
<td>Phase One</td>
<td>5</td>
</tr>
<tr>
<td>Phase Two</td>
<td>9</td>
</tr>
<tr>
<td>Phase Three</td>
<td>10</td>
</tr>
<tr>
<td>Budget</td>
<td>11</td>
</tr>
<tr>
<td><strong>Annexes:</strong></td>
<td></td>
</tr>
<tr>
<td>Annex A - Project Budget</td>
<td>11</td>
</tr>
<tr>
<td>Annex B - IDP Steering Committee</td>
<td>12</td>
</tr>
<tr>
<td>Annex C - Proposal for a new IDP process</td>
<td>13</td>
</tr>
</tbody>
</table>
8.6.1 Summary

The Coalition Government has expressed commitment to "Integrated Development Planning," in addition to placing a firm emphasis on "participatory development" where it is foreseen that the private sector and wider civil society will play an integrated role in the design and delivery of a more holistic, decentralised development planning process.

For Dominica to survive the increasingly difficult global competition, it needs to position itself and find a niche which will enable it to compete on its own terms. The objectives of its policies must be spelt out in its overall national development plan and implemented through an effective and efficient planning process.

In this regard the Government of the Commonwealth of Dominica is seeking technical assistance financing from the European Commission to develop a national "Integrated Development Plan and New Planning Process (IDP)" for the Commonwealth of Dominica that is consistent with this new approach to development planning.

A Steering Committee will be established to oversee the consultancy process and in order to ensure close liaison with the public service, civil society and the private sector.

A new planning process:
The Consultancy will ensure that a new decentralised, holistic and sustainable process for planning is developed which will enable all stakeholders - private sector and the wider civil society - to contribute to the public planning process.

The Consultancy will revise and propose new institutional arrangements necessary to ensure the effective implementation of a process that will support both planning for cross cutting (e.g. poverty, gender, environmental, youth issues) as well as sectoral issues.

Greater participation:
In addition the consultancy will identify specific areas of strengthened partnerships between the public sector, private sector and civil society such that non-government actors may engage in the provision of services - especially at community level - currently provided for by central government.

The newly established Carib Affairs Department will be strengthened in order to ensure the needs and requirements of the Carib people are appropriately addressed.

Programming and funding:
The Consultancy will conclude with the preparation of an IDP 'Implementation Plan' including the preparation of specific programmes/projects required for the implementation of the IDP to be submitted to funding agencies - in particular the European Commission.
8.6.2 Objectives Of The Consultancy

The overall objective of the consultancy is to promote the democratisation of holistic sustainable development planning in the Commonwealth of Dominica.

The purpose of the consultancy is to define and establish a participatory process for Integrated Development Planning where the private sector and wider civil society play an enhanced role in the design and delivery of more transparent, accountable and decentralised development planning.

The following results will be delivered by the consultancy:

- A national "Integrated Development Plan" encompassing cross-cutting and sectoral;
- A new process for development planning that will facilitate holistic decentralised planning of both cross-cutting and sectoral issues and containing provisions for approaches to consensus building on development programme policies and priorities at all stages of the Economic Management cycle;
- An IDP Implementation Plan showing detailed immediate actions/projects/programmes and broad medium to longer term activities, responsibility schedules and programme of financing as well as mechanisms for co-operation and joint action;
- Integration of a validated 'Carib Peoples Development Plan' into the overall IDP;
- Greater linkages between the Carib people of Dominica and regional/international Indigenous Peoples organisations;

8.6.3 The Steering Committee

A ten (10) member IDP Steering Committee (SC) will be established to oversee and guide the consultancy process with regards to IDP policy. The IDP SC will be chaired by the Minister for Finance and Planning. The Steering Committee will be composed of the following persons:

The IDP Steering Committee (see Annex B):
- Minister for Finance and Planning, Chairman
- The Chairperson from each of the three (3) sub-committees, set out at Annex B, namely:
  - the private sector and civil society IDP liaison sub-committee
  - the public sector IDP liaison sub-committee;
  - the constitutional affairs sub-committee
• It is necessary that knowledgeable and experienced persons be appointed to serve as the Chairperson of each of these sub-committees. Moreover, an attorney-at-law should be appointed to chair the constitutional affairs sub-committee;

• Three members of Cabinet, one representing the economic sector and the other one representing the social sector and the third representing the indigenous people.

