

ABSTRACT

The Jamaican Bureaucracy of the 1974-80 needed radical changes to cope with demands arising from the 'new found' consciousness of the mass of the people. The basis of this thesis is that the Jamaican Bureaucracy of the period was incapable of providing the type of transformative administration necessary to implement the policies of the 'democratic socialist' government of the Peoples National Party.

Whilst the study portrays the Jamaican Bureaucracy as a structural relic of colonial pattern of administration, and not suitable for socialist development strategies, the study has not confined its examination to the Jamaican Bureaucracy, but views the capacity of other socialist bureaucracies - Chile, Cuba and Tanzania - to manage socialist transformation. This has helped the understanding of the Jamaican situation, as similar problems did reveal themselves due to the same inadequate, irrelevant, unsuitable bureaucratic structures which all regimes attempted to use. Exposure to the works of Mesa Lago, Delfosse, Heyden has been exceptionally rewarding.

The study also points to how some of these problems were solved in Cuba and Tanzania (countries still adopting a socialist path). The intention was to see how these solutions could be adopted by the Jamaican Bureaucracy in its socialist transformation.

The study is heavily based on the ideology of socialism; therefore, it was instructive that modern ideology and comparative public policies be examined. The works of Watkins and Heideheimer have been very valuable in this context. This ideological emphasis sought to express that socialism represents a search for a 'just' economic path which the populace of poor countries are forever seeking. Socialism as a modern ideology is seen as evolving out of the failure of capitalism to make real its optimistic promises of economic welfare to the mass of the people.

The methodology used for the study involved an understanding of socialism particularly Third World Socialism. The works of Delfosse - 'Socialism in the Third World'; Castles - 'Social Democratic Image of Society'; Jay - 'Socialism in the New Society'; Bendix - 'Work and Authority in Industry'; Sabine - 'A History of Political Theory'; Stone - 'Democracy

and Clientelism in Jamaica'; Watkins - 'The Age of Ideology (1750 to present); Nyerere - 'Freedom and Development', 'Freedom and Socialism', provided a wealth of instructive material for the theoretical base.

Two case studies on Urban Farm Programme (Ministry of Agriculture Urban Programmes and Bellevue Hospital Farm Projects) were studied for administrative comparisons. The successes of the Bellevue Hospital Farm showed administrative efficiency and structural capacity to manage change. The study projected how these points of success could be used by public sector bureaucrats in such developmental programmes. The problem associated with the Ministry's Urban Farm Programme served to highlight some of the obstacles to transformative administration.

In concluding, it was stressed that the capacity of public bureaucrats to manage socialist transformation, involves training, political education (for change agents and recipients) and unity of ideological perception among leaders.