

# **BARBADOS**

## **Public Administration Country Profile**

Division for Public Administration and Development Management (DPADM)  
Department of Economic and Social Affairs (DESA)  
United Nations

December 2004

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Table of Contents .....	1
Barbados .....	2
1. General Information .....	3
1.1 People.....	3
1.2 Economy .....	3
1.3 Public Spending .....	4
1.4 Public Sector Employment and Wages.....	4
2. Legal Structure .....	5
2.1 Legislative Branch.....	5
2.2 Executive Branch .....	5
2.3 Judiciary Branch .....	6
2.4 Local Government.....	7
3. The State and Civil Society .....	8
3.1 Ombudsperson .....	8
3.2 NGOs .....	8
3.3 Civil Society .....	8
4. Civil Service .....	9
4.1 Legal basis.....	9
4.2 Recruitment .....	9
4.3 Promotion.....	10
4.4 Remuneration .....	10
4.5 Training.....	11
4.6 Gender.....	11
5. Ethics and Civil Service .....	12
5.1 Corruption .....	12
5.2 Ethics.....	12
6. e-Government .....	14
6.1 e-Government Readiness .....	14
6.2 e-Participation .....	15
6.3 ICT .....	16
7. Links .....	17
7.1 National sites .....	17
7.2 Miscellaneous sites.....	17



# BARBADOS

[Click here](#) for detailed map



Source: [The World Factbook](#) - Barbados

## Government type

Parliamentary democracy;  
independent sovereign state  
within the Commonwealth

## Independence

30 November 1966 (from UK)

## Constitution

30 November 1966; amended  
2003 in anticipation of the  
Caribbean Court of Justice ([in  
brief](#))

## Legal system

English common law; no  
judicial review of legislative  
acts

## Administrative divisions

11 parishes

Source: [The World Factbook](#) - Barbados

Barbados obtained independence from the United Kingdom in November 1966 and now operates as an independent sovereign state within the Commonwealth.

Barbados has maintained a tradition of parliamentary democracy. The political scene is dominated by the Barbados Labour Party (BLP) and the Democratic Labour Party (DLP) with the third main party, National Democratic Party (NDP), currently not represented in Parliament.

Since Independence, the BLP held office from 1976 to 1986 and has formed the Government since September 1994. The DLP governed from 1966 to 1976 and from 1986 to 1994.

Barbados is a small open economy which in the past had been dependent on sugarcane cultivation and related activities, however in recent years the economy has diversified into manufacturing and tourism. Tourism is the largest foreign exchange earner and the main growth element in the economy with a GDP contribution of around 15% (2002).

The Barbados economy experienced an eight year period of economic growth in the 1990s with an annual average real GDP growth rate of 2.9%.

Source: [European Commission \(Development\)](#) - [Country Strategy Paper and ... \(2002-2007\)](#) &  
[Parliament of Barbados](#) - [The Constitution](#)

# 1. General Information

1.1 People	Barbados	Bahamas	St. Lucia	<sup>1</sup>
<b>Population</b>				a
Total estimated population (,000), 2003	270	314	149	
Female estimated population (,000), 2003	139	159	76	
Male estimated population (,000), 2003	131	155	73	
Sex ratio (males per 100 females), 2003	95	97	97	
Average annual rate of change of pop. (%), 2000-2005	0.35	1.13	0.78	
<b>Youth and Elderly Population</b>				b
Total population under age 15 (%), 2003	19	29	30	
Female population aged 60+ (%), 2003	16	16	9	
Male population aged 60+ (%), 2003	10	12	7	
<b>Human Settlements</b>				c
Urban population (%), 2001	51	89	38	
Rural population (%), 2001	49	11	62	
Urban average annual rate of change in pop. (%), '00-'05	1.44	1.56	1.74	
Rural average annual rate of change in pop/ (%), '00-'05	-0.8	-1.41	0.65	
<b>Education</b>				d
Total school life expectancy, 2000/2001	13.1	..	..	1
Female school life expectancy, 2000/2001	13.9	..	..	1
Male school life expectancy, 2000/2001	12.5	..	..	1
Female estimated adult (15+) illiteracy rate (%), 2000	0.3	3.7	..	2
Male estimated adult (15+) illiteracy rate (%), 2000	0.3	5.5	..	2
<b>Employment</b>				e
Unemployment rate (15+) (%), 2001	9.9	7.7 <sup>i</sup>	20.5 <sup>ii</sup>	1
Female adult (+15) economic activity rate (%), 1997	62 <sup>iii</sup>	66 <sup>iv</sup>	60	2
Male adult (+15) economic activity rate (%), 1997	74 <sup>iii</sup>	74 <sup>iv</sup>	78	2

Notes: <sup>i</sup> 1998, Month of April; <sup>ii</sup> 1997; <sup>iii</sup> Excluding armed forces; <sup>iv</sup> 1998, Excluding armed forces

