

BARBADOS HUMAN RESOURCE DEVELOPMENT

PROGRAMME IMPLEMENTATION UNIT

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1. BACKGROUND INFORMATION

1.1 Beneficiary country

Barbados

1.2 Contracting Authority

National Authorising Officer of Barbados.

1.3 Relevant country background

Barbados, a country-island of 431 square kilometres, ranks high among Latin America and the Caribbean (LAC) countries in terms of social and economic indicators. Over the 44 years since independence, Barbados has been transformed from a low-income economy dependent on sugar production into an upper-middle income economy that, while relying heavily on tourism and financial services, has been resilient in the face of external shocks. With a Gross Domestic Product of USD 3.4 billion (at current market prices), a population of about 275,000 and a per capita income of USD 12,455 (over USD 18,000 on a Purchasing Power Parity basis) poverty is amongst the lowest in the Caribbean.

Within the context of the current global recession, Barbados has been facing several economic and financial challenges. Protracted global economic slowdown has resulted in the Barbados economy remaining stable in 2011, following a marginal upturn over the similar period in 2010. In 2011, the weak output performance was reflected in a higher unemployment rate, which at the end of the third quarter was 11.5% compared to 10.8% in the comparable period one year earlier. The average inflation rate for 2011, driven by continued advances in international oil prices, increased to 8% from an average of 3% in 2010. With respect to the Government's finances, GoB managed to reduce its deficit from 7.4% of GDP to 4.8% of GDP for the period April to December 2011 in line with the revised targets of the Government's Medium Term Fiscal Strategy (MTFS). Barbados' trade balance with the rest of the world also saw some improvement in 2011 due to higher capital inflows which overshadowed a small increase in the country's current account deficit.

Barbados is highly susceptible to the effects of globalisation¹. On one hand, it has benefited from increased access to investment resources (both portfolio and direct foreign investment), trade liberalisation, and the enhancement of information technology, which have led to reductions in transaction costs and prices. It has however also led to the decline of manufacturing and agriculture resulting from greater exposure to strong foreign competition, loss of preferential market access for sugar, and increased pressure on Barbados' fixed currency exchange rate regime. In addition, the current global recession has resulted in the imposition of more prudent fiscal policies and restraints. Barbados' exchange rate (which is pegged to the US dollar) has provided a long period of price stability, which has had a favourable impact on inward investment.

The increasing exposure of the economy to globalisation has resulted in changes in work places practices, organisational structures, and cultural attitudes. New entrants to the labour market and those in it cannot necessarily expect to remain in the same job for the rest of their lives. People will have to change jobs more frequently than in the past and thus will require upgrading or retraining.

The GoB continues to place emphasis on the development of human and social capital, through

¹ Globalisation is defined as the process of increasing international economic activities.

investment in education and strategies that prepare a labour force that can meet the demands of a dynamic open economy. The GoB places emphasis on promoting lifelong learning; development of a seamless educational system; provision of second chance educational opportunities; expansion of provision and quality of technical and vocational education and training; improvement of participation in adult and continuing education; and establishment of an internationally recognised national qualifications framework.

The Barbados Human Resource Development Strategy defines the strategic interventions, outputs, outcomes, and indicators for human resource development over the period 2011-2016. This strategy includes the execution of several crucial development initiatives by private and public entities aimed at improving Barbados' human capacity in areas such as technical and vocational education, financial services, international business, information and communication technology, health, and hospitality.

1.4 Current state of affairs in the relevant sector

As is the case in many countries, the tertiary education and training sector has grown more in response to social demand (i.e. the number of students applying for places) rather than market demand (i.e. the needs of employers). The growth of enrolments in tertiary institutions (Table 1.8) is partly due to the Government's policy of expanding access. Such growth will need to be evaluated in terms of efficiency (cost of inputs) and effectiveness (employment in areas for which students were trained) and quality.

As is the case in many countries, the tertiary education and training sector has grown more in response to social demand (i.e., the number of students applying for places) rather than market demand (i.e., the needs of employers). The growth of enrolments in tertiary institutions is partly due to the Government's policy of expanding access. Such growth will need to be evaluated in terms of efficiency (cost of inputs) and effectiveness (employment in areas for which students were trained) and quality.

There is growing gender imbalance within the Barbados education system, reflected in a declining level of participation of males at higher educational levels.