The Steering Committee will call upon the consultancy team, when necessary, to provide them with advice and guidance as well as for the SC to seek further clarification of their work done or still to be done.

The IDP Team Leader and IDP Facilitator will be responsible for ensuring the overall coordination and delivery of each of the outputs from the respective consultants.

8.6.4 Plan Of Work

3.3.1.1 PHASE ONE
Two months: Sensitisation, Research, Analysis and Planning

During the first two months the Team of Consultants will undertake sensitisation, research, analysis and planning activities required for the design of an IDP.

As a group the IDP Consultants will review the following documentation:
• Report on the "Workshop on the implementation of an IDP" held by the Ministry of Planning on 3\textsuperscript{rd} and 4\textsuperscript{th} April 2000;
• OECS/Natural Resource Management Unit (1998) "Institutional Arrangements for Integrated Development Planning";
• Morris M., (1998) "An Institutional Approach to Development Planning in the OECS Member States - Towards a Paradigm Shift" published by the OECS/NRMU;
• the new approach and requirements for development planning contained in the Cotonou Convention;
• Carib Peoples Conference Report (1998)
Community Development Programme for the Carib Territory (1998)

other relevant information/reports.

The following individual responsibilities will be assigned to the respective consultants during phase one.

**IDP Team Leader**

The Team Leader along with the other consultants will be responsible for developing and implementing a schedule of appointments and interviews designed to obtain information from all relevant stakeholders within the public sector, private sector and civil society for achieving the objectives of the consultancy.

The Team Leader will ensure the output of the individual TDI Consultants is appropriately coordinated during this first phase – initializing a holistic approach to planning from the onset and establishing a basis for Phase Two.

In addition the Team Leader needs to ensure that the results as spelt out under 2 “Objectives of the Consultancy” in the Terms of Reference is obtained within the stipulated time frame and presented to the Steering Committee on time.

**IDP Coordinator**

The IDP Coordinator will be responsible for ensuring the appropriate involvement of the various public service departments in phase one, acting as a facilitator for the provision of information from these departments to the Team Leader, respective consultants and Steering Committee.

In addition to working closely with the Macroeconomist and Administrative Reform & Development Management/Planning Consultant, the IDP Facilitator will ensure that all aspects of public sector operations are appropriately represented during this phase, including commitments established with various donors and under specific programmes.

The IDP Coordinator will be responsible for ensuring, on behalf of the Ministry of Finance and Planning, that the day to day operations of the consultancy are consistent with its Terms of Reference (TOR) and that steady progress is being made towards achieving the objectives of the consultancy.

The IDP Coordinator will be responsible for communicating with the media and for facilitating such communications. In that capacity, a close working relationship will be established with the PRO/Analyst.

He will be the principal link between the TDI consultancy team and the Steering Committee at the operations level reporting regularly (weekly) to the Permanent Secretary/Planning on the progress being made by the consultants. He will have a similar responsibility with the Carib Affairs Department with respect to the work of the Policy Development Consultant.
He will serve as Secretary to the Steering Committee (SC) and thereby ensure that the Steering Committee guidance and advice on the project is reflected at the operations level.

**IDP Public Relations Officer/Analyst**

In close collaboration with the Consultancy Team Leader, the IDP Coordinator, the Public Relations Officer/Analyst will ensure the successful development and implementation of the public relations programme including the drafting of documents, press releases, and participating in sensitization meetings. The IDP Public Relations Officer/Analyst will also prepare necessary documentation for the Steering Committee or the individual consultants.

Members of the Consultancy Team shall have no direct responsibility for communicating with the media. The Public Relations Officer/Analyst will report to the Steering Committee through its chairman on all matters pertaining to public relations.

The public relations programme will include targeting of all stakeholders both at national and community level. Activities shall be of formal and informal nature allowing for an inclusionary process.

