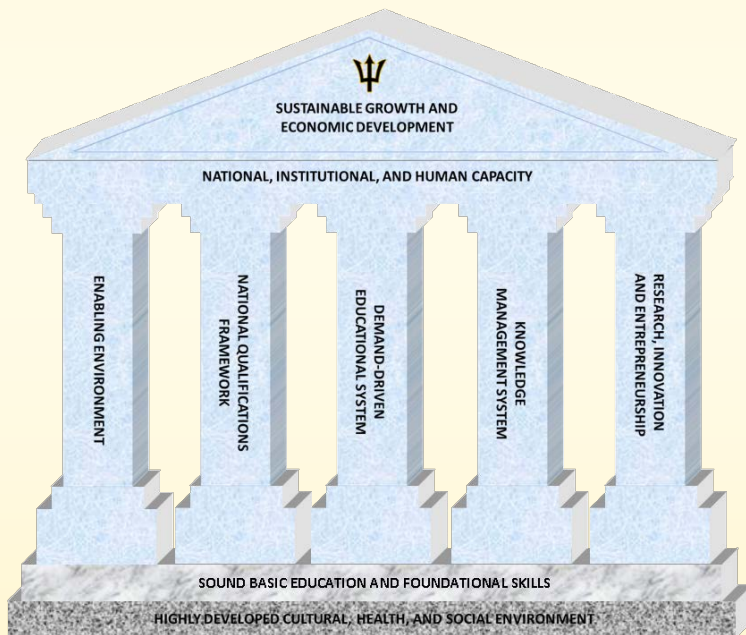




Ministry of Education and Human Resource Development  
& Ministry of Labour and Social Security

# Performance Assessment Framework



*to accompany*

## Barbados Human Resource Development Strategy 2011-2016

Developing National, Institutional and Human  
Capacity for Sustainable Growth

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## Introduction

The Government of Barbados continues to place considerable emphasis on the development of human and social capital, particularly through significant investment in education, training, and related services. Previously, the development of human capital in Barbados was driven by various agencies without an overarching cross-sector development strategy. For the first time, Barbados is using a multi-sector approach, facilitated by a harmonised Human Resource Development Strategy. This approach involves the execution of several crucial development initiatives by different Ministries and private and public entities who aim to collectively improve the development of Barbados' human resources in key areas. Within this context, the focus on a holistic approach will provide an opportunity to use a broad-based knowledge management system to drive innovation, research and policy formulation across the public and private sectors.

The Performance Assessment Framework (PAF) provides a means of assessing performance against set target for the indicators within the Barbados Human Resource Development Strategy. The PAF provides the basis for discussions over the effectiveness of Strategy on an annual basis. The indicators and targets have been selected after a detailed process of consultation between the relevant agencies, with the final indicators being approved by the Barbados Cabinet.

The implementation of the HRD Strategy will be a substantial programme of work, involving extensive design and development, engagement of technical assistance, consultation, communications, guidance, piloting, and installation. Key government ministries and other institutions started to use the PAF to assess how they performed in the 2011/2012 financial year. These outcomes will be used as part of the evidence for discussions between the Ministry of Education and Human Resource Development (MEHR), funding agencies, key government institutions, and other stakeholders.

The implementation of the PAF is intended to:

- allow central government, through its respective agencies, to offer the best quality of service to the public as it relates to HRD-matters so that employers, employees and the general public can make informed choices about the best provider for their needs;
- create the environment for internal efficiencies to improve the quality of service delivery;
- raise the public profile of the HRD Strategy and allow greater stakeholder buy-in;
- allow value for money and the return on public funds to be assessed; and
- facilitate progress towards the achievement of the vision of the Medium Term Development Strategy (MTDS).

There will be a robust intervention strategy to facilitate an effective enabling environment for human resource development including the strengthening of the capacity of critical Ministries, especially MEHR and Ministry of Labour and Social Security (ML), to develop, implement, monitor, and evaluate sector policies and programmes in human resource and skills development. Even though the MEHR is the overall coordinating agency for the implementation of

this HRD Strategy, other key government ministries and national institutions will be equally important in implementing and sustaining various activities to support the interventions. There will be particular emphasis on institutional strengthening, capacity building, and strategic institutional linkages as the Government of Barbados (GOB) seeks to become more proactive and responsive to the development of the human resources as a means to increasing national productivity and promoting competitiveness

The MEHR will use the outcomes from the PAF, together with the findings from the mid-term and annual evaluations and assessments, to inform and support its implementation decisions and the need for intervention.

In an agreed process of dialogue and negotiation every year, the MEHR, through the National Authorising Officer (NAO), will submit to the funding agencies, an annual consolidated **Report on Human Resource Development in Barbados** that assesses progress against the PAF. In addition, there will be an annual mid-year review to assist and report on the monitoring function. As part of the annual dialogue process, the PAF will be reviewed to allow and accommodate agreed and appropriate adjustments in response to progress made in the previous year and any other unforeseen circumstances that may have an impact on the implementation of the HRD Strategy.

## Implementation Plan

The Human Resource Development Strategy (HRDS) Implementation Plan is the technical tool to enhance implementation and consists of a number of indicators and measures. The indicators are meant to be specific, measurable, achievable, relevant, and time-bound.

The 10 result indicators were developed by the MEHR and ML in consultation with the respective institutions and stakeholders. These indicators will define the minimum acceptable performance within that intervention. The MEHR will provide a robust and consistent approach to the assessment process to ensure itself, key stakeholders, and the funding agency that the validation outcomes are reliable and verifiable.

### Strategic Pillar 1: Enabling Environment

**Strategic Objective:** Creation of an enabling environment for human resource development through institutional strengthening and capacity building.

Activity (indicators)	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Activity 1.1: Institutional Assessment (R01, P01, P02)</b>	<ul style="list-style-type: none"> <li>HRD presentation to Barbados Private Sector Association (BPSA)</li> <li>HRD presentation to meeting of Permanent Secretaries</li> <li>Engagement of consultant for Labour Market Survey.</li> <li>Preparatory work by MEHR to conduct institutional assessment</li> </ul>	<ul style="list-style-type: none"> <li>2 Institutional Assessments completed</li> <li>Submission of final report of labour market Survey</li> <li>Recommendations for HRD National Policy and legislation submitted to MEHR</li> <li>Development and approval of Human Resource Development Advisory Council 3-Year Implementation Plan</li> <li>Development and approval of HRDAC Annual Work Plan</li> <li>Draft HRD Policy completed.</li> <li>Study tours conducted</li> </ul>	<ul style="list-style-type: none"> <li>4 new Institutional Assessments completed</li> <li>Draft HRD National Policy completed.</li> <li>HRD Policy approved and disseminated</li> <li>Draft HRD legislation completed.</li> <li>Development and approval of HRDAC Annual Work Plan</li> </ul>	<ul style="list-style-type: none"> <li>5 new Institutional Assessments completed</li> <li>HRD legislation approved</li> <li>Development and approval of HRDAC Annual Work Plan</li> </ul>	<ul style="list-style-type: none"> <li>5 new Institutional Assessments completed</li> </ul>
<b>Activity 1.2: Capacity Building (R02, P02)</b>	<ul style="list-style-type: none"> <li>A minimum of 290 public officers completing HRD-related training.</li> </ul>	<ul style="list-style-type: none"> <li>A minimum of 500 public officers completing HRD-related training.</li> <li>Recruitment of HRD Specialist by MEHR</li> </ul>	<ul style="list-style-type: none"> <li>A minimum of 600 public officers completing HRD-related training</li> </ul>	<ul style="list-style-type: none"> <li>A minimum of 700 public officers completing HRD-related training</li> </ul>	<ul style="list-style-type: none"> <li>A minimum of 800 public officers completing HRD-related training</li> </ul>

## Strategic Pillar 2: National Qualifications Framework

**Strategic Objective:** Development and implementation of an internationally-recognised national qualifications framework.