1.2 Economy	Barbados	Bahamas	St. Lucia	<sup>2</sup>
<b>GDP</b>				a
GDP total (millions US\$), 2002	2,757	4,818	660	
GDP per capita (US\$), 2002	10,249	15,344	4,151	
PPP GDP total (millions int. US\$), 2002	4,298 <sup>i</sup>	5,049 <sup>i</sup>	848	
PPP GDP per capita(int. US\$), 2002	15,978 <sup>i</sup>	16,080 <sup>i</sup>	5,333	
<b>Sectors</b>				b
Value added in agriculture (% of GDP), 2002	5.8	..	6.7	
Value added in industry (% of GDP), 2002	20.8	..	18.8	
Value added in services (% of GDP), 2002	73.4	..	74.5	
<b>Miscellaneous</b>				c
GDP implicit price deflator (annual % growth), 2003	2.3	1.3 <sup>i</sup>	0.7	
Private consumption (% of GDP), 2002	72.0	..	57.2	
Government consumption (% of GDP), 2002	16.7	..	27.6	

Notes: <sup>i</sup> recent estimate from 2001 or 2000; <sup>ii</sup> 2002

<sup>1</sup> United Nations Statistics Division:

<sup>a</sup> Statistics Division and Population Division of the UN Secretariat; <sup>b</sup> Statistics Division and Population Division of the UN Secretariat; <sup>c</sup> Population Division of the UN Secretariat; <sup>d1</sup> UNESCO; <sup>d2</sup> UNESCO; <sup>e1</sup> ILO; <sup>e2</sup> ILO/OECD

<sup>2</sup> World Bank - Data and Statistics:

<sup>a</sup> Quick Reference Tables; <sup>b</sup> Data Profile Tables; <sup>c</sup> Country at a Glance

1.3 Public Spending	Barbados	Bahamas	St. Lucia	
<b>Public expenditures</b>				3
Education (% of GNP), 1985-1987	6.2 <sup>1</sup>	4	5.5	a
Education (% of GNP), 1995-1997	7.2 <sup>1</sup>	..	9.8 <sup>1</sup>	a
Health (% of GDP), 1990	5	2.8	2.1	
Health (% of GDP), 1998	4.5	2.5	2.4	
Military (% of GDP), 1990	..	..	..	b
Military (% of GDP), 2000	..	..	..	b
Total debt service (% of GDP), 1990	..	..	1.6	
Total debt service (% of GDP), 2000	..	..	5.7	

Notes: <sup>1</sup> Data refer to a year or period other than that specified

1.4 Public Sector Employment and Wages						
<i>Data from the latest year available</i>		Barbados 1991-1995	Barbados 1996-2000	Latin America & Caribbean average <sup>4</sup> 1996-2000	Caribbean average <sup>4</sup> 1996-2000	Middle income group average <sup>4</sup> 1996-2000
<b>Employment</b>						
Civilian Central Government <sup>5</sup>	(,000)	10.0	..			
	(% pop.)	3.79	..	0.69	0.54	0.59
Sub-national Government <sup>5</sup>	(,000)	..	..			
	(% pop.)	..	..	0.69	0.54	0.59
Education employees	(,000)	3.0	..			
	(% pop.)	1.14	..	0.58	1.48	1.20
Health employees	(,000)	4.0	..			
	(% pop.)	1.51	..	..	..	0.70
Police	(,000)	..	..			
	(% pop.)	..	..	..	..	0.30
Armed forces	(,000)	..	0.61			
	(% pop.)	..	0.23	0.34	0.21	0.46
SOE Employees	(,000)	..	..			
	(% pop.)	..	..	2.16	..	3.61
Total Public Employment	(,000)	..	..			
	(% pop.)	..	..	..	..	6.05
<b>Wages</b>						
Total Central gov't wage bill	(% of GDP)	..	11.7	6.6	14.2	8.5
Total Central gov't wage bill	(% of exp)	..	..	20.3	..	21.6
Average gov't wage	(,000 LCU)	21	..			
Real ave. gov't wage ('97 price)	(,000 LCU)	24	..			
Average gov't wage to per capita GDP ratio		1.7	..	1.8	0.7	4.2

Source: [World Bank](#) - [Public Sector Employment and Wages](#)

<sup>3</sup> [UNDP - Human Development Report 2002](#)

<sup>a</sup> Data refer to total public expenditure on education, including current and capital expenditures.

<sup>b</sup> As a result of a number of limitations in the data, comparisons of military expenditure data over time and across countries should be made with caution. For detailed notes on the data see SIPRI (2001).

<sup>4</sup> Averages for regions and sub regions are only generated if data is available for at least 35% of the countries in that region or sub region.

<sup>5</sup> Excluding education, health and police – if available (view [Country Sources](#) for further explanations).

## 2. Legal Structure

Barbados is a parliamentary democracy and a constitutional monarchy within the Commonwealth. The Majesty of the UK is represented by the Governor-General. The country has a bicameral legislature and a pluralist party system, based on universal adult suffrage.