1.5 Related programmes and other donor activities:

Donor coordination within the education and training sector has to date been on a limited ad-hoc basis including, cooperation between the Caribbean Development Bank and Inter-American Development Bank on the Education Sector Enhancement Programme. The current Human Resource Development Strategy is being undertaken as a coordinated effort of the Ministry of Education and Human Resource Development (MEHR), Ministry of Labour, and the Public Investment Unit of the Ministry of Finance and Economic Affairs.

The Inter-American Development Bank is also investing monies into the Education and Human Resources Sector through the Education Support Programme to support Government's efforts to improve the skills and qualifications of youth in transition from school to the labour market as the country seeks to create a highly skilled labour force. The programme will focus its interventions through strengthening the school-to-work transition; improving overall quality of the education system; and strengthening policy and strategic planning capabilities. In addition, the CDB will also be supporting the MEHR through a quality enhancement component of the new financing agreement which will target teacher education, preparation, and professional development.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1 Overall objective

The overall objective of the Barbados Human Resource Development Programme is to strengthen the long-term sustainability by enhancing competitiveness of the economy through the sustained development of the human resource base. To this end a Programme Implementation Unit (PIU) will be established to undertake the implementation of the programme.

2.2 Purpose

The purpose of the PIU consultancy is as follows:

- To provide technical and administrative support to the MEHR to ensure the timely and effective implementation of the Barbados Human Resource Development Strategy 2011-2016.

2.3 Results to be achieved by the PIU Consultancy

The results of the technical and administrative programme support will serve to realize the timely and efficient implementation of the HRD Strategy by ensuring that the following milestones are achieved:

- Improved system for the continuous audit of skills in the public sector.
- Improved framework for a Skills Needs Assessment mechanism developed for the public service.
- Framework protocols for career path development within the public service developed.
- Improved system for the certification of public sector initiatives.
- A comprehensive Human Resource Development Strategy implemented to deliver more strategic, needs-based and targeted interventions;
- Framework for Skills Needs Assessment Mechanism developed allowing for systematic and regular consultation with all relevant stakeholders.
- Improved system of national certification and accreditation.
- Enhanced framework for the provision of education and training services from private service providers.
- Improved framework for skills development linked to competitive sectors and facilitating private sector involvement in the provision of training;
- Enhanced system/framework for the collection and dissemination of Barbadosø labour market information.

3. ASSUMPTIONS & RISKS

3.1 Assumptions underlying the project intervention

It is assumed that there is sufficient commitment from the Ministry of Education and Human Resource Development (MEHR), the Ministry of Labour and Social Security (ML) and other key stakeholders to cooperate and provide the necessary logistical support to ensure that the HRD Strategy is implemented efficiently and effectively.

3.2 Risks

The ability to mobilise and encourage the full participation of stakeholders may pose several risks.

4. SCOPE OF THE WORK

4.1 General

4.1.1 Project description

The Ministry of Education and Human Resource Development (MEHR), in collaboration with the Ministry of Labour and Social Security, with the assistance of the European Union (EU) has embarked upon the Barbados Human Resource Development Strategy (HRDS) 2011-2016. The HRD Strategy officially began in January 2011 with the signing of the Financing Agreement between the Government of Barbados (GOB) and the European Union (EU).

The Barbados Human Resource Strategy 2011-2016 (HRDS) is a comprehensive, coordinated, multi-sectoral programme that seeks to harmonise efforts at human resource development. This initiative will sustain the investment in human resource development through the provision of an effective education and training system. The HRD Strategy is premised on a seamless, high quality, demand-driven, enabling environment aimed at empowering citizens to actively contribute to sustainable growth and development in a dynamic and globally competitive economy. The HRD Strategy recognises the need to provide a solid basic education and to promote lifelong learning as the foundation for every individual's personal and professional development. It adopts a holistic approach to human resource development which facilitates strategic linkages among stakeholders.

The overall objective of the Strategy is to support the Government of Barbados (GOB) in its efforts to increase competitiveness and allow sustainable growth and poverty alleviation. Specifically, the outcome is to provide a framework for strengthening human resource and skills development, while improving employability and overall productivity of Barbadians.