Activity (indicators)	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Activity 2.1: Enhancing the level of effectiveness and efficiency in the provision of re-registration services at the Barbados Accreditation Council (BAC). (R03, P04)</b>	<ul style="list-style-type: none"> <li>Preparatory work by BAC to recruit technical staff</li> </ul>	<ul style="list-style-type: none"> <li>Submission of amendments to the BAC Act</li> <li>Review of registration process and recommendations for streamlining BAC submitted to BAC Board for approval.</li> <li>Recruitment of additional technical staff</li> </ul>	<ul style="list-style-type: none"> <li>Amendments to the BAC Act approved by Cabinet</li> <li>Creation and promotion of online registration interface</li> </ul>	<ul style="list-style-type: none"> <li>Electronic and published Register of Qualifications for 2014 - 2015</li> </ul>	<ul style="list-style-type: none"> <li>Electronic and published Register of Qualifications for 2015 - 2016</li> </ul>
<b>Activity 2.2: Development of National Qualifications Framework (R04, P03, P05, P06)</b>	<ul style="list-style-type: none"> <li>1 new vocational qualification programme approved</li> <li>TORs for design and implementation of the National Qualifications Framework consultancy approved.</li> <li>Issue Expressions of Interest for the Consultancy Services</li> </ul>	<ul style="list-style-type: none"> <li>2 new vocational qualification programmes approved and launched</li> <li>Award of contract for the design and implementation of the National Qualifications Framework</li> <li>Submission of Inception Report and Workplan for NQF consultancy</li> </ul>	<ul style="list-style-type: none"> <li>3 new vocational qualification programmes approved and launched</li> <li>Final Report on NQF submitted to the MEHR</li> <li>Approved NQF Policy</li> <li>Development of a Quality Assurance Plan.</li> </ul>	<ul style="list-style-type: none"> <li>5 new vocational qualification programmes approved and launched</li> <li>NQF fully operational and fully functional</li> <li>Launch of National Qualifications Register</li> <li>Quality Assurance Plan implemented.</li> </ul>	<ul style="list-style-type: none"> <li>5 new vocational qualification programmes approved and launched</li> <li>Electronic and published Register of Institutions for 2015 - 2016</li> </ul>

### Strategic Pillar 3: Demand-Driven Educational System

**Strategic Objective:** Development of demand-driven educational services including improved educator preparation programmes, career planning, quality assurance, and active participation of youth at risk.

Activity (indicators)	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Activity 3.1: Enhancement of career planning services for students and the labour force (R05, P07, P08)</b>	<ul style="list-style-type: none"> <li>• TOR for Assessment of National Employment Bureau (NEB)</li> <li>• IDB-funded consultancy to develop a methodology for evaluating and forecasting skill needs and conducted a review of LMIS</li> </ul>	<ul style="list-style-type: none"> <li>• Award of contract for Assessment of NEB</li> <li>• Submission of Final Report on NEB Assessment consultancy submitted to ML.</li> <li>• Approval of Career Planning Services Guidelines</li> <li>• TORs for establishment of Careers Planning Unit consultancy approved.</li> <li>• Consultant engaged to develop and implement the blueprint for the Careers Planning Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Final Report on Careers Planning Unit submitted to the MEHR.</li> <li>• Assessment and upgrade of the career planning services section of the National Employment Bureau.</li> <li>• Conduct of training in Career Counselling for relevant personnel of NEB and MEHR.</li> </ul>	<ul style="list-style-type: none"> <li>• Careers Planning Unit established in MEHR</li> <li>• Development and approval of certified training programme in career counselling.</li> </ul>	<ul style="list-style-type: none"> <li>• Launch of the certified training programme in career counselling</li> </ul>
<b>Activity 3.2: Enhancement of second-chance educational system (R06, P09)</b>		<ul style="list-style-type: none"> <li>• Concept Paper on rationalisation of Continuing Education Programme prepared and approved by MEHR.</li> <li>• Development of an Action Plan for improving second-chance education and training.</li> <li>• Commencement of refurbishment of new Alternative Day School for At-Risk students.</li> <li>• Completion and approval of Sectoral Skill Needs methodology instrument</li> <li>• Completion of 3 Sectoral Skills Needs surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of mechanism to coordinate the Continuing Education Programme.</li> <li>• Completion of 3 Sectoral Skills Needs surveys</li> <li>• Completion of refurbishment of the new Alternative Day School for At-Risk students.</li> <li>• Opening of the new Alternative Day School</li> </ul>	<ul style="list-style-type: none"> <li>• Launch of online education and training hub.</li> <li>• Updated BARSOC</li> <li>• Tracer studies of graduates conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Launch of longitudinal study</li> </ul>

## Strategic Pillar 4: Knowledge Management Systems

**Strategic Objective:** Rationalisation of knowledge management systems conducted and information access system developed.

Activity (indicators)	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Activity 4.1: Development of a comprehensive knowledge management training programme to facilitate increased access to and full utilisation of information and knowledge management functions of Smart Stream application (R07, P10, P11)</b>	<ul style="list-style-type: none"> <li>• Training in SmartStream Applications conducted for relevant staff</li> </ul>	<ul style="list-style-type: none"> <li>• Training in SmartStream Applications conducted for relevant staff</li> </ul>	<ul style="list-style-type: none"> <li>• Training in SmartStream Applications conducted for relevant staff</li> </ul>	<ul style="list-style-type: none"> <li>• Training in SmartStream Applications conducted for relevant staff</li> </ul>	<ul style="list-style-type: none"> <li>• Training in SmartStream Applications conducted for relevant staff</li> </ul>
<b>Activity 4.2: Enhancement of HRD related information systems to increase access to and use of knowledge management to facilitate timely decision-making (R08, P07, P10, P11)</b>	<ul style="list-style-type: none"> <li>• A minimum of 15 public officers completing knowledge management training</li> </ul>	<ul style="list-style-type: none"> <li>• A minimum of 40 additional public officers completing knowledge management training</li> <li>• TORs for design and implementation of interoperability framework consultancy approved.</li> <li>• TORs for a knowledge management consultancy approved.</li> <li>• Knowledge management consultancy conducted.</li> <li>• Technology systems audit conducted at MEHR, Ministry of Labour , Training Administration Division</li> <li>• Technology systems audit of Ministry of Labour completed.</li> <li>• Technology systems audit of Training Administration Division completed.</li> </ul>	<ul style="list-style-type: none"> <li>• A minimum of 60 additional public officers completing knowledge management training</li> <li>• Award of contract for design and implementation of Interoperability Framework</li> <li>• Submission of Inception Report and Workplan for implementation of Interoperability consultancy</li> <li>• Expansion and enhancement of the Labour Management Information System</li> <li>• Technology systems audit conducted at Ministry of the Civil Service, Personnel Administration Division, Barbados Statistical Service</li> </ul>	<ul style="list-style-type: none"> <li>• A minimum of 80 additional public officers completing knowledge management training</li> <li>• MEHR's EMIS operational and fully functional</li> <li>• Interoperability Framework operational and fully functional</li> </ul>	<ul style="list-style-type: none"> <li>• A minimum of 95 additional public officers completing knowledge management training</li> <li>• Interoperability Framework operational and fully functional</li> </ul>