The sensitization programme will endeavour to create a sense of national ownership where individuals/groups (etc) will be encouraged to identify their needs and role in this new process.

**The Macroeconomist**

With a view to making proposals for reducing debt and expenditure, increasing government revenue and savings, the macroeconomist will:

- Assess the status of national debt, both commercial and public;
- Outline the structure of Government expenditure, both recurrent and capital;
- Review the Medium Term Economic Strategy Paper;
- Review the Netherlands Economic Institute monitoring reports on Stabex Budgetary Support and review the macroeconomic conditionalities contained within the Stabex 1995 and 1996/7 "Frameworks of Mutual Obligations";
- Identify other areas of macroeconomic and fiscal commitments;
- Review existing legislation/regulations/policies relating to the macro-economy;
- Review proposals for new legislation/regulations/policies (e.g. tax reform as proposed by the Dominica Association of Industry and Commerce).

Based on the findings of this first exercise the consultant will present a report to the Steering Committee containing clear and specific proposals for debt recovery, new opportunities for government savings, reductions in government expenditure and long-term macroeconomic stability. In addition the Macroeconomist will present reviewed conditionalities for accessing Stabex Budgetary Support.

The Macro-economist will ensure effective liaison with relevant persons/organisations during this phase including: the Financial Secretary, Permanent Secretary//Planning, Accountant General, DAIC and other private sector bodies.
Civil Society Consultant
The Consultant will be responsible for channelling the views and opinions of the civil society to the Steering Committee and ensuring their input into the IDP process. The following assignments will be undertaken by this consultant:

- Develop a 'registry' (alphabetical, sectoral and geographical) of civil society organisations (including Unions) in Dominica showing location, composition, membership, area of activity/projects (etc);
- Assess institutional constraints and capabilities faced in general by these organisations;
- Identify areas of existing and potential partnerships with the public service and private sector;
- Assess the potential for greater linkages between and within civil society from both a sectoral and national perspective (e.g. the potential of NANGO and/or alternate co-ordination);
- Identify - in broad terms - civil society's position(s) of what should be the immediate, medium and longer term direction and focus of development planning in Dominica;
- Explore civil society perceptions of their role in the development process;

The Civil Society Consultant will work ensure effective liaison with relevant stakeholders for this exercise.

Private Sector Consultant
The Consultant will be responsible for channelling the views and opinions of the private sector to the Steering Committee and ensuring their input into the IDP process. The following assignments will be undertaken by this consultant:

- Develop a registry (alphabetical, sectoral and geographical) of private sector organisations in Dominica showing location, composition, membership, area of activity/projects (etc);
- Assess institutional constraints and capabilities faced in general by these organisations;
- Identify areas of existing and potential partnerships with the public service and civil society;
- Assess the potential for greater linkages between and within the private sector from both a sectoral and national perspective;
- Identify - in broad terms - private sector's position(s) of what should be the immediate, medium and longer term direction and focus of development planning in Dominica;
- Explore private sector perceptions of their role in the development process;

The Private Sector Consultant will liaise with relevant persons/organisations for this exercise e.g. DAIC, DHTA (etc).

Administrative Reform and Development Management Consultant
The Consultant will begin by revising strategies, programmes and projects currently adopted and being implemented by each Ministry with a view to promoting enhanced decentralisation and promoting increased partnerships with the private sector and civil society. The consultant will be guided by the principle of democratising development planning as well as providing new opportunities for increasing government savings, reducing expenditure, allowing debt recovery and ensuring fiscal and macro-economic stability.
The consultant will undertake a review of existing programmes/reports dealing with improvements to public administration including the Administrative Reform Programme implemented by the Establishment, Personnel and Training Department. Following which the Consultant will review current public service administrative arrangements - including financial management - to promote decentralisation and ensure greater efficiency, transparency and accountability of the administration of public funds required for the implementation of an IDP process.

The following assignments, relating to both public administration and planning, will be undertaken by the consultant. Planning days/retreats will be organised with relevant Ministry staff members.

In order to effectively carry out the tasks assigned to this consultant during this phase the Administrative Reform and Development Management Consultant will have access to a short-term Technical Assistance fund to assist in particular with the facilitation of the planning days.