The HRD Strategy stands on five pillars of strategic intervention. These goals are:

1. Creation of an enabling environment for human resource development through institutional strengthening and capacity building;
2. Development of an internationally-recognised national qualifications framework;
3. Development of a demand-driven professional development and training services;
4. Rationalisation of knowledge management systems and improved information access; and,
5. Enhancement of research to improve innovation, entrepreneurship, and development capacity.

Several benefits will be derived from the Strategy:

Staff in many departments and agencies of Government will benefit from capacity building and educational programmes of the strategy, resulting in a better trained civil service capable of providing more effective services to the public. This will allow Government ministries to make better use of more highly trained staff.

The development of a National Qualification Framework (NQF) will provide for better educational quality to all students and trainees in the educational system. Qualifications previously unrecognised will now be acknowledged allowing progress to higher education levels. The registration and accreditation of more educational institutions will result in higher educational standards being provided across the system. This will promote enhanced confidence amongst the public in education and the educational programmes offered by those Institutions that have registered with the Barbados Accreditation Council.

The development of Caribbean Vocational Qualifications (CVQs)/National Vocational Qualifications (NVQs) will result in more consistency and strengthening of standards across the educational system. Certificates and diplomas awarded to vocational education graduates will be consistent and more widely recognised. In addition, there will be enhanced employability of educational recipients, particularly those that have pursued TVET areas, through the upgrade of their skills sets.

The development of a comprehensive knowledge management system will result in more effective labour market planning and the delivery of more market relevant educational programmes. Policymakers in Government will have access to current information on the labour market whereas career planning experts will have the necessary information to provide students and job seekers with advice on job opportunities and career paths. Educational institutions will have the information to develop those programmes which respond to market needs.

The implementation of a Competency Based Education and Training (CBET) system will result in more relevant assessable and higher quality education and training services.

The development and promotion of a research culture enhance potential for the development of new technologies resulting in the production of more local products. Additional benefits include easier access to financing for small and micro-business entrepreneurs, and increased number of persons pursuing self-employment opportunities.

To facilitate improved coordination of the HRD function, the MEHR has established a Programme Implementation Unit. The developmental process is expected to evolve from a small core team implementing the HRD Strategy, to a fully functional HRD Division by the end of the programme period. Whereas HRD functions are currently being spread across multiple government agencies, it is expected that current intervention will provide better harmonisation and consolidation.

The temporary post of HR Specialist was established in 2008 but to date, the Ministry of the post has not been filled and critical HRD policy- and legislative-related programme activities have not been implemented. The short-term consultancies will provide some measure of technical and administrative support to the coordination efforts of the MEHR

4.1.2 Geographical area to be covered

Barbados

4.1.3 Target groups

The public and private sectors and the public constitute the target groups. The key stakeholders are those Government departments directly involved in the development of human resources and the

collection and dissemination of labour market information. They include: the Ministry of Education and Human Resource Development (MEHR); the Ministry of Labour and Social Security (ML); the Ministry of the Civil Service (MCS); Personnel Administration Division (PAD); Training Administration Division (TAD); the Office of Public Sector Reform (OPSR); and the Barbados Statistical Service (BSS). Private sector stakeholders include the Barbados Private Sector Association (BPSA), the Barbados Chamber of Commerce and Industry (BCCI); and the Barbados Employers Confederation. The umbrella body for workers' union, the Congress for Trade Unions and Staff Associations (CTUSAB) is also a major stakeholder.

4.2 Specific activities

The Short-term consultants will undertake the following tasks:

4.2.1 Key expert 1: Programme Coordinator (This consultancy has already been filled)

Facilitating the coordination, management, and implementation of the Human Resource Development Strategy (as a development project) through:

- Facilitate the coordination, management, and implementation of the Human Resource Development Programme.
- Assist with the managing and tracking of all financial/budgetary aspects of the project, including project close-out process.
- Collaborate with major stakeholders to ensure the achievement of the project objectives.
- Manage the quality assurance aspects of the project.
- Ensure that all specifications, performance indicators, and timelines are achieved.
- Oversee the procurement of services and or programmes in accordance with Government policies and procedures.
- Direct preparation and submission of monitoring and evaluative reports to the Permanent Secretary, through the Programme Steering Committee.
- Perform any other duties that may be assigned from time to time.