## Strategic Pillar 5: Research, Innovation, and Entrepreneurship Capacity

**Strategic Objective:** Enhancement of research to improve innovation, and entrepreneurship capacity.

Activity (indicators)	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
<b>Activity 5.1: Enhancing opportunities for entrepreneurship (R09, P12)</b>	<ul style="list-style-type: none"> <li>A minimum of 75 persons receiving training in entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>A minimum of 115 additional persons receiving training in entrepreneurship</li> <li>Technical conference conducted</li> </ul>	<ul style="list-style-type: none"> <li>A minimum of 130 additional persons receiving training in entrepreneurship</li> <li>Technical conference conducted</li> </ul>	<ul style="list-style-type: none"> <li>A minimum of 155 additional persons receiving training in entrepreneurship</li> <li>Technical conference conducted</li> </ul>	<ul style="list-style-type: none"> <li>A minimum of 190 additional persons receiving training in entrepreneurship</li> <li>Technical conference conducted</li> </ul>
<b>Activity 5.2: Enhancing research and capacity-building in the agricultural sector (R10, P13, P14, P15)</b>	<ul style="list-style-type: none"> <li>Technical assistance applied to various key entities in the agricultural sector</li> </ul>	<ul style="list-style-type: none"> <li>Concept Paper on rationalisation of the agricultural sector prepared and approved by the Ministry of Agriculture, Food, Fisheries and Water Resource Management</li> <li>TORs to conduct a Needs Assessment of the agricultural sector.</li> <li>TORs for the technological audit of the key stakeholder agencies in the agricultural sector.</li> </ul>	<ul style="list-style-type: none"> <li>Technical assistance to improve output of the Small &amp; Medium-sized Enterprises</li> <li>TORs for the development and installation of a comprehensive knowledge management system for the agricultural sector.</li> <li>Award of contract for the development and installation of a comprehensive knowledge management system for the agricultural sector.</li> <li>Final Report on comprehensive knowledge management system submitted to the MAFFW.</li> </ul>	<ul style="list-style-type: none"> <li>Technical assistance applied to various key entities in the agriculture sector</li> <li>Award of contract for development of Agricultural Management Information System</li> <li>Award of contract for design and implementation of design and implementation of the integrated Farm Management System consultancy</li> <li>Award of contract for development of ICT platform for the marketing of agricultural commodities.</li> <li>Agricultural Information Management System installed and piloted.</li> </ul>	<ul style="list-style-type: none"> <li>Technical assistance applied to various key entities in the agricultural sector</li> <li>Technical assistance applied to various key entities in the agricultural sector</li> <li>Final Report on FMIS submitted to the MAFFW.</li> <li>Farm Management Information System piloted</li> <li>Final Report on ICT platform submitted to the MAFFW</li> <li>ICT platform installed and piloted.</li> </ul>

## Performance Monitoring within HRD Strategy

Performance within the HRD Strategy will be monitored through a system of performance, results, and impact indicators linked to critical activities within the Strategy. The PAF supports continuous improvement by providing where applicable, appropriate national data, standards, lessons learnt, and benchmarks to measure the success of the Strategy. The use of the PAF as a monitoring and measurement tool for the HRD Strategy enables the MEHR and key stakeholders to make informed decisions on interventions to be made, strengths to be developed and issues to be resolved. The PAF allows the MEHR and key stakeholders to examine performance based on responsiveness, effectiveness, and efficiency and their relation to achieving the overall objective of increasing the competitiveness of the country. The assessment scheme is outlined below.

Strategic Pillar	Activities	Performance Indicators	Results Indicators	Impact Indicators
<b>Strategic Pillar 1:</b> Enabling Environment	<ul style="list-style-type: none"> <li>• <b>Activity 1.1:</b> Institutional Assessment</li> <li>• <b>Activity 1.2:</b> Capacity Building</li> </ul>	<ul style="list-style-type: none"> <li>• <b>P01:</b> HRD Advisory Council operational by 2011.</li> <li>• <b>P02:</b> HRD Policy framework approved and adopted by 2014.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>R01:</b> Number of institutional assessments conducted.</li> <li>• <b>R02:</b> Increase in the number of public officers completing HRD-related professional development activities related to operationalisation of the HRD Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>I01:</b> Improvement in the overall coordination and quality of delivery of human resource development in Barbados.</li> </ul>
<b>Strategic Pillar 2:</b> National Qualifications Framework	<ul style="list-style-type: none"> <li>• <b>Activity 2.1:</b> Enhancing the level of effectiveness and efficiency in the provision of re-registration services at the BAC.</li> <li>• <b>Activity 2.2:</b> Development of National Qualifications framework</li> </ul>	<ul style="list-style-type: none"> <li>• <b>P03:</b> National Qualifications Framework developed and implemented by 2014.</li> <li>• <b>P04:</b> At least 40 educational providers registered with the Barbados Accreditation Council (BAC) by 2014.</li> <li>• <b>P05:</b> At least 10 National Vocational Qualifications (NVQs) operational by 2014.</li> <li>• <b>P06:</b> Increased application of Competency-based standards and CBET curricula in training programmes of TVET providers by 2014.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>R03:</b> At least a 50% reduction, by 2014, in the time it takes educational providers to complete annual re-registration.</li> <li>• <b>R04:</b> Number of qualification programmes approved and operational.</li> </ul>	
<b>Strategic Pillar 3:</b> Demand-Driven Educational System	<ul style="list-style-type: none"> <li>• <b>Activity 3.1:</b> Enhancement of career planning services for students and the labour force</li> <li>• <b>Activity 3.2:</b> Enhancement of second-chance educational system</li> </ul>	<ul style="list-style-type: none"> <li>• <b>P07:</b> Enhanced production, analysis, and dissemination of HRD-related information through strengthening of the Barbados Labour Market information System and the Education Management Information System by 2016.</li> <li>• <b>P08:</b> Framework for career planning services in place by 2014</li> <li>• <b>P09:</b> Number of persons enrolled in second chance programmes increased by 5% annually up to 2016.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>R05:</b> Number of persons utilising the Career Planning services at post-secondary level.</li> <li>• <b>R06:</b> Number of persons enrolled in registered continuing education programmes increased by 5% annually.</li> </ul>	

Strategic Pillar	Activities	Performance Indicators	Results Indicators	Impact Indicators
<b>Strategic Pillar 4:</b> Knowledge Management Systems	<ul style="list-style-type: none"> <li>• <b>Activity 4.1:</b> Development of a comprehensive knowledge management training programme to facilitate increased access to and full utilisation of information and knowledge management functions of Smart Stream application.</li> <li>• <b>Activity 4.2:</b> Enhancement of HRD related information systems to increase access to and use of knowledge management to facilitate timely decision-making</li> </ul>	<ul style="list-style-type: none"> <li>• <b>P10:</b> Comprehensive knowledge management action plan developed and approved by 2013.</li> <li>• <b>P11:</b> Adoption of an Interoperability Framework by 2015.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>R07:</b> Number of government departments and agencies using the full HR module of Smart Stream application.</li> <li>• <b>R08:</b> Number of persons receiving professional development training in knowledge management.</li> </ul>	
<b>Strategic Pillar 5:</b> Research, Innovation, and Entrepreneurship Capacity	<ul style="list-style-type: none"> <li>• <b>Activity 5.1:</b> Enhancing opportunities for entrepreneurship</li> <li>• <b>Activity 5.2:</b> Enhancing research and capacity-building in the agricultural sector</li> </ul>	<ul style="list-style-type: none"> <li>• <b>P12:</b> Development and adoption of public-private coordinating mechanisms to increase opportunities for entrepreneurship and the development of innovative goods and services including emphasis on greening the economy.</li> <li>• <b>P13:</b> A suitable public-private platform to increase technical capacity and synergies in research, innovation, and entrepreneurship in the agricultural sector by 2015.</li> <li>• <b>P14:</b> Creation of a knowledge management system to support the above processes within the agricultural sector by 2015.</li> <li>• <b>P15:</b> Applied research for the promotion of alternative and green energy sources in the agricultural sector presented by 2015.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>R09:</b> Number of persons accessing Entrepreneurial Training through registered training agencies.</li> <li>• <b>R10:</b> Number of persons receiving training in alternative and green energy sources in the agricultural sector.</li> </ul>	

## Performance Indicators within HRD Strategy

Fifteen (15) performance indicators measure progress of activities. These indicators are largely input and process related indicators.