Development Management/Planning:

**N.B. The Ministry of Finance and Planning will be reviewed in Phase Two in light of the new process for development planning that will be defined at this stage.**

- Identify broad strategic objectives of each Ministry (Mission Statement and Priorities), identify priority areas of immediate concern (including new areas);
- Prepare a registry of projects and programmes implemented by each Ministry - recording where existing and/or potential partnerships with private sector and civil society occur;
- Identify - in broad terms - each Ministry's position(s) of what should be the immediate, medium and longer term direction and focus of development planning in Dominica;
- Develop framework Strategies for each Ministry based on greater decentralisation of responsibilities to Local Government Authorities and enhanced participation of civil society and private sector in the delivery of services;
- Assess and make recommendations for enhanced inter-ministerial co-ordination and development planning;
- Review and analyse the impact of the Budget Reform Process;
- Identify broad recommendations for deployment, retooling and retraining requirements that will arise from the above exercise.

**Administrative Reform:**

Special attention shall be made to ensure close liaison during this phase with the Chief Personnel Officer regarding the Administrative Reform process.

- Review and evaluate the impact of each Ministry's 'Corporate Plan' and revise to allow for a more performance driven decentralised (administrative and financial) corporate structure;
- Examine, analyse and review Public Service Commission and Police Service Commission regulations guiding appointments, operations, structure and composition of the public service;
- Recommend improved harmonisation of activities with objectives and corporate structure with new enhanced administrative operations;
Propose improvements to the structure, composition and administrative operations of each Ministry - with specific emphasis on greater decentralisation and participation; The consultants shall ensure close liaison with the relevant personnel of the public service and other bodies during this process.

**Carib Affairs Development Planning**

In order to ensure the full participation of the Carib people in the consultancy and IDP process, the newly established Carib Affairs Department will be strengthened with short-term technical assistance, office equipment and furniture.

A Policy Development Consultant will be assigned to facilitate the definition of specific policy arising from the plan and to assist the Carib Affairs Department in the overall consultancy process.

The final output of the consultancy will result in the definition of a *Development Plan and Policy for the Carib people*. The consultancy will ensure that appropriate participatory techniques are utilised throughout the consultation phase. The **Policy Development Consultant and the Team Leader must collaborate to ensure that the plan will be integrated into the wider IDP**.

The Carib Affairs Department and relevant personnel of the Carib Council and other organisations will undertake *regional and international travel* to seek assistance for the implementation of the Plan including formal presentation of the plan to the United Nations Council for Indigenous Peoples.

Participatory Rural Appraisal (PRA) Coordinators shall be assigned to facilitate community consultations with each of the eight villages who shall engage in community consultations for the definition of the development plan.

The Carib People’s Policy Development Consultant and PRA Coordinators will liaise with the representatives of the Carib Affairs Department, Carib Council, Karifuna Cultural Group, Village Development Officers (or equivalent).

As part of the process the Consultants will ensure information on the following is integrated into the development strategy:

- Identify - in broad terms - the Carib position(s) of what should be the immediate, medium and longer term direction and focus of development planning in the territory and in wider Dominica;
- Explore Carib perceptions of their role in the national development process;
- Identify the broad constraints faced by the Carib Territory in achieving their development objectives;
- Identify areas of existing and potential partnerships with the public service, civil society and private sector;
- Assess the potential for greater linkages between and within the Carib Territory, in wider Dominica and regionally and internationally.

### 3.3.1.2 PHASE TWO
Two months: Consolidation, Integration & Development of the Integrated Development Plan

Phase Two will require the specific guidance from the Steering Committee after presentation of initial draft report/plan. The Consultancy Team will be involved fully, consolidating, integrating and developing the Integrated Development Plan. This will be done in close consultation with the IDP Coordinator who will ensure that the guidance of the SC is taken on board at this stage.

The Team Leader shall ensure that the inputs from phase one are appropriately and holistically represented in this phase.