4.2.2 Key expert 2: Human Resource Development Expert

- Focus on the implementation of the human resource policies and initiatives; facilitate the regulatory and legislative frameworks, and direct training and development and career path development programmes aimed at building the human resource capacity at the national level.
- Collaborate with the appropriate agencies and organizations in the conceptualization and execution of strategies and programmes aimed at the development and maintenance of a national human resource capacity to sustain the economic and social progress of the country.
- Develop a blueprint for the transformation of the existing Personnel Department of the Ministry of Education and Human Resource Development into a comprehensive Human Resource Division to position it as a model for roll-out throughout the public sector.
- Make recommendations with respect to the institutional arrangements, protocols, and mandate of a central management agency if it is deemed feasible.

- Develop of as blueprint for the establishment of a National Career Planning and Counselling (NCPC) Unit under the Ministry of Education and Human Resource Development to coordinate career counselling activities for all students and to provide the necessary support.
- In collaboration with other programme stakeholders, develop the framework for internal and external evaluations and audits and provide the necessary support for evaluation and audit exercises.
- Review an ongoing basis, strategic documents governing the building of skills and human resource development initiatives within the public sector, including the Public Service Act and Regulations, the Performance, Review and Development System (PRDS) and the Strategic Plans of the Ministry of Labour, the Ministry of the Civil Service and the Ministry of Education and Human Resource Development.

4.2.3 Key expert 3: Programme Officer (Operations)

Assist the Programme Coordinator (HRDS) and Human Resource Development (HRD) Expert with the necessary technical and research support to ensure effective project implementation of the HRDS.

- Provide technical, administrative and operational support and guidance to ensure the efficient and effective planning, implementation, coordination, monitoring and evaluation of the Barbados Human Resource Development Strategy 2011-2016;
- Monitoring and facilitating full compliance of all components with the implementation and technical requirements of the programme;
- Gather and record information about progress and result of subcomponents, components, then prepare detailed reports to compare actual result with plan, highlight difficult problems in implementing sub-programme and recommend resolutions;
- Undertake the monitoring and evaluation of performance indicators and outcomes against the targets, as agreed indicated in the Performance Assessment Framework and the Implementation Plan;
- Help to develop and coordinate research dissemination and follow-up activities, including providing substantive advice on the future direction of the program;
- Provide technical assistance to government institutions and other stakeholders that are involved in the implementation of the HRDS on Human Resource Development and project cycle management and reporting. These inputs should support the national and organisational ownership and sustainability of results; and
- Represent the HRD Strategy program in coordination meetings, staff meetings, workshops, and meetings with stakeholders;

4.2.4 Key expert 4: Research Assistant

Assist the Programme Implementation Unit with the necessary administrative and technical support to ensure effective project implementation of the HRDS.

- Assist the officers of the Programme Implementation Unit with research, collection and data entry of HRDS-related statistics and data.
- Contribute substantial input to development of Briefs, Cabinet papers, Work plans, Reports,

Programme Budget documents, research questions, project concept notes, and field research guides.

- Serve as Secretary to administrative and technical meetings.
- Assist with arrangements for meetings relating to the HRDS.
- Assist in authoring research reports, briefing notes, policy papers, other materials and programme administrative documents as required;
- Assist with arrangements for meetings by sending notices, issuing reminders, following up with invitees, preparation of documents, etc.
- Develop, update, and maintain directories, telephone and email lists, office records and files, reference guides and manuals.
- Carry out support tasks related to the production and distribution of reports, including the collection and assembly of background material, photocopying, collating, mailing, etc.
- Provide logistics and planning support for visiting missions as well as supports the organization of the annual review meetings of the HRDS with the participation of the various stakeholders.
- Other duties as required.

4.2.5 Key expert 5: Administrative Assistant (Operations)

Provide administrative and technical support, focused on achieving the following results:

- Assist the officers of the Programme Implementation Unit with research, collection, and data entry of HRDS-related statistics and data.
- Assist with the preparation of Briefs, Cabinet papers, Work plans, Reports, and Programme Budget document.
- Perform various administrative duties including typing, answering telephones, preparing correspondence, preparing, and maintaining all communication and correspondence logs.
- Process programme and administrative documents, development and maintenance of mailing lists, receive all mail, and maintain all communication and correspondence logs.
- Maintain an appropriate file management system to ensure easy reference and retrieval.
- Provide logistical support to HRD Strategy-related meetings and workshops.
- Carry out support tasks related to the production and distribution of routine correspondences, faxes, memoranda, and reports, including the collection and assembly of background material, photocopying, collating, mailing, etc.
- Provide logistics and planning support for visiting missions as well as supports the organization of the annual review meetings of the HRDS with the participation of the various stakeholders.
- Other duties as required.