Strategic Pillar	Performance Indicators
<b>Strategic Pillar 1:</b> Enabling Environment	<ul style="list-style-type: none"> <li>• <b>P01:</b> HRD Advisory Council operational by 2011</li> <li>• <b>P02:</b> HRD Policy framework approved and adopted by 2014</li> </ul>
<b>Strategic Pillar 2:</b> National Qualifications Framework	<ul style="list-style-type: none"> <li>• <b>P03:</b> National Qualifications Framework developed and implemented by 2014</li> <li>• <b>P04:</b> At least 40 educational providers registered with the Barbados Accreditation Council by 2014</li> <li>• <b>P05:</b> At least 10 different National Vocational Qualifications programmes operational by 2014</li> <li>• <b>P06:</b> Increased application of Competency-based standards and CBET curricula in the training programmes of TVET providers by 2014</li> </ul>
<b>Strategic Pillar 3:</b> Demand-Driven Educational System	<ul style="list-style-type: none"> <li>• <b>P07:</b> Enhanced production, analysis, and dissemination of HRD-related information through strengthening of the Barbados Labour Market information System and the Education Management Information System by 2016.</li> <li>• <b>P08:</b> Framework for career planning services in place by 2014</li> <li>• <b>P09:</b> Number of persons enrolled in second chance programmes increased by 5% annually up to 2016</li> </ul>
<b>Strategic Pillar 4:</b> Knowledge Management Systems	<ul style="list-style-type: none"> <li>• <b>P10:</b> Comprehensive knowledge management action plan developed and approved by 2013</li> <li>• <b>P11:</b> Adoption of an Interoperability Framework by 2015</li> </ul>
<b>Strategic Pillar 5:</b> Research, Innovation, and Entrepreneurship Capacity	<ul style="list-style-type: none"> <li>• <b>P12:</b> Development and adoption of public-private coordinating mechanisms to increase opportunities for entrepreneurship and the development of innovative goods and services including emphasis on greening the economy</li> <li>• <b>P13:</b> A suitable public-private platform to increase technical capacity and synergies in research, innovation and entrepreneurship in the agricultural sector by 2015</li> <li>• <b>P14:</b> Creation of a knowledge management system to support the above processes within the agricultural sector by 2015</li> <li>• <b>P15:</b> Applied research for the promotion of alternative and green energy sources in the agricultural sector presented by 2015</li> </ul>

## Performance Indicator P01

Indicator	Description of Target
P01	Human Resource Development Advisory Council (HRDAC) is operational by 2011

**Definition:** This indicator refers to the establishment and operationalisation of the Human Resource Development Advisory Council

**Justification:** Human resource development activities have been historically implemented across a wide cross-section of government ministries, non-governmental organisations and the private sector. While these efforts have assisted in Barbados' transformation from a low-income monoculture economy to a developing, more diversified, upper-middle income country, the lack of coordination between activities have created duplication and impacted the efficiency and effectiveness of such initiatives. Furthermore, within the context of globalisation, there is a need to modernise the education and training system to become more flexible and responsive to changing demands and to facilitate the required increase in international competitiveness through greater productivity and innovation.

The development and implementation of the HRD strategy will require the consultation and support of both the public and private sector, across all levels of policy and decision making. The establishment of the HRD Advisory Council will provide a mechanism to facilitate the coordination, streamlining, and rationalisation of HRD in Barbados through consultation and support of both the public and private sector, across all levels of policy and decision making. The HRD Advisory Council has been established to advise the Ministers with responsibility for HRD including but not limited to on the following:

- Formulation of a human resource development policy framework;
- Development of a human resource development legislative framework;
- Development of a system to coordinate, maintain and evaluate human resource development policy, planning and research;
- Development of a system to provide data to inform human resource development policy and planning;
- Provision of policy advice to the Minister on areas of human resource development; and,
- Assistance in conceptualising a national vision for the development of human resources.

**Limitations:** The indicator will require continued political support and allocation of the resources necessary to facilitate the implementation the recommendations made by the Council.

**Source of Verification:** Annual Report of the HRD Advisory Council

## Performance Indicator P02

Indicator	Description of Target
P02	HRD Policy framework approved and adopted by 2014

**Definition:** The indicator refers to the approval of the HRD Policy by the Cabinet of Barbados by December 2014 and subsequent adoption by the relevant ministries.

**Justification:** The Government of Barbados has always placed considerable emphasis on the development of human and social capital, particularly through significant investment in education and related services. The formulation of a National Policy on HRD will form the backbone of any government commitment to elevate HRD to the level of national significance and will represent a significant commitment by the government to focus attention and dedicated resources to support the enabling environment for HRD.

The HRD Strategy already defines a clear path for the HRD policy to follow and has the capacity to allow Barbados to utilise a multi-sector approach so that the policy can further define the necessary critical strategic interventions and the outputs, outcomes and indicators for Human Resource Development over the period 2011-2016 and beyond. The National Policy on HRD must embrace the philosophy of public-private partnership to ensure synergy and linkage between the demands of the private sector and the level of facilitation offered by the public sector

**Limitation:** This indicator will require the adoption of a mechanism to facilitate systematic review and updating of the HRD Strategy in light of the changing economic conditions which could influence the dedication of resources necessary for the implementation of the strategy.

**Source of Verification:** The approved HRD policy.

### Performance Indicator P03

Indicator	Description of Target
P03	National Qualification Framework (NQF) developed and implemented by 2014

**Definition:** This indicator refers to the development and implementation and of a National Qualification Framework (NQF) to be executed by the Barbados Accreditation Council (BAC).

**Justification:** The establishment of a NQF involves the regulation of the marketplace for education and training and provides a coordinated system for recognising skills and qualifications that would utilise a standard currency for learner achievement across the qualifications system through the award of credit. It is therefore conducive to improving access to learning opportunities and the development of individuals through lifelong learning by increasing the flexibility and individual mobility within the system. The NQF also provides a mechanism for quality assurance along international standards through its regulation. This process would place emphasis on the use of competence-based training, and the upgrade and expansion of training facilities so that qualifications for matriculation and employment opportunities will now incorporate academic and occupational outcomes.

The development of such a framework is a complicated process that would involve, *inter alia*, establishing appropriate criteria and processes for recognising training institutions, the registration of programmes and certification offered in Barbados and their ongoing monitoring and validation. The resultant regulations and procedural guidelines would also clearly establish the levels and descriptors within the framework along international standards to allow easier alignment of both academic and technical and vocational frameworks, locally, regionally, and internationally. This feature is critical in facilitating regional integration efforts through the free movement of labour within CARICOM.

**Limitation:** This indicator requires appropriate levels of staffing/institutional capacity at the implementing agency to support the promotion and enforcement of the appropriate policy, procedures, and guidelines

**Source of Verification:** Approved National Qualifications Framework.

## Performance Indicator P04

Indicator	Description of Target
P04	At least 40 educational providers registered with the Barbados Accreditation Council (BAC) by 2014

**Definition:** This indicator refers to the registration of post-secondary education and training providers that met the criteria set out by the Barbados Accreditation Council (BAC).