Source: [Parliament of Barbados - The Constitution](#)

### 2.1 Legislative Branch

Bicameral Parliament consists of the Senate (21-member body appointed by the governor general) and the House of Assembly (30 seats; members are elected by direct popular vote to serve five-year terms).<sup>6</sup>

*women in parliament:* 5 out of 21 seats: (24%). 4 out of 30 seats (13%).<sup>7</sup>

The bicameral legislature consists of the Senate<sup>8</sup> and the House of Assembly ([click here](#)). The 21 members of the Senate are appointed by the Governor-General (12 on the advice of the Prime Minister, two on the advice of the Leader of the Opposition, and seven at the discretion of the Governor-General). The House of Assembly has 30 members, all elected by popular vote.

**Fact box:**

*elections:* House of Assembly - last held 21 May 2003 (next to be held by May 2008)  
*election results:* House of Assembly - seats by party - BLP 23, DLP 7

Both Houses debate all legislation. However, the House of Assembly may ultimately override the Senate's rejection of Bills, except Bills amending the Constitution. The House of Assembly sits 40-45 days a year and the Senate 20-25 days.

Officers of each House (President and Deputy President of the Senate and Speaker, Deputy Speaker and Chairman of Committees of the Assembly) are elected from the Members of the respective Houses.

The maximum duration of a Parliament is five years. There is a simultaneous dissolution of both Houses of Parliament by the Governor-General acting on the advice of the Prime Minister.

The Constitution may be amended by Act of Parliament. Amendments to entrenched clauses require the support of 2/3 of all the members of each House.

Source: [Parliament of Barbados - The Constitution](#)

### 2.2 Executive Branch

*cabinet:* Cabinet appointed by the governor general on the advice of the prime minister

*elections:* none; the monarch is hereditary; governor general appointed by the monarch; following legislative elections, the leader of the majority party or the leader of the majority coalition is usually appointed prime minister by the governor general; the prime minister recommends the deputy prime minister

The executive authority of Barbados is vested in Her Majesty and exercised on her behalf by the Governor General.

<sup>6</sup> Source of fact boxes if nothing else stated: [The World Factbook - Barbados](#)

<sup>7</sup> [Inter-Parliamentary Union - Women in National Parliaments](#)

<sup>8</sup> [Click here](#) for additional information about the Senate.

The Governor General appoints as the Prime Minister a member of the House of Assembly who commands the confidence of a majority of the members.

The Cabinet consists of the Prime Minister and not less than five other Ministers. The Ministers are appointed by the Governor General advised by the Prime Minister.

The Cabinet is the principal instrument of policy and it is charged with the general direction and control for the government of Barbados. The Cabinet is collectively responsible therefore to Parliament.

From among the members of the two Houses, the Governor General, acting in accordance with the advice of the Prime Minister, appoints Parliamentary Secretaries to assist Ministers in the discharge of their functions.

The Leader of the Opposition is appointed by the Governor General.

Source: [Government Information Service - Chapter VI & Chapter VI \(cont.\)](#)

**Fact box:**

*chief of state:* Queen ELIZABETH II (since 6 February 1952), represented by Governor General Sir Clifford Straughn  
*HUSBANDS* (since 1 June 1996)  
*head of government:* Prime Minister Owen Seymour ARTHUR (since 6 September 1994); Deputy Prime Minister Mia MOTTLEY (since 26 May 2003)

## 2.3 Judiciary Branch

Supreme Court of Judicature (judges are appointed by the Service Commissions for the Judicial and Legal Services).

Barbados has an independent judiciary composed of Magistrate courts, which are statutorily authorized, and a Supreme Court, which is constitutionally mandated.

The Supreme Court consists of the High Court and the Court of Appeals, each with four judges. The Chief Justice serves on both the High Court and the Court of Appeals. Judges of the Supreme Court are appointed by the governor general on the recommendation of the prime minister after consultation with the leader of the opposition. In addition, the Governor General appoints lower court judges jointly with the Board of the Legal and Judicial Services Commission. Justices may remain in their posts until age 65 (the age limit can be extended to age 67), and may only be removed for misconduct, by the Governor General.<sup>9</sup>

The court of last resort is the Judicial Committee of Her Majesty's Privy Council in London, whose decisions are binding on all parties.

Source: [U.S. Department of State \(Background Notes\) - Barbados](#)

The Judicial Committee of the Privy Council serves as the highest court of appeal for several independent countries that were formerly part of the British Empire, the UK overseas territories, and the British crown dependencies. However, the Caribbean Court of Justice ([CCJ](#)) is a nascent regional judicial body intended to replace the Judicial Committee of the Privy Council.

The 'Agreement Establishing the Caribbean Court of Justice' ([click here](#)) was initially signed on 14 January 2001<sup>10</sup>, and the Revised Agreement Establishing the Caribbean Court of Justice Trust Fund entered into force on 27 January 2004 on signature by ten of the CARICOM Member States.<sup>11</sup>

<sup>9</sup> [Centro de Estudios de Justicia de las Americas - Barbados: Supreme Court](#)

<sup>10</sup> [Click here](#) for background documents

<sup>11</sup> The States that have signed the Revised Agreement as of February 2004 are: Barbados, Belize, Grenada, Guyana, Jamaica, St. Kitts and Nevis, St. Vincent and the Grenadines, Saint Lucia, Suriname and Trinidad and Tobago; [CARICOM - Press release \(11 February 2004\)](#)

The Caribbean Court of Justice is to be implemented as of March 2005. The CCJ will be based in Port of Spain, Trinidad.<sup>12</sup>

Source: [Project on International Courts and Tribunals - Caribbean Court of Justice](#)

## **2.4 Local Government**

The island is divided into 11 parishes and the city of Bridgetown for administrative purposes. There is no local government.

