



# BARBADOS : A Commitment for Results

22 April 2022



*International Trends in Government Performance Management*  
**THE 2022 MARC HOLZER PUBLIC PERFORMANCE SYMPOSIUM**

Presentation by  
**Senator Dr. The Honourable Shantal Munro-Knight**  
**Minister in the Prime Minister's Office**  
**Barbados**

## BARBADOS: QUICK FACTS

- A Caribbean small island developing state of 431 square kilometres
- Population approximately 269,806 and our most abundant natural resource
- Independence from Britain on 30 November 1966
- Declaration as a parliamentary Republic on 30 November 2021
- The Head of State: the President, Her Excellency The Most Honourable Dame Sandra Mason, FB, GCMG D.A., Q.C., LLD
- The Head of Government : the Prime Minister, the Honourable Mia Amor Mottley, Q.C. M.P

## BARBADOS: QUICK FACTS

- A bicameral legislature: an appointed 21-member Senate, the Upper Chamber, and the elected 30-member House of Assembly, the Lower Chamber.
- 19 Ministries of central Government , with several Departments falling under them.  
Also under these Ministries: various statutory bodies including commercial and non-commercial state-owned enterprises
- A very open, service economy highly vulnerable to exogenous shocks.  
  
Dependent predominantly on tourism and also financial services  
Relatively good export performance in food and beverage  
Emerging sectors: renewable energy, the creative sector et alia  
Incipient sectors: life sciences, the blue economy, inter alia

**THE SIGNIFICANCE OF  
PUBLIC SERVICE  
DELIVERY TO  
BARBADOS**

Public service delivery, which has made possible the levels of human development that the country has achieved, represents the keystone in the foundation of socio-economic development in Barbados

The Government of Barbados is currently implementing a major restructuring initiative, called the Barbados Economic Recovery and Transformation Plan. It is designed to put the country back on a path of solvency and stability

Public service delivery is critical for:

- governance and security of the nation
- making our economy fit-for-purpose
- an enabling environment for commerce and investment
- the welfare needs of our citizens
- fulfilment of our roles in international affairs

**ABSENCE OF  
ARRANGEMENTS FOR  
HOLISTIC EVALUATION  
OF ORGANIZATIONAL  
PERFORMANCE**

At the institutional or organizational level, there exists no system-wide arrangement in the public sector to measure performance and evaluate results.

There are stages and structures for performance reporting, monitoring, and reviewing. However, these arrangements are not enough to allow us to monitor and evaluate results with the degree of scope, structure, regularity, consistent technical rigour, and accountability that we need

The Government of Barbados seized the opportunity presented by the Commonwealth offer of training in 2019 and 2021 in Government Performance Management and the Commitment for Results (CFR) programme.

Features of the CFR programme that informed Barbados' decision to incorporate it into the public sector include:

- orientation towards results rather than process
- a planning framework document that is clearly and precisely structured
- requirement for weighted and thereby prioritized objectives.
- provision for gradations of Success Indicators (SIs) and deviations from the target
- a scale of criteria values and thus reduced the scope for subjective evaluation
- identification of persons responsible and accountable for actions
- calculation of a composite score based on the SIs and criteria values
- a citizen-centric culture
- promotion of incentive systems
- promotion of linkages with employee performance

**RATIONALE  
FOR ADOPTING  
THE CFR**

**CFR POLICY OBJECTIVES AFFIRMED IN GOVERNMENT'S MANIFESTO  
FOR THE GENERAL ELECTIONS OF 19 JANUARY 2022**

**1. CLARITY OF GOALS  
AND OBJECTIVES:**

Clear Expectations from all government organisations Ministries, Departments and Agencies (MDAs)- know what results are expected from them

**2. TRANSPARENCY OF  
GOVERNMENT OPERATIONS:**

Expectations from each Ministry Department and Agency are to be documented in the Commitment For Results programme document prepared at the beginning of the year.

**3. ACCOUNTABILITY  
FOR DELIVERY OF  
RESULTS:**

Performance of MDAs will be judged against results delivered and agreed in CFRs approved at the beginning of the year.

**4. COORDINATION AMONG GOVERNMENT ENTITIES:**

CFRs will incorporate a whole-of-government approach by including team targets for a group of MDAs as well as mandatory targets for all MDAs.

**CFR POLICY OBJECTIVES AFFIRMED IN GOVERNMENT'S MANIFESTO  
FOR THE GENERAL ELECTIONS OF 19 JANUARY 2022**

**5. INCENTIVISING TO  
DELIVER RESULTS**

Individual performance appraisal will be linked to departmental CFRs and hence all employees work in a coordinated fashion and by a measurable objective standard to achieve approved results in CFR.

**6. ECONOMY IN  
GOVERNMENT  
OPERATIONS.**

MDAs will be required to specify the cost of all deliverables in CFR and also report financial performance.

**7. SERVICE ORIENTATION**

CFRs will include Service Charters and Grievance Redress Mechanisms to ensure MDAs serve citizens more effectively. Commitment for Results therefore is a mechanism for delivering to the public better results from Government operations and services.



## **CORE VALUE: DELIVER FOR ALL**

The President's Address on the occasion of the opening of Parliament on 4 February 2022 established this commitment to deliver for all as one of five Core Values of Government's programme.

“Core Value 2 - Government Must Deliver For ALL, by becoming a model of ethical leadership which inspires confidence and builds public trust by delivering on its promises; creating a people-centred culture; being fair; transparent; inclusive; efficient; and by incentivising the public and private sectors and individual citizens to perform and to embrace excellence. Further, as the country's largest employer and service provider, the government must deliver to all its stakeholders, including employees, customers, and suppliers.”

**INSTITUTIONAL  
ARRANGEMENTS  
AND  
TECHNICAL ASSISTANCE**

- **January 1, 2022**-Assignment of a Permanent Secretary for the CFR
- **January 26, 2022**- Appointment of a Minister in the Prime Minister's Office with responsibility for the CFR, Senator Dr. The Hon Shantal Munro-Knight
- **March 17, 2022**- Cabinet approval for various proposals for institutional arrangements: creation and staffing of a CFR Department, legislation on the CFR, an independent monitoring and review committee, et alia
- **Ongoing from April 2021**: technical assistance from the Commonwealth Secretariat led and coordinated by the Secretary General's Special Envoy for the Sustainable Development Goals, Professor Prajapati Trivedi, and the Governance and Peace Directorate of the Secretariat
- **Ongoing from January 2022**: preparations for the submission of a CFR 2022-23

**STRATEGIC OBJECTIVE  
AND SOME KEY STEPS FOR  
THE WAY FORWARD**

**Strategic Objective:**  
Embed the incorporation of the CFR in the public sector system

Some of the key steps towards this Objective:

- creation of an incentive system for organizational performance
- development of transformational leadership and technical leadership
- removal of silo mentalities

**End of Presentation**

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A Commitment for Results**

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**Panel 1:  
*International Trends in Government Performance Management***

***THANK YOU !***



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