**Justification:** The consolidation of the delivery of education and training in Barbados under a single integrated framework (*see Chapter 3 of the HRD Strategy for a full description*) has been identified as a HRD priority. The focus of the BAC is on developing a coherent system of tertiary education and training that ensures excellence and integrity to all its stakeholders. One of BAC's main roles is the registration of institutions offering post-secondary or tertiary education and training, and the accreditation of programmes of studies and institutions in Barbados.

To facilitate this process, it is necessary to register all educational and training institutions in Barbados. Registration will establish the legitimacy of the educational institution and accreditation will provide recognition and transferability of qualifications locally, regionally and internationally. The Barbados Accreditation Council (BAC) is the national quality assurance body responsible for executing this task.

The streamlining of the registration process will facilitate the achievement of this indicator. It will also be supported by the institutional strengthening of the BAC and a review of existing legislation to support stronger enforcement and compliance.

A more efficient registration process will provide the public with guidance on those legitimate educational providers that satisfy national standards. It should also facilitate increased accreditation of institutions and programmes and by extension improve the efficiency of the quality assurance mechanism that

**Limitation:** This indicator will depend on the ability and compliance of education and training institutions to meet registration requirements.

**Source of Verification:** Annual published list of registered institutions



## Performance Indicator P05

Indicator	Description of Target
P05	At least 10 National Vocational Qualifications (NVQs) programmes developed and implemented by 2014

**Definition:** This indicator refers to the development and implementation of a systematic programme of National Vocational Qualifications (NVQs) and Caribbean Vocational Qualifications (CVQs) offered by secondary, post-secondary, and tertiary educational institutions during the implementation of the Strategy.

**Justification:** Technical and vocational education and training in Barbados is provided by employers, private, and public sector institutions. Many employers provide non-formal on-the-job training which is not certified, whereas educational institutions offer a range of courses which are not currently part of a coherent qualification framework. The implementation of National/Caribbean Vocational Qualifications adds value to the TVET system by introducing a standardised programme of competence-based assessment and certification that offers public recognition of skills.

Vocational qualifications are competency-based and provide a flexible route for the certification of knowledge, skills, and abilities within a national qualifications framework, regardless of how the job competencies were acquired. Vocational qualifications increase opportunities for employability and mobility across sectors nationally and regionally, provide an effective way of developing staff to a nationally recognised standard, and support recruitment by providing a better guarantee of job candidates' capability. Nationally, awarding of NVQs and CVQs offer a public declaration of workers' skills, provide assurance of quality of goods and services, improve national competitiveness, and enhance attractiveness of the labour force for foreign investors.

The vocational qualification infrastructure is still in its early development stage. The operationalisation of these qualifications will involve establishing centres for assessing competencies to award NVQs and CVQs and creating competency based education and training programmes within existing institutions that satisfy occupational standards. The award of C/NVQs is contingent on the approval of centres by TVET Council based on:

- Adequate arrangements to train persons to attain and demonstrate standards of competence e.g. competence-based curricula, access to appropriate equipment and tools; and a realistic working environment.
- Sufficient numbers of trained assessors and internal verifiers.
- Appropriate quality assurance mechanisms.

It is expected that the MEHR and the TVET Council will embark on a national public awareness campaign to inform the public and educational providers of the need for and relevance of the approved qualifications programmes.

**Limitation:** There is a risk of technical and educational providers not moving expeditiously to put the structures and systems in place to meet the requirements for Centre- and Qualification- approval under the framework managed by the TVET Council.

**Source of Verification:** Administrative records of the Technical Vocational Education and Training (TVET) Council.

## Performance Indicator P06

Indicator	Description of Target
P06	Increased application of Competency-based standards and CBET curricula in the training programmes of TVET providers by 2014

**Definition:** This indicator refers to the promotion of Competency Based Education and Training (CBET) in education and training institutions which would be primarily achieved through the training of relevant personnel.

**Justification:** There has been a re-orientation of the Technical and Vocational Education and Training system to focus on workforce preparation across all economic and occupational sectors. The focus is now on producing skilled workers at all levels that will be able to benefit from and contribute to the success of their countries' economies. An integral component of the CARICOM Single Market and Economy is an integrated regional labour market which would be facilitated by the free movement of skilled persons throughout the region. CARICOM has therefore adopted a workforce development model with competence-based TVET systems at its core.

There are at least five critical elements to the provision of CBET:

1. Competencies to be achieved are carefully identified, verified and made public in advance (published).
2. Criteria to be used in assessing achievement and the conditions under which achievement will be assessed are explicitly stated and made public in advance (published).
3. The instructional program provides for the individual's development and evaluation of each of the competencies specified.
4. Assessment of competency takes the participant's knowledge and attitudes into account but requires actual performance of the competency as the primary source of evidence.
5. Participants progress through the programme by demonstrating the attainment of the specified competencies.

The focus of this intervention involves promoting CBET to education and training institutions by providing the necessary training to prepare key personnel for carrying out the necessary reforms to develop and execute CBET curriculums. The expected output would be the development of more labour market driven education and training curriculum. This would lead to a broader outcome of better equipped graduates with the competencies, knowledge, and skills to effectively compete in the labour market and to satisfy the needs of the employers or broader economic sectors. It is expected that with a highly skilled workforce, both labour productivity and overall efficiency would improve, thereby strengthening the country's competitive position in a global economy. It should also be highlighted that the promotion of CBET must therefore work in tandem with the development and operationalisation of Caribbean/National Vocational Qualifications which represent established linkages between business and the education and training system.

**Limitation:** This indicator will depend on the support of the education and training institutions, the availability of qualified individuals to provide CBET and the availability of resources available within education and training institutions to perform the necessary transformations to CBET.

**Source of Verification:** Register of trained persons obtained from TVET Council's administrative records.

## Performance Indicator P07

Indicator	Description of Target
P07	Enhanced production, analysis and dissemination of HRD related information through the strengthening of the Barbados Labour Market information System and the Education Management Information System by 2016

**Definition:** This indicator refers to the need to develop the key systems which provide the relevant information to support human resource development in Barbados in a timely manner.

**Justification:** The context of HRD, the Barbados Labour Market Information System (BLMIS) and the Education Management Information System (EMIS) are two critical systems that must be strengthened and linked to support the implementation of the HRD Strategy and provide a framework for monitoring and evaluating related initiatives. Specifically, planning to ensure the effectiveness and efficiency of HRD supporting institutions, the establishment of an internationally recognised national qualification framework, making the transition to a demand-driven educational system, promoting knowledge management, and enhancing innovation and entrepreneurial capacity all require reliable, relevant, timely information to influence key HRD related decisions. It is important to enhance the existing BLMIS and EMIS to facilitate the production, analysis, storage and dissemination of such information.