Source: [U.S. Department of State \(Background Notes\) - Barbados](#)

Local government was in operation for sometime until 1969. When it was introduced, each parish had its own local government system called the Vestry. The vestries were later abolished and the island divided into three areas - two districts served by councils and the third, the City of Bridgetown was given a City Council and a Mayor.

In 1967 the councils were abolished and local government affairs were administered by an Interim Commissioner for Local Government. Two years later the system ended, when the functions of the local government service were transferred to central government and statutory boards.

Source: [Government Information Service - History](#)

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<sup>12</sup> [Caribbean Net News - "The Caribbean Court of Justice: Is CARICOM ready?" \(9 November 2004\)](#)



## 3. The State and Civil Society

### 3.1 Ombudsperson

The Office of the Ombudsman hears complaints against government offices for alleged injuries or injustices resulting from administrative conduct. The Governor General appoints the Ombudsman on the recommendation of the Prime Minister in consultation with the Leader of the Opposition; Parliament must approve the appointment. The Ombudsman operates from within the Office of the Prime Minister.<sup>13</sup>

The Ombudsman serves until age 65 but may be extended for an additional 5 years. The office is prohibited from involvement in policy issues involving foreign affairs, immigration questions, and certain other matters. The office did investigate complaints of inappropriate behavior by police. The Ombudsman's reports are submitted to Parliament.

Source: [U.S. Department of State \(Human Rights\) - Barbados \(2003\)](#)

### 3.2 NGOs

[Click here](#) for the Barbados Association of Non-Governmental Organizations (BANGO).

### 3.3 Civil Society

The various trade unions were actively involved in the Public Sector Reform exercise and members of the union were consulted and also functioned as actors in the various committees.

Source: [Inter-American Development Bank \(Barbados\) - Civil Service Systems \(August 2002\)](#)

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<sup>13</sup>

## 4. Civil Service

There are approximately 28,000 persons employed in the public service. This includes central government and statutory boards, with the bulk employed in the former. The Ministry of the Civil Service is the agency with responsibility for human resource policy including staffing levels, salary administration, job evaluation, qualification standards and other conditions of service of public sector workers, including the collective bargaining process.

Source: [Country Paper on Collective Bargaining \(October 2003\)](#)

### 4.1 Legal basis

[Chapter VIII](#) of the **Constitution** sets out the establishment of the Judicial and Legal, Public and Police Services Commissions<sup>14</sup>, and also the appointment of judicial, legal and public officers. It also provides protection for the pension rights of the officers.

[Chapter X](#) deals with miscellaneous issues such as definitions, for example “a public officer is defined as the holder of any public office including any person appointed to act in any such office”.

The **Civil Establishment Act** makes provision for the establishment of offices in the Public Service and for the recruitment and remuneration of public officers. This is executed through various civil establishment orders; for example, the Civil Establishment (General) Order is the legal basis for the establishment of posts in the public service. The Order also sets forth ranks, classifications, and wages of public servants.<sup>15</sup>

The **Service Commissions (Public Service) Regulations** set the framework for the following:

- Functions and duties of the Commission;
- Appointments and Promotions;
- Probationary service, Termination of Appointments and Retirement;
- Discipline;
- Special provisions relating to the exercise by authorized officers of powers of appointment and discipline.

The Service Commissions (Police Service) Regulations, the Police (Discipline) Regulations and the Police (Promotion) Regulations all regulate the Police Service.

Source: [Inter-American Development Bank \(Barbados\)](#) - [Civil Service Systems \(August 2002\)](#)

### 4.2 Recruitment

Persons are selected for employment in the Civil Service on the basis of certain set criteria such as academic qualifications. The candidate is then selected based on his qualifications and possibly interviewed whenever a vacancy emerges. The Personnel Administration Division is the central recruiting agency for the Public service of

<sup>14</sup> The Public Service Commission consists of a Chairman and between three and five members that are appointed by the Governor General who is acting on the recommendation of the Prime Minister after consultation with the Leader of the Opposition. Members hold office for three years.

<sup>15</sup> [International Labour Organization \(NATLEX\)](#) - [Barbados: Public and civil servants](#)

Barbados. It provides employees for the various Ministries and Departments on request. Its recruitment and selection policies aim to obtain the number and quality of officers required to satisfy the employment needs of the public service. In order to provide workers for the various agencies,

Personnel Administration must ensure that vacancies are available and applicants meet the minimum qualification requirements for the posts. The number of posts in the Public Service, the qualification requirements and other conditions of service are laid down by statutes, administrative orders and collective agreements.