4.3 Project management

4.4 Responsible body

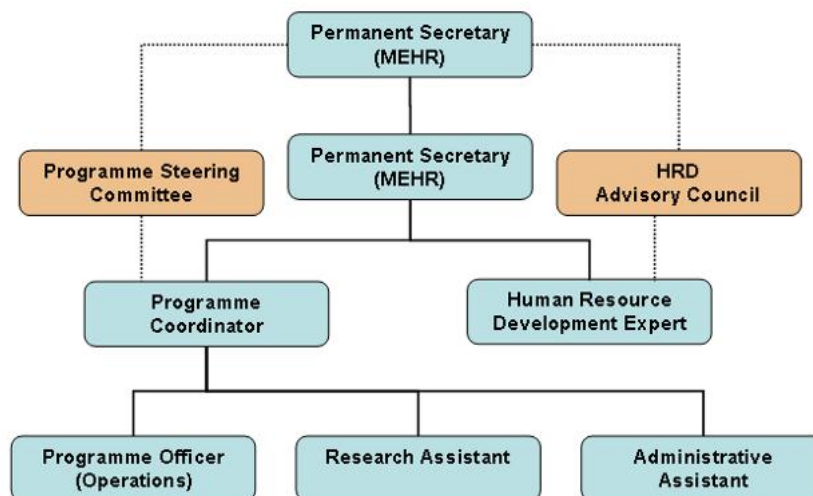
Ministry of Education and Human Resource Development (MEHR)

4.5 Management structure

The National Authorising Officer (NAO) who is the Permanent Secretary, Investment, of the Ministry of Finance and Economic Affairs is the Government of Barbados' representative responsible for dealing with all operations funded from the European Union (EU).

The implementing agency is the MEHR, in collaboration with the Ministry of Labour and Social Security. At the policy level, a Human Resource Development Advisory Council, established in September 2010, advises the Minister on the formulation of HRD policy and legislative frameworks. Permanent Secretaries, including the National Authorising Officer, collaborate to develop cross-sector HRD policy, associated legislation, and effective delivery mechanisms. Two Programme Sub-Committees - on Policy Development and on Legislation Review and Development - have also been activated to address specific components of the HRD Strategy. In addition, the Programme Steering Committee and associated Working Groups (Programming, Finance, and Knowledge Management) provide guidance to the implementation of the HRD Strategy. The Programme Steering Committee will continue to function in a technical, advisory, and monitoring capacity throughout the life of the programme. The EU Delegation has observer status on the steering committee and working groups.

To facilitate improved coordination of the HRD function, the MEHR has established a Programme Implementation Unit. The developmental process is expected to evolve from a small core team implementing the HRD Strategy, to a fully functional HRD Division by the end of the programme period.



Organigram of HRD Programme Implementation Unit

At the operational level, the HRD Division, headed by a Human Resource Development Specialist, will deliver HRD functions in the Ministry of Education and Human Resource Development. The Human Resource Specialist will focus on the implementation of the human resource policies and initiatives, facilitates the regulatory and legislative frameworks, and will direct education, training, and career path development programmes aimed at building the human resource capacity at the national level.

This institutional mechanism is further supported through the recruitment of a **Programme Coordinator** whose mandate will be the facilitation of the implementation of activities under the five pillars of the Barbados HRD Strategy. Specifically, the Programme Coordinator will provide project management expertise, monitoring of the implementation of the programme, and provision of relevant technical guidance. This Coordinator will work in close collaboration with the Human Resource Specialist/Development Expert and the HRD Division of the MEHR. The Programme Steering Committee and the Programme Coordinator will have primary responsibility for the monitoring and evaluation of the Strategy.

Both the Human Resource Specialist/Development Expert/and the Programme Coordinator will work in collaboration with a Programme Officer with responsibility for technical, administrative and operational programme support; an Administrative Assistant with responsibility for clerical and research support; and other support staff.