Within the strategy itself, a number of enhancements to the systems were proposed, namely:

Barbados Labour Market Information System	Education Management information System
<ul style="list-style-type: none"> <li>• The demand for different occupations and their changing work content.</li> <li>• The emergence of new occupations and redundancies due to technological changes and structural shifts across sectors in the economy.</li> <li>• School to work transitioning, specifically the employability and career opportunities of young persons entering the labour market.</li> <li>• Future skill requirements of the economy.</li> <li>• Recurrent manpower shortage areas and analysis of the causes and consequences of such occurrences.</li> <li>• How individuals acquire skills, knowledge and competencies.</li> <li>• The effects of economic or social policies on particular groups such as the youth, men, women, or the disabled.</li> </ul>	<ul style="list-style-type: none"> <li>• Flow from secondary schools to tertiary institutions</li> <li>• Enrolments (by course) of all public funded post-secondary educational institutions</li> <li>• Applicants and places per course</li> <li>• Pass rates per course</li> <li>• Staff-student ratios</li> <li>• Courses and enrolments of registered educational institutions (compiled by Accreditation Council)</li> <li>• Skills and educational needs (by key sectors)</li> <li>• Tracer studies of key courses and those related to sectoral studies.</li> <li>• Cost per student relative to GDP per capita</li> </ul>

The enhancements to the LMIS and EMIS would be refined and guided by the two institutional arrangements established to support the implementation of the strategy, namely the HRD Advisory Council and the HRD Programme Steering Committee.

**Limitation:** This indicator will depend on the availability of the data and information from third party producers and sources of information.

**Source of Verification:** Annual performance reports of the two systems.

## Performance Indicator P08

Indicator	Description of Target
P08	Framework for career planning and development services in place by 2014

**Definition:** This indicator refers to the establishment of a framework for career planning and development services to enhance collaboration between educational and training institutions and the labour market.

**Justification:** The globally competitive environment has seen increasing requirements in most occupations for academic knowledge, technical and employability skills. The new dynamics of the labour market dictate that the labour market must be now seen in a global context. For skilled workers to effectively compete in this global marketplace, more effective career planning with better linkages between educational institutions and the labour market must become the rule rather than the exception. Given the exponential increase in information available today, people must be knowledgeable in how to access, select and use information to satisfy their needs and transform that information into useful knowledge. Labour market information is important to guide individual and collective investment in fostering employability skills and developing a competitive and flexible workforce. In so doing, the likelihood of perpetuating the ‘mismatch’ between education and training and the demands of the labour market would be reduced.

Building on the existing network of the Guidance Counsellors Association of Barbados, a *National Career Planning and Counselling (NCPC) Unit* under the MEHR will be established to coordinate such activities and to provide the necessary support. The NCPC Unit would be responsible for effectively utilising labour market and human resource information and other research to provide a pool of information for dissemination to schools and educational institutions. The NCPC will also seek to provide an efficient and effective job placement and internship system for students to acquire some valuable work experience and on-the-job training that would facilitate their transition into the workforce.

For the adult population outside of the school system, the National Employment Bureau (under the Ministry of Labour and Social Security) will be strengthened to become the premier career counselling centre for the labour market and will liaise with the NCPC to provide a mechanism that would support the transition of students from school to work.

It is important that consideration be given to the harmonisation of technological platforms, procedures and processes between the NCPC and the NEB so that the career planning and development landscape will be seen to be effectively satisfying the labour market informational needs of the entire populace.

**Limitation:** This indicator will require accessibility to relevant and timely labour market information to support the career planning and development services.

**Source of Verification:** approved career planning and development framework

## Performance Indicator P09

Indicator	Description of Target
P09	Number of persons enrolled in second chance programmes increased by 5% annually up to 2016.

**Definition:** This indicator refers to the need to provide greater accessibility to second-chance programmes.

**Justification:** A major objective of the HRD Strategy is to place Barbadians on learning paths to ensure a sustainable future of lifelong and life-wide learning through improved education, knowledge, and skills. The enhancement of the second chance education programme will cater to learners with disabilities, vulnerable and at-risk youth, and young adults, especially unqualified or under qualified males and females. Whereas many private and public institutions provide adult and continuing education opportunities, there remains a need to strengthen this provision and develop a comprehensive system of lifelong learning. The Continuing Education and Adult Education Programmes will not only provide second chance opportunities for those who have not satisfactorily completed their secondary education but will also cater to those seeking to:

- Transition or re-qualify for a change in career
- Enhance their literacy, numeracy and technological skills
- Upgrade their knowledge, skills and trade/occupational qualifications

Currently a number of institutions offer academic instruction and training to the public through academic courses and technical and vocational programmes at the post-secondary level. The Barbados Vocational Board provides second chances through its Skills Training Programme, the lesser known In-Plant Programme which offers skills upgrading and retraining programmes, and the Evening Programme for which there is no upper age limit. The Samuel Jackman Prescod Polytechnic provides second-chance education through its full-time, day-release and part-time programming. Second-chance education is also provided, to some extent, by a number of secondary schools offering continuing education programmes as well as a number of private providers. Expansion of these programmes will help to increase the pool of persons contributing to national development and sustainable growth.

The MEHR will pursue a rationalisation and expansion of the Continuing Education Programme as it evolves into a programme of lifelong learning. The expanded programme will offer a more varied and workplace-focused curriculum. In addition, private providers will be encouraged to expand their offerings wherever feasible. Barbadians will have the opportunity to move seamlessly into and across various areas of learning to improve their qualifications and occupational opportunities.

**Limitation:** MEHR may be delayed in establishing the appropriate framework to support its rationalisation and expansion of continuing education programmes or may have difficulty in providing the resources for oversight and coordination of the expanded continuing education programmes.

**Source of Verification:** MEHR administrative records showing approval and implementation of the framework regarding the various schools and institutions offering the Continuing Education Programme.

## Performance Indicator P10

Indicator	Description of Target
P10	Comprehensive knowledge management action plan developed and approved by 2013

**Definition:** This indicator involves the approval of a knowledge management action plan which seeks to rationalise existing Information and Communication Technology (ICT) development policies and initiatives across various Ministries and sectors and provide a clearly defined action plan to guide the coherent development and promotion of knowledge management in Barbados.

**Justification:** Barbados' ability to become truly internationally competitive and to promote sustainable long term economic growth and development hinges on its ability to use information as a productive asset. Barbados' economy must make the transition from traditional structure which treats knowledge as an external influence on production to an economy based on the manipulation of information, i.e. a knowledge-based economy. A comprehensive, high quality knowledge management system will be essential to guide this transition and to facilitate effective decision-making and performance management of the national HRD strategy.

Within the last 10 years, the country has embraced the need to develop ICT to enhance operational efficiency and to this end, a number of ICT-related initiatives have been developed by ministries and agencies, all aimed at improving the ICT landscape in Barbados. A number of public and private institutions have also developed their information systems, but overall, these systems do not adequately address the transformation and sharing of knowledge. The HRD Strategy recognises the importance of an appropriate legal, human, technical, and physical infrastructure to support knowledge sharing as the nucleus of a modern digital government and governance system. The new approach consolidates the various disparate strategies and ideologies into a comprehensive knowledge management framework.

**Limitation:** The availability of adequate human, technological, and financial resources may be determining factors in the implementation of the knowledge management action plan.

**Source of Verification:** Approved knowledge management framework documents.

## Performance Indicator P11

Indicator	Description of Target
P11	Adoption of an Interoperability Framework by 2015

**Definition:** This indicator involves the adoption of an Interoperability Framework that facilitates standardisation of information systems across the public sector.

**Justification:** Barbados' ability to become internationally competitive and promote sustainable long-term economic growth and development hinges on its ability to use information as a productive asset. Barbados' economy must make the transition from traditional structure which treats knowledge as an external influence on production to an economy based on the manipulation of information, i.e. a knowledge-based economy.

Whereas the BLMIS and EMIS provide a wide array of HRD related information; there is a lack of knowledge sharing across the two systems resulting in a continual disconnect between the education and training sector and the labour market. The challenge has complicated the kind of analysis necessary for strategic national TVET planning, curriculum development among education and training institutions and informed career planning among individuals.