When a vacancy occurs, the Ministry/Department requests the Personnel Administration Division to fill it. They may either identify a suitable officer to fill the vacancy or request that one be provided. However, every job position in the Public Service has some basic qualification and /or work experience requirement to satisfy employment in the particular position. Entry into professional and technical positions usually require at least a basic professionally recognized qualification,

Source: [Inter-American Development Bank \(Barbados\) - Civil Service Systems \(August 2002\)](#)

### **4.3 Promotion**

Previously promotion was based mainly on seniority considerations and increments happened automatically. With the introduction of a Performance Management System, it is expected that promotion will be determined by merit and ability rather than on seniority.

Although there was a Staff Reporting Form, these forms were inadequate since they were not based on specific aspects of the work performed. It is hoped, though, the 'new' Performance Management System will impact on the way the performance of officers is gauged. The hallmark of the system will be better planning through the process of identifying and linking the objectives and strategies of the organization to the tasks of each public servant. One of the major aims of the system is to identify the strengths and weaknesses of officers in order that measures could be taken to offer them greater assistance in their effort to improve their performance.

Source: [Inter-American Development Bank \(Barbados\) - Civil Service Systems \(August 2002\)](#)

### **4.4 Remuneration**

The last wages and salaries classification scheme was introduced by the Government of Barbados in 1989. However, the Civil Establishment Order 2001 sets out the emoluments for the various positions, the number of positions, and the emoluments according to Ministries and Departments in the Public Service. These positions are coded as either S, P, C, or Z. The highest position (S1) carries with it an annual emolument of EC\$91,667.76 while the lowest position in the C scales carries with it an annual emolument of EC\$16,629.60. The compression ratio between the top and bottom levels thus was 5.5.

Allowance was introduced in the public service as a means of compensating police, prison and nursing officers for extra hours which they are required to work.<sup>16</sup>

Generally officers of the Public Service along with representatives of the various trade unions perceived salaries to be fair in comparison with their private sector counterparts in the lower and middle levels. At the higher levels or top managerial positions, however, the salaries were far lower than comparative positions in the private sector.

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<sup>16</sup> See p. 39 of source for specific information.

#### 4.5 Training

The Training Act makes provision for the establishment of a Training Fund and a Training Loan Fund. The latter fund is used to make loans to public officers and public employees for the purpose of assisting them to pursue a course of study of training approved by the Minister.

The Training Administration division has a total of twenty employees of which 10 are Training Officers. This Division provides the following training services to the Public Service:

- Processing of study and training leave applications on behalf of public officers;
- Providing local in-service training courses, seminars and workshops;
- Providing in- house consultancies on training to Ministries and Departments;
- Assisting in the identification of training needs within Ministries and Departments;
- Processing requests for loans form The Training Loan Fund;
- Providing library services.

To date 2000 public officers have been trained in a number of courses including Accounting, Information technology, Management, Self development, Languages and General Skills. The Training Administration Division also provides specific programmes for Civil Service managers such as the General Management Courses, Levels 1- 5.

Officers of the Training Administration Division face two major challenges namely, the small number of training officers and the lack of proper training venues. However, they have indicated that there is a generous budget for training and that the Government of Barbados also funds Training Leave along with Study Leave. In addition, funding is provided for four senior officers to pursue a Masters in Business Administration.

Source: [Inter-American Development Bank \(Barbados\)](#) - [Civil Service Systems \(August 2002\)](#)

#### 4.6 Gender

Distribution of employees in the Civil Service by gender:

Country	Male	Female
Bahamas	45	55
Barbados	44	56
Guyana	39	61
Suriname	48	52

Source: [Institution](#) - [The Civil Service in Latin America and the Caribbean \(August 2001\)](#)

## 5. Ethics and Civil Service

### 5.1 Corruption

2003 CPI Score" relates to perceptions of the degree of corruption as seen by business people and country analysts and ranges between 10 (highly clean) and 0 (highly corrupt).

Corruption Perceptions Index							
		2003 CPI Score	Surveys Used	Standard Deviation	High-Low Range	Number Inst.	90 percent confidence range
Rank	Country						
1	Highly clean	9.7	8	0.3	9.2 - 10.0	4	9.5 - 9.9
..	Barbados	..	..	..	..	..	..
133	Highly corrupt	1.3	8	0.7	0.3 - 2.2	6	0.9 - 1.7

Source: [Transparency International](#) - [Corruption Perceptions Index 2003](#)

**Surveys Used:** Refers to the number of surveys that were used to assess a country's performance. 17 surveys were used and at least 3 surveys were required for a country to be included in the CPI.

**Standard Deviation:** Indicates differences in the values of the sources. Values below 0.5 indicate agreement, values between 0.5 and c. 0.9 indicate some agreement, while values equal or larger than 1 indicate disagreement.

**High-Low Range:** Provides the highest and lowest values of the sources.

**Number Institutions:** Refers to the number of independent institutions that assessed a country's performance. Since some institutions provided more than one survey.

**90 percent confidence range:** Provides a range of possible values of the CPI score. With 5 percent probability the score is above this range and with another 5 percent it is below.