The short-term consultancies will provide some measure of technical and administrative support to the coordination efforts of the MEHR

4.6 Facilities to be provided by the Contracting Authority and/or other parties

The Ministry of Education and Human Resource Development (MEHR) will provide full office accommodation for the Programme Coordinator and the four (4) short-term consultants during the implementation of the Barbados Human Resource Development Strategy.

5. LOGISTICS AND TIMING

5.1 Location

The Ministry of Education and Human Resource Development

Elsie Payne Complex

Constitutional Road

St. Michael

Barbados

5.2 Commencement date & Period of implementation

The intended commencement date is January 02nd, 2013 and the period of implementation of the contract will be twelve (12) months from this date. Please refer to Articles 4 and 5 of the Special Conditions for the actual commencement date and period of implementation.

6. REQUIREMENTS

6.1 Personnel

6.1.1 Key experts

The consultancy in respect of the Programme Coordinator has already been filled and this consultancy envisions the recruitment of four (4) key experts. This includes a Human Resource Development (HRD) Expert, Programme Officer, Administrative Assistant, and Research Assistant. All experts who have a crucial role in implementing the contract are referred to as key experts. The profiles of the key experts for this contract are as follows:

Key Expert 1: Programme Coordinator (This consultancy has already been filled)

Key Expert 2: Human Resource Development Expert

Qualifications and Skills

- A minimum of a Postgraduate degree in Human Resource Development, Human Resource Management, Organisational Development or a related qualification from a recognized accredited Institution.

General Professional Experience

- A minimum of three (3) years professional experience in a national or international-level or non-governmental organizations in socio-economic development, environment, public sector management among others.
- A minimum of seven (7) years working experience in the Public or private sector on HR - development and structures;
- A Minimum of seven (7) years experience in the research, analysis, and evaluation of human resources development issues.
- A minimum of five (5) years experience in organizational and development planning.
- Minimum of three (3) years of proven project management experience on a public sector project.

Specific Professional Experience

- Demonstrated high level and practical experience in human resource management, organizational development and capacity development;
- Demonstrated skills in staff/adviser performance management, appraisal, and professional development (experience in low capacity environments highly regarded).
- A HR management training and facilitation background and experience in capacity development in this field would be an advantage.
- Sound knowledge and understanding of the public sector, especially the Barbadian HR management, competency frameworks, policies, and regulations (Skills Development, National Qualifications Framework, etc), would be advantageous to the implementation and completion of this assignment.

- Specialized training and in-depth knowledge in employment law, compensation management, organizational planning, organization development, and employment relations.
- Proven experience in creating consultative mechanisms and frameworks which facilitate dialogue between employer and employee representatives.
- Strong analytical skills, ability to conceptualize, plan and execute innovative ideas, as well as transfer of knowledge and skills.
- Proficiency in Microsoft application including Microsoft Excel and Microsoft Project.

Key Expert 3: Programme Officer

Qualifications and Skills

- A minimum of a postgraduate degree in Social Sciences, Project Management, or Public Policy from a recognized Institution.

General Professional Experience

- A minimum of three (3) years professional experience in a national or international- level or non-governmental organizations in socio-economic development, environment, public sector management among others.
- Minimum of 5 years of experience in public sector management.
- Minimum of three (3) years of proven project management experience on a public sector project.
- Have demonstrated ability to advise and assist the Programme Coordinator and other staff on the design, supervision and management of the Project

Specific Professional Experience

- Quantitative and qualitative data extraction methods
- Knowledge and practical ability in the use of leading industry statistical software for data analysis
- Progressive experience in project cycle management, principles, and administration.
- Strong analytical skills, ability to conceptualize, plan and execute innovative ideas, as well as transfer of knowledge and skills.
- Proficiency in Microsoft application including Microsoft Excel, and Microsoft Project;
- Generic research skills
- Knowledge of International agreements, Protocols

Key Expert 4: Research Assistant

Qualifications and Skills

- A minimum of an undergraduate degree in social science, education, political science, or other relevant social science
- Strong English writing and editing skills
- High degree of self-motivation and initiative
- Intermediate research skills
- Willingness to learn and apply new analytical approaches
- Strong skills in basic computer packages
- Proficiency in Microsoft Office applications
- Punctuality, intellectual curiosity, willingness to take initiative, multi-tasking, and willingness to work under pressure to meet deadlines.