The adoption of an interoperability framework between the Barbados Labour Market Information System (BLMIS) and the Education Management Information System (EMIS) and the supporting electronic platform would be the critical step towards addressing this disconnect and rationalising these two systems. This would not only facilitate the promotion of knowledge management but would also support efforts to develop a demand driven educational system.

**Limitation:** Cultural changes at the policy, enterprise, and individual levels will be necessary to support this level of cooperation between key stakeholders within the two systems and the long term transition to knowledge based economy.

**Source of Verification:** An approved interoperability framework.

## Performance Indicator P12

Indicator	Description of Target
P12	Development and adoption of public-private coordinating mechanisms to increase opportunities for entrepreneurship and the development of innovative goods and services including emphasis on greening the economy

**Definition:** This indicator refers to the development and adoption of public-private coordinating mechanisms to facilitate an enabling environment for entrepreneurship and the development of innovative goods and services.

**Justification:** The Government of Barbados has recognised the link between creativity, innovation, and entrepreneurship and improvement of international competitiveness, creation of wealth, economic growth and the improvement of the quality of life. For the full potential of research, innovation, and entrepreneurship to be realised, it is important to build human capacity, skills, and thought processes that support the culture. Innovation and entrepreneurial activities flourish given the right mix of education and training, research and development, applied science and technology, and financing.

A direct product of the cultivation of entrepreneurial processes is the establishment of micro, small, and medium-sized businesses. SMEs are significant contributors to the Barbadian economy. The reality is that the formal public and private sectors cannot absorb all the persons seeking employment at any one time. Hence there is a need to put mechanism in place to facilitate the development of a cadre of persons capable of creating their own employment and by extension, the employment for others. By facilitating the movement of people into areas of traditional and non-traditional employment, Government is maintaining its commitment to providing access to SME development and growth.

There is a need for specific action designed at embedding an innovative mindset in the country. Specifically, the MEHR will facilitate the enhancement of the curricula to promote critical and creative thinking at all levels within the educational system. The HRD Strategy also supports the delivery of workshops on creativity, innovation, intellectual property, and entrepreneurship for individuals and businesses. Businesses should create an optimal mix of technology, retooling, process and organisational reengineering, and investments to support innovation and competitiveness. At the level of the private sector, there is recognition that current systems do not support innovation and that government, with the support of the private sector must adopt mechanisms to support the development of a venture capital market and strengthening of intellectual property management systems.

**Limitation:** This indicator will require the adoption of the appropriate mechanisms to facilitate a culture of innovation and entrepreneurship and to support its promotion and expansion. Work on this will continue during Financial Year 2012-2013

**Source of Verification:** Report of annual national consultation of the major stakeholders involved in the development of entrepreneurship



### Performance Indicator P13

Indicator	Description of Target
P13	A suitable public-private platform to increase technical capacity and synergies in research, innovation and entrepreneurship in the agricultural sector by 2015

**Definition:** This indicator refers to the development of a public-private platform to support technical and institutional capacity building in the agricultural sector in the areas of research, innovation, and entrepreneurship.

**Justification:** The Government of Barbados recognises the role that research and innovation can play in repositioning the agricultural sector for the 21<sup>st</sup> Century. This thrust can lead to improvements in competitiveness, the stimulation of economic activity leading to economic growth, wealth creation, and improvement in the quality of life for Barbadians. Sustained support will target agricultural sub-sectors with specific focus on key agricultural agencies. Interventions to support improvements will be in the following areas:

- (a) Development of a framework that identifies HRD needs of the agricultural sector, identifies current and future HRD priorities for the sector, and provides a plan of action for improving access and quality of training and professional development.
- (b) Establishment of mechanisms to promote and facilitate the use of applied science and technology in key areas of environmentally-friendly and sustainable agriculture, food crop production, climate change, product development, and agri-business.

In addition, it is recognised that innovation and applied research can play a pivotal role in revolutionising the agricultural sector, particularly in facilitating the environment for the development of a new cadre of farmers, industry professionals, and agribusinesses that reflect the demands and opportunities of the 21<sup>st</sup> century.

It is anticipated that these interventions may result in lower unit cost of production, the adoption of newer technologies and modern approaches to production within the sector leading to improvement in the efficiency and productivity and ultimately enhanced food security.

The role of the Ministry of Agriculture, Food, Fisheries, and Water Resource Management (MAFFW) will be to execute the initiatives and interventions in the agricultural sector.

**Limitation:** This indicator will require the adoption of the appropriate mechanism to facilitate a culture of research and innovation and to support its promotion and expansion within sector.

**Source of Verification:** Administrative reports of the MAFFW

## Performance Indicator P14

Indicator	Description of Target
P14	Creation of a knowledge management system to support the above processes within the agricultural sector by 2015

**Definition:** This indicator refers to the creation of a knowledge management system for the agricultural sector to improve the overall management of the sector.

**Justification:** The Government of Barbados intends to improve the knowledge management capacity in the MAFFW so that it can better assist the agricultural sector. In this regard, it is important that the MAFFW have the technological capacity to properly execute this role. Currently there is no integrated knowledge management system or plan in place to service the agriculture sector. The various key agencies operate individual and separate ICT structures which of themselves contribute to inefficiencies and ineffectiveness evident in the agencies and the sector. The creation of a comprehensive, high quality knowledge management system is therefore essential to guide this transition and to facilitate effective decision-making and performance management within the MAFFW so that it can effectively meet its obligations under the national HRD strategy. In this regard, the MAFFW will be undertaking the following activities over the duration of the HRDS:

- Establishment of an Agricultural Management Information Management System (AMIS) to incorporate the following:
- Creation of a Wide Area Network between the MAFFW and the agricultural agencies to support communications and collaboration;
- Establishment of Information Communications Technology Platform for the marketing of agricultural commodities; and
- Creation of an Integrated Farm Management Information System (FMIS).

These interventions will improve the efficiency and effectiveness of MAFFW's service delivery to its key stakeholder and to the public through improved decision-making as a result of access to real-time, relevant and timely knowledge and faster access to relevant documentation.

**Limitation:** This indicator is dependent on the capacity of the MAFFW and other key agricultural stakeholders to facilitate the required level of integration.

**Source of Verification:** Administrative reports of the MAFFW

## Performance Indicator P15

Indicator	Description of Target
P15	Applied research for promotion of alternative and green energy sources in the agricultural sector presented by 2015

**Definition:** This indicator refers to applied research for the promotion of alternative and green energy sources in the agricultural sector

**Justification:** It is recognised that the continued viability of the agricultural sector depends on improving competitiveness and encouraging sustainability through the application of environmentally sound practices and continued research to find innovative approaches for development. It is envisioned that green agriculture would be characterised by increasing the use of farming practices and technologies that simultaneously enhance farm productivity, reduce negative externalities and rebuild ecological resources, such as soil, water, air and biodiversity.

As the sector looks towards the future, new areas of exploration include the use of alternative energy sources, for example, biomass to generate base load power in a co-generation system within the sugarcane industry. Other areas include the adoption and application of new approaches in cultivation, transport, and harvesting systems and the use of solar and wind farms, as Barbados moves the use of greener energy sources.

The Ministry of Agriculture will also seek to foster closer cooperation and collaboration with research institutions, scientists, extension advisers, growers, and agriculture-related industries to promote the use of and introduction of advanced technologies in production areas that are compatible to the Barbados environment.

**Limitation:** This indicator is dependent on the availability of the appropriate skills needed to conduct the research in the areas earmarked to development.

**Source of Verification:** Administrative reports of the MAFFW

## Results Indicators within HRD Strategy

The 15 Performance Indicators articulated in the Human Resource Development Strategy, feed directly into nine results indicators, detailed below.