The IDP Objectives and Strategies:

- Presentation to the Steering Committee of report(s) by each Consultant as prepared during phase one;
- Identify and seek consensus on the broad development objectives from a National perspective based on input from phase one by each sector;
- Clearly identify all cross cutting issues (e.g. poverty, gender, environment, youth) relevant to the planning process in addition to those of a more sectoral nature;
- Accordingly consolidate strategic plans and objectives of individual Ministries with those of the private sector and civil society;
- Group and link sector strategies to reflect a holistic approach to Integrated Development Planning including the identification of specific areas of greater partnerships with civil society and the private sector;
- Identify specific programmes and projects that will be required for implementing the IDP in the short, medium and longer term.

Part Two:

The IDP Process:

The Consultants shall identify and shape a new process for IDP planning incorporating suggestions and guidelines given by the Steering Committee including the following outputs:

- Establish an appropriate and integrated legislative, structural and administrative measures that reflect:
  - integrated planning for both cross cutting issues and sectoral matters;
  - participation and partnership between public sector, private sector and civil society;
  - appropriate decentralisation of administration;
  - Accordingly review of the structure and composition of the Ministry of Finance and Planning;

3.3.1.3 PHASE THREE

Two months: Programming and Project Identification
This last phase will principally require the services of the IDP Team Leader, IDP Coordinator, and PRO/Analyst. Input from Steering Committee and IDP Consultants will be required for the review of draft and final project proposals/programmes.

The purpose of this phase is to ensure that an 'implementation plan' accompany the IDP such that immediate measures can be implemented accordingly. In addition medium to longer-term measures will be outlined.

The IDP, the new IDP process and the IDP implementation plan will be submitted by the Team Leader to the Steering Committee in collaboration with the IDP Coordinator.

Upon completion of the Consultancy the IDP, the new IDP process and the implementation plan will be presented to the stakeholders at a final presentation.

The consultants will ensure that specific programmes/projects/consultancies arising from the IDP 'immediate activities' are appropriately prepared and costed with timeframes to facilitate their submission to funding agencies.

**8.6.5 Budget**

The overall cost of the consultancy including the consultancy team fees, operational budgets, the strengthening of the Carib Affairs Department, workshops, meetings and contingencies is XCD912,218.60:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultants</td>
<td>XCD546,569.50</td>
</tr>
<tr>
<td>IDP Coordinator</td>
<td>XCD109,302.00</td>
</tr>
<tr>
<td>Carib Affairs Department</td>
<td>XCD167,750.00</td>
</tr>
<tr>
<td>Sensitization Workshops</td>
<td>XCD 58,000.00</td>
</tr>
<tr>
<td>Final Presentation, Meetings</td>
<td>XCD 16,397.10</td>
</tr>
<tr>
<td>Contingencies</td>
<td>XCD 18,200.00</td>
</tr>
<tr>
<td>Technical Assistant Fund</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>XCD912,218.60</strong></td>
</tr>
</tbody>
</table>
8.7 ANNEX G: BIBLIOGRAPHY

8.7.1 Official Development Assistance
2. Guy Pfeffermann, Poverty Reduction in Developing Countries: The role of Private Enterprise, Finance & Development, June 2001
3. The Synergos Institute, How Governments and Multi-Lateral Donors can form Large-Scale Partnerships with Civil Society Organizations; Reflections from three Latin American Countries, July 1996

8.7.2 The Public Debt
5. Michael Dooley, Issues in the Interface between Debt Management Strategy and Macroeconomic Policy, Professor of Economics, University of California, Santa Cruz
7. Staff of IMF & World Bank, Building Capacity in Sovereign Debt Management
8. Eastern Caribbean Central Bank Guidelines for Revenue and Expenditure Projections

8.7.3 Fiscal Stabilization
14. Alick Lazare, A Tantalizing Budget
15. Alick Lazare, Anticipating the Budget 2001/2002

19. Eduardo Aninat, *Countries can't go it alone*. OECD Observer, September 1, 2001


22. John T. Cuddington, *Analysing the Sustainability of Fiscal Deficits in Developing Countries*, Economics Department Georgetown University, March 31, 1997