Source: [Institution](#) - [Title](#)

### 5.2 Ethics

The process for discipline is set out in The Service Commissions (Public Service) Regulations 1978, Part V. It states, inter alia:

The power vested in the Commission by section 94 of the Constitution with respect to the removal of officers and the exercise of disciplinary control over them shall be exercised by the Commission.

Reports of misconduct by officers shall be investigated in such manner as the Commission determines.

Disciplinary procedures are also set out in the General Orders for the Public Service of Barbados 1970.

In attempting to reform the Public Service, as far as discipline is concerned, the government proposed that two complementary codes, a Code of Conduct and a Code of Discipline be introduced. The Code of Conduct seeks to circumscribe the behaviour that would be deemed acceptable and those activities that should be proscribed. The Code will cover areas such as punctuality, absence from duty, employment activities, gifts and bribes, the handling of records, information and documents, the engagement in political activity, strikes, criminal conviction, sexual harassment, the

use of information technology and the internet, and adherence to legislation. In other words this Code outlines the behaviours expected of public

Source: [Inter-American Development Bank \(Barbados\) - Civil Service Systems \(August 2002\)](#)

## 6. e-Government

### e-Government Readiness Index:

The index refers to the generic capacity or aptitude of the public sector to use ICT for encapsulating in public services and deploying to the public, high quality information (explicit knowledge) and effective communication tools that support human development.

The index is comprised of three sub-indices: Web Measure Index, Telecommunications Infrastructure Index and Human Capital Index.

### Web Measure Index:

A scale based on progressively sophisticated web services present. Coverage and sophistication of state-provided e-service and e-product availability correspond to a numerical classification.

### Telecommunications Infrastructure Index:

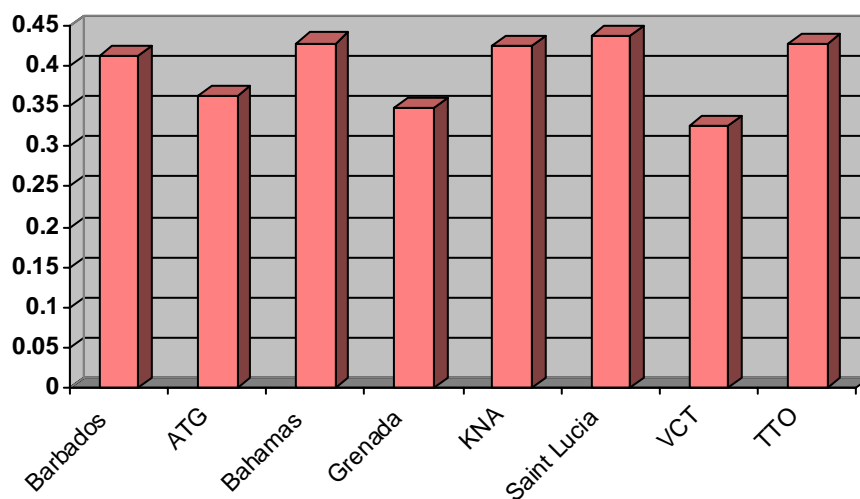
A composite, weighted average index of six primary indices, based on basic infrastructural indicators that define a country's ICT infrastructure capacity.

Primary indicators are: PC's, Internet users, online population and Mobile phones. Secondary indicators are TVs and telephone lines.

### Human Capital Index:

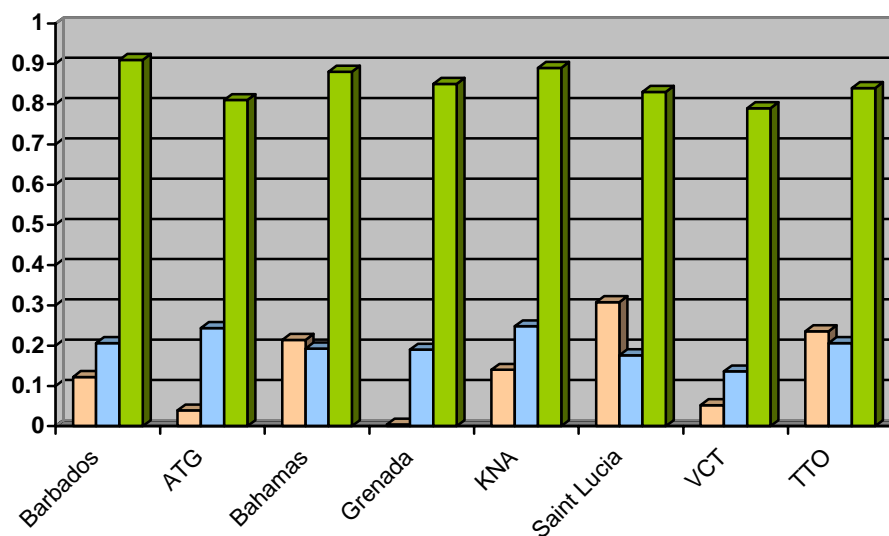
A composite of the adult literacy rate and the combined primary, secondary and tertiary gross enrolment ratio, with two thirds of the weight given to adult literacy and one third to the gross enrolment ratio.