General Professional Experience

- Minimum of two (2) years post-qualification working experience
- At least two (2) years experience working in the field of development, or research at a professional level (required);

Specific Professional Experience

- Demonstrable experience conducting and analyzing field research;
- Ability to conduct evidence-based policy analysis and play an active role in the development of program policy and direction;
- Knowledge of computer programs, including Microsoft Word and Excel;
- Experience in program management and logistics.

Key Expert 5: Administrative Assistant

Qualifications and Skills

- A minimum of an undergraduate degree in Management, Management Studies or related field from a recognized academic institution.
- A minimum of a Diploma in Specialized training in Secretarial studies from a recognized academic institution.
- Punctuality, willingness to take initiative, multi-tasking, and willingness to work under pressure to meet deadlines.

- Demonstrate effective written and oral communication skills

General Professional Experience

- Minimum of two (2) years post-qualification working experience
- Computer literate with very good working knowledge of the usage of computers and office software packages (Microsoft Word, Excel, etc) and knowledge of spreadsheet and database packages.

Specific Professional Experience

- Experience in handling web-based management systems
- Office Procedures Skills
- Registry Procedures
- Public Service Document Preparation

Note that civil servants and other staff of the public administration of the beneficiary country cannot be recruited as experts, unless prior written approval has been obtained from the European Commission.

6.1.2 Other experts

CVs for experts other than the key experts are not examined prior to the signature of the contract. They should not have been included in tenders.

The Consultant shall select and hire other experts as required according to the profiles identified in the Organisation & Methodology and/or these Terms of Reference. They must indicate clearly which profile they have so it is clear which fee rate in the budget breakdown will apply. All experts must be independent and free from conflicts of interest in the responsibilities accorded to them.

The selection procedures used by the Consultant to select these other experts shall be transparent, and shall be based on pre-defined criteria, including professional qualifications, language skills, and work experience. The findings of the selection panel shall be recorded. The selected experts shall be subject to approval by the Contracting Authority.

Note that civil servants and other staff of the public administration of the beneficiary country cannot be recruited as experts, unless prior written approval has been obtained from the European Commission.

6.1.3 Support staff & backstopping

Backstopping and support staff costs are considered to be included in the fee rates.

6.2 Office accommodation

Office accommodation of a reasonable standard for each expert will to be provided by the Contracting Authority and the Ministry of Education and Human Resource Development (MEHR).

6.3 Facilities to be provided by the Consultant

The Consultant will not be responsible for providing office supplies, services, documentation, logistical support etc. for the success of the contract.

The Contracting Authority and the Ministry of Education and Human Resource Development (MEHR) will be responsible for providing all office supplies, services, documentation, logistical support etc. for the success of the contract.

If the Consultant is a consortium, the arrangements should allow for the maximum flexibility in project implementation. Arrangements offering each consortium member a fixed percentage of the work to be undertaken under the contract should be avoided.

6.4 Equipment

No equipment is to be purchased on behalf of the Contracting Authority as part of this service contract or transferred to the Contracting Authority at the end of this contract. Any equipment related to this contract which is to be acquired by the beneficiary country must be purchased by means of a separate supply tender procedure.

7. REPORTS

7.1 Reporting requirements

Please refer to Article 26 of the General Conditions. Quarterly reports must be prepared every three months during the period of implementation of the tasks. Each report shall consist of a narrative section and a financial section. The financial section must contain details of the time inputs of the experts, of the incidental expenditure and of the provision for expenditure verification.

To summarise, in addition to the documents, reports and output which could be specified under the duties and responsibilities of each key expert above the Consultant shall provide the following reports:

Name of report	Content	Time of submission
Quarterly Reports	Short description of progress (technical and financial) including problems encountered; planned activities for the ensuing 3 months.	No later than 1 month after the end of each 3 month implementation period

7.2 Submission & approval of reports

Two (2) copies of the reports referred to above must be submitted to the Permanent Secretary identified in the contract. The reports must be written in English. The Permanent Secretary is responsible for approving the reports.

8. MONITORING AND EVALUATION

8.1 Definition of indicators

- Timely submission of reports identified at 7.

- Timely achievement of the objectives set out in the Terms of reference

8.2 Special requirements

No special requirements