**8.7.4 Statements**

30. Eisenhower Douglas, *Modern Thinking on Sustainability of Economic Development*

31. Hon. Ambrose George, 2001/2002 *Budget Address*


34. Joint Ministerial Committee of the Board of Governors of the Bank and the Fund Transfer of Real Resources to Developing Countries, Communique, Ottawa, November 18, 2001

35. Report on the “Workshop on the implementation of an IDP” held by the Ministry of Planning on 3rd and 4th April 2000;


39. The new approach and requirements for development planning contained in the Cotonou Convention.

40. C.A.T. Hebert, Legal Consultant; Review of Public Service Commission Legislation (Final Report)


44. Staffing the Public Service – The Public Service Commission;

45. Governance for the XX1st Century – Lessons and New Directions in Public Service Reform (Government of Canada);


47. Mohan Kaul, Commonwealth Secretariat, From Problem to Solution – Commonwealth Strategies for Reform


50. Extract from autobiography of John Major, former Prime Minister, UK, on the Culture of Public Services in Britain;

51. Current Good Practices and New Development in Public Service Management, A Profile of the Public Service of the United Kingdom – Commonwealth Secretariat;


53. Report on Activities of the Public Sector Development Programme and the Reform Management Unit – Reform Management Unit, Establishment, Personnel and Training Department;

54. Dr. N. J. O Liverpool, Extract – Belize Political Reform Commission, 2002


56. Strategic Plan, Ministry of Community Development and Gender Affairs;

57. Report of the Audit of the Director of Audit for the fiscal Year ended 30th June, 200;

58. Value for Money Summary Report;

59. Rosamund Warrington, Job Description; Government of the Commonwealth of Dominica


63. Institutional Arrangements for Integrated Development Planning in Dominica, Organisation of Eastern Caribbean States Natural Resources Management Unit November 1998
64. Analysis Of The Package of Recommendations Contained In The IMF Report Entitled - DOMINICA – Article IV Consultation – March 2001

65. Ten (10) Strategic Programmes For Sustainable Human Development


67. Financial Administration Guidelines For IFAD - Financed Projects In Central America and Panama 1999

68. The Georgetown University Caribbean project Proudly present: Caribbean Development Options in a Globalized World – Address given by the Honorable Rosie Douglas Prime Minister of the Commonwealth of Dominica Georgetown University Friday, September 22,2000


70. Terms of Reference For the – Policy Review Committee May 1994

71. Organisation Of Eastern Caribbean States Natural Resources Management Unit - People An Integrated Approach To Development Planning In The OECS Member States: Towards A Paradigm Shift- First Published 1998


74. The St George’s Declaration Of Principles For Environmental Sustainability In The OECS 13th November 2000

75. A Decade Of Development Co-operation Between the European Union And The Commonwealth Of Dominica 1990-2000 -September 2000

76. DAIC Tax Reform Proposals

77. CAIC AS directed by: Mrs Charmine Gardner, President, CAIC, DRAFT (Rev 03.03.2000) Towards an OECS Development Strategy. A Private Sector Perspective, March 2, 2000

79. A. D. C. Gardner Workbook, Credit Analysis Fundamentals Of Project Finance Draft # 2 Task Force On Services Strategy For the Development Of The Services Sector – Belize’s Best Opportunity For Sustained Economic Growth In The Medium To Long Terms Submitted to: Hon. Said Musa Prime Minister to Belize From: Francis Fonseca Chairman Task Force On Services Date: 15th October 1999

80. Report on Current Fiscal Situation and Measures For Fiscal Stabilization And Recovery


82. A Budget Debate 2001/2002 Ministerial Briefing Agriculture And The Environment

83. DOMINICA Medium Term Strategy 2000-2002 Document Of The Commonwealth of Dominica West Indies


86. Claudio M. Loser and Jesus Seade, International Monetary Fund Dominica – Staff Report for the 2001 Article IV Consultation prepared by the Staff Represented for the 2001 Consultation with Dominica Approved, 21st May 2001

87. Julio Escolano and Dave Bennett, IMF Dominica: Introducing a Value -Added Tax, May 1999


89. The Importance of Financial and Insurance Market Integration in the Context of High Consumption Volatility in CGCED Countries The World Bank June 2000