### e-Government Readiness Index



ATG – Antigua & Barbuda; KNA – St. Kitts and Nevis; VCT – St. Vincent & Grenadines; TTO – Trinidad & Tobago  
Source: United Nations – World Public Sector Report 2003

### Web Measure Index Telecom. Infrastructure Index Human Capital Index



Source: United Nations – World Public Sector Report 2003

#### e-Participation Index:

Refers to the willingness, on the part of the government, to use ICT to provide high quality information (explicit knowledge) and effective communication tools for the specific purpose of empowering people for able participation in consultations and decision-making both in their capacity as consumers of public services and as citizens.

#### e-information:

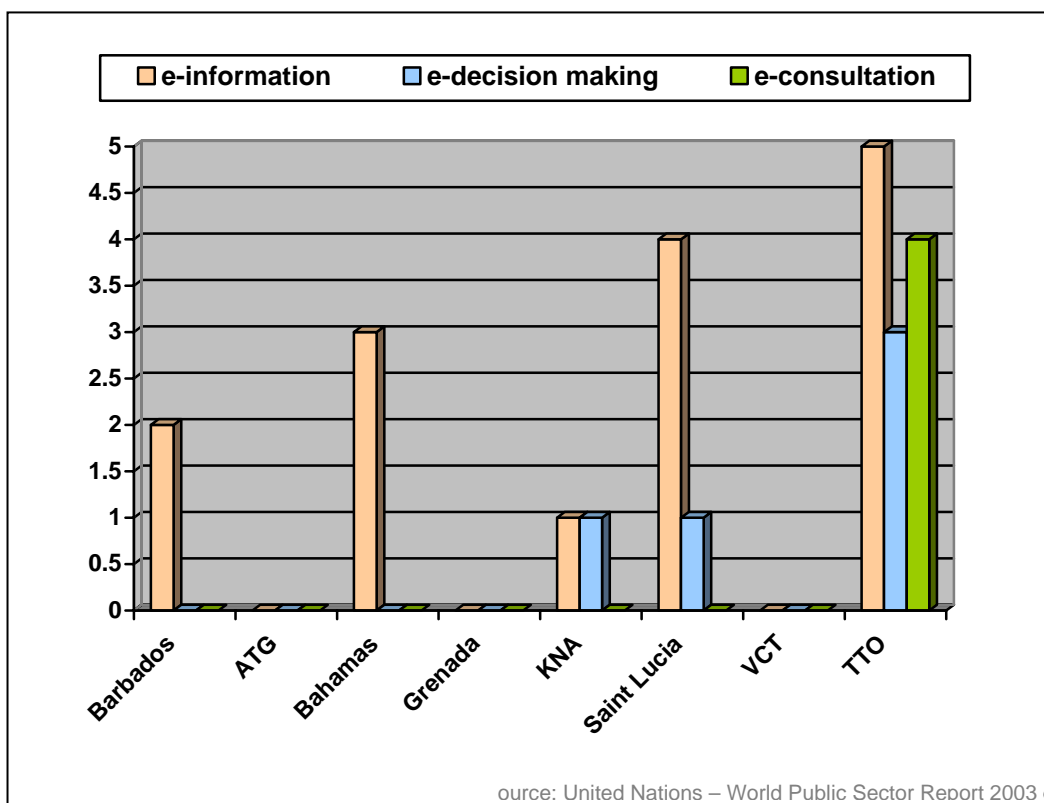
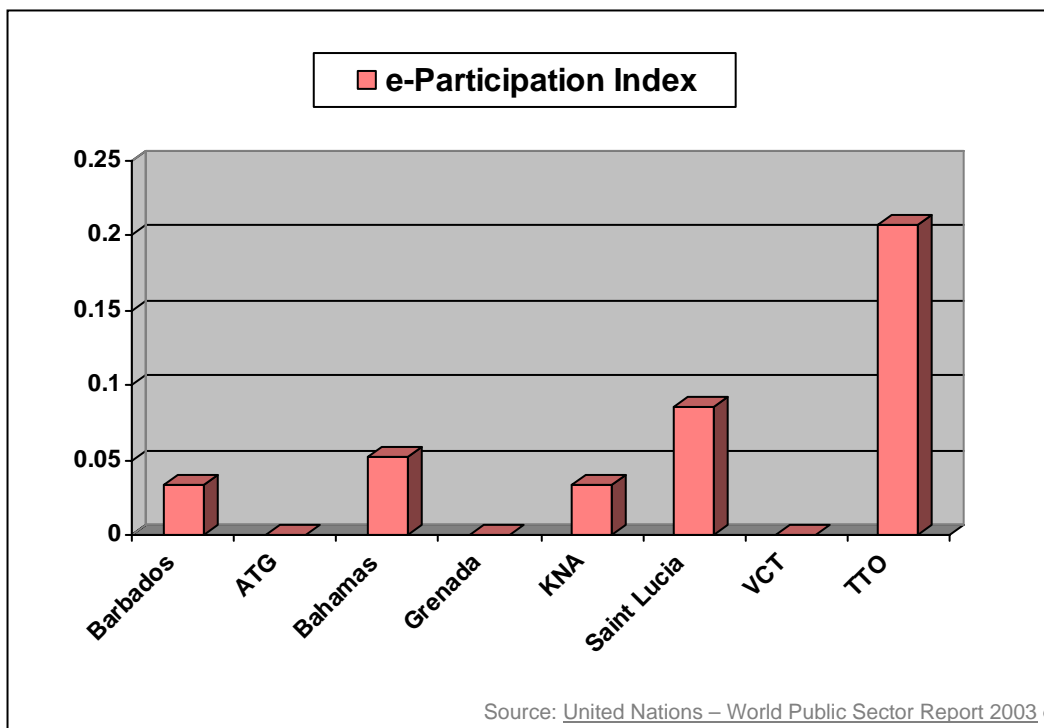
The government websites offer information on policies and programs, budgets, laws and regulations, and other briefs of key public interest. Tools for disseminating of information exist for timely access and use of public information, including web forums, e-mail lists, newsgroups and chat rooms.

#### e-decision making:

The government indicates that it will take citizens input into account in decision making and provides actual feedback on the outcome of specific issues.

#### e-consultation:

The government website explains e-consultation mechanisms and tools. It offers a choice of public policy topics online for discussion with real time and archived access to audios and videos of public meetings. The government encourages citizens to participate in discussions.





### **6.3 ICT**

The Government of Barbados has introduced a programme called "Tax Administration and Public Expenditure Management". As part of this major initiative, three systems comprising eight software modules were launched. Of these eight modules, two (Payroll and Personnel) were within Human Resources

Essentially, the system manages human resources functions from hiring through termination including personnel administration and payroll and benefits processing. The personnel and payroll modules enable ministries to develop more efficient processes for hiring training and retraining of its workforce and management of information and processes for administering, calculating and disbursing the payment of wages, salaries and other forms of compensation.

The systems were at first centralized at the Ministry of the Civil Service, Personnel Administration Division, The Treasury Department and the Data Processing Department. This new system allowed rapid access to information on officers assigned to the ministries or departments.

The module facilitates the maintenance of information on the requirements, duties and compensation of each position within ministries and departments thereby affording ready access to this information. It also provides activities to record and manage a wide range of information related to employee assignments, leave, qualifications and other personal data. The module assists in the recruitment process by tracking recruiting source details, defining the processes by which hiring is done, managing applications and applicant information, tracking costs and converting successful applicants to hired employees. The Personnel Department will be the primary user of this module in their recruitment activities.

The Personnel module of the Human Resources system was launched in July 1999 and the first payroll was run in November 1999.

Source: [Inter-American Development Bank \(Barbados\)](#) - [Civil Service Systems \(August 2002\)](#)

## 7. Links

7.1 National sites	
Authority	Topic
Office of the Prime Minister	<a href="http://www.primeminister.gov.bb">http://www.primeminister.gov.bb</a>
Government Information Service	<a href="http://www.barbados.gov.bb">http://www.barbados.gov.bb</a>
Ministries/Agencies	<a href="http://www.barbados.gov.bb/ministries.htm">http://www.barbados.gov.bb/ministries.htm</a>
Parliament	<a href="http://www.parliamentbarbados.gov.bb/">http://www.parliamentbarbados.gov.bb/</a>

7.2 Miscellaneous sites	
Institution	Topic
Caribbean Community (CARICOM)	<a href="http://www.caricom.org/">http://www.caricom.org/</a>
Caribbean Development Bank (CDB)	<a href="http://www.caribank.org/">http://www.caribank.org/</a>
Commonwealth Association for Public Administration and Management	<a href="http://www.capam.comnet.mt/">http://www.capam.comnet.mt/</a>
Development Gateway	<a href="http://www.developmentgateway.org/countryprofile/...">http://www.developmentgateway.org/countryprofile/...</a>
European Union (EU)	<a href="http://europa.eu.int/comm/development/body/country/...">http://europa.eu.int/comm/development/body/country/...</a>
Inter-American Development Bank (IADB)	<a href="http://www.iadb.org/exr/country/eng/barbados/">http://www.iadb.org/exr/country/eng/barbados/</a>
Organization of American States (OAS)	<a href="http://www.oas.org">http://www.oas.org</a>
Organization of Eastern Caribbean States (OECS)	<a href="http://www.oecs.org/">http://www.oecs.org/</a>
Unit for the Promotion of Democracy (UPD) - OAS	<a href="http://www.upd.oas.org">http://www.upd.oas.org</a>
UNPAN	<a href="http://www.unpan.org/virtual_library-byregion.asp">http://www.unpan.org/virtual_library-byregion.asp</a>
United Nations Development Programme (UNDP)	<a href="http://www.bb.undp.org/">http://www.bb.undp.org/</a>
World Bank (WB)	<a href="http://www.worldbank.org/oecs">http://www.worldbank.org/oecs</a>