### Strategic Pillar 1: Enabling Environment

**Strategic Objective:** Creation of an enabling environment for human resource development through institutional strengthening and capacity building.

Indicator	Required Action (Definition/Calculation)	Baseline 31.03.2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	Data Source (Responsible Institutions or Departments)
<b>R01: Number of institutional assessments conducted.</b>	<b>Activity 1.1: Institutional Assessment</b> <ul style="list-style-type: none"> <li>Conduct of biennial institutional assessment of HRD-related agencies using the Institutional Assessment Tool developed during the formulation stage of the HRD Strategy</li> <li>Improvement in the physical resources of the various HRD-related agencies.</li> </ul>	3	-	2 new institutional assessments conducted  (partially met: 1 assessment)	4 new institutional assessments conducted  (partially met : 3)	5 new institutional assessments conducted  (partially met: 3)	5 new institutional assessments conducted  (partially met : 3)	<ul style="list-style-type: none"> <li>Relevant Reports of biennial Institutional Audit</li> </ul>
<b>R02 Increase in the number of public officers completing HRD-related professional development activities related to operationalisation of the HRD Strategy.</b>	<b>Activity 1.2: Capacity Building</b> <ul style="list-style-type: none"> <li>HRD Strategy is incorporated into the annual budget across all ministries, departments and Government Agencies by 2014</li> <li>Capacity building for various staff through workshops, conferences, study tours, and related activities.</li> <li>Staffing of various ministries and agencies based on recommendation of institutional assessment.</li> </ul>	200	290  (partially met: 250)	500  (partially met: 400)	600  (partially met : 500)	700  (partially met : 600)	800  (partially met : 700)	<ul style="list-style-type: none"> <li>Ministry Budgets</li> <li>Administrative Records of Training Administration Division (TAD)</li> </ul>

## Strategic Pillar 2: National Qualifications Framework

**Strategic Objective:** Development and implementation of an internationally-recognised national qualifications framework.

Indicator	Required Action (Definition/Calculation)	Baseline 31.03.2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	Data Source (Responsible Institutions or Departments)
<b>R03: At least a 50% reduction, by 2014, in the time it takes educational providers to complete annual re-registration.</b>	<p><b>Activity 2.1: Enhancing the level of effectiveness and efficiency in the provision of re-registration services at the BAC.</b></p> <ul style="list-style-type: none"> <li>Rationalisation of the application process.</li> <li>Improvements to the BAC's online user interface to facilitate first-time and repeat registrants.</li> <li>Educational providers are registered with the Barbados Accreditation Council</li> </ul>	12 months	12 months	9 months  (partially met: 11 months)	6 months  (partially met: 8 months)	3 months  (partially met: 5 months)	3 months  (partially met: 4 months)	<ul style="list-style-type: none"> <li>Administrative Records of Barbados Accreditation Council (BAC)</li> </ul>
<b>R04: Number of qualification programmes approved and operational.</b>	<p><b>Activity 2.2: Development of National Qualifications framework</b></p> <ul style="list-style-type: none"> <li>Stakeholder meetings held which include employer and employee representatives, ML, MEHR, and educational providers</li> <li>Levels defined and agreed on</li> <li>Framework promoted among stakeholders</li> <li>Educational providers are registered with the Barbados Accreditation Council</li> <li>Lead Bodies formed</li> <li>Standards developed and approved</li> <li>Curriculum writers trained</li> <li>Curricula developed and distributed</li> <li>Assessors trained and Certified</li> <li>Assessments conducted</li> </ul>	2 new qualification programmes	1 new qualification programme	2 new qualification programmes  (partially met: 1)	3 new qualification programmes  (partially met: 2)	5 new qualification programmes  (partially met: 3)	5 new qualification programmes  (partially met: 3)	<ul style="list-style-type: none"> <li>Administrative Records of the Technical Vocational Educational and Training (TVET) Council</li> </ul>

### Strategic Pillar 3: Demand-Driven Educational System

**Strategic Objective:** Development of demand-driven educational services including improved educator preparation programmes, career planning, quality assurance, and active participation of youth at risk.

Indicator	Required Action (Definition/Calculation)	Baseline 31.03.2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	Data Source (Responsible Institutions or Departments)
<b>R05: Number of persons utilising the Career Planning services at post-secondary level.</b>	<b>Activity 3.1: Enhancement of career planning services for students and the labour force</b> <ul style="list-style-type: none"> <li>Guidelines for career planning services established</li> <li>Establishment of a coordinating mechanism for the provision of career planning services</li> <li>Development of educational programmes in career planning</li> </ul>	600	1,150 additional  (partially met: 1,000)	900 additional  (partially met: 675)	1,050 additional  (partially met: 950)	1,200 additional  (partially met: 1,000)	1,300 additional  (partially met: 1,200)	<ul style="list-style-type: none"> <li>Administrative Records of agencies providing career counselling</li> </ul>
<b>R06: Number of persons enrolled in registered continuing education programmes increased by 5% annually</b>	<b>Activity 3.2: Enhancement of second-chance educational system</b> <ul style="list-style-type: none"> <li>Assessment of system conducted</li> <li>Plan for improving second chance opportunities developed and implemented</li> <li>Monitoring system established</li> <li>Development of a Lifelong Learning Policy.</li> </ul>	1,000	1,500 new enrolments  (partially met: 1,250 new enrolments )	1,575 new enrolments  (partially met: 1,180 new enrolments)	1,650 new enrolments  (partially met: 1,240 new enrolments)	1,740 new enrolments  (partially met: 1,300 new enrolments)	1,800 new enrolments  (partially met: 1,400 new enrolments)	<ul style="list-style-type: none"> <li>Administrative records (MEHR)</li> </ul>

## Strategic Pillar 4: Knowledge Management Systems

**Strategic Objective:** Rationalisation of knowledge management systems conducted and information access system developed.

Indicator	Required Action (Definition/Calculation)	Baseline 31.03.2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	Data Source (Responsible Institutions or Departments)
<b>R07: Number of government departments and agencies using full HR module of Smart Stream application.</b>	<p><b>Activity 4.1: Development of a comprehensive knowledge management training programme to facilitate increased access to and full utilisation of information and knowledge management functions of Smart Stream application.</b></p> <ul style="list-style-type: none"> <li>• Conduct of technology systems audit to determine current state of national information management systems.</li> <li>• Development of interoperability framework to facilitate synergy among national information management systems including protocols, processes, and strategies for effective knowledge management within the public sector.</li> <li>• Establishment of a monitoring mechanism for the knowledge management system.</li> </ul>	8	25 (in total) government departments and agencies  (partially met: 20)	30 (in total) government departments and agencies  (partially met: 25)	35 (in total) government departments and agencies  (partially met: 30)	40 (in total) government departments and agencies  (partially met: 30)	45 (in total) government departments and agencies  (partially met: 35)	<ul style="list-style-type: none"> <li>• Administrative Records from Treasury Department</li> </ul>
<b>R08: Number of persons receiving professional development training in knowledge management</b>	<p><b>Activity 4.2: Enhancement of HRD related information systems to increase access to and use of knowledge management to facilitate timely decision-making</b></p> <ul style="list-style-type: none"> <li>• Enhancement of LMIS, EMIS, and related portals to facilitate increased access by Government, employers, and workers.</li> <li>• Enhancement of the Information and document management functions within the various HR-related agencies.</li> <li>• Education and training of staff in the development, use, and maintenance of knowledge management systems, including Records Management, Document Management, E-government, Change Management, and Data Mining.</li> </ul>	25	15 additional  (partially met: 12)	50 additional  (partially met: 40)	70 additional  (partially met: 60)	90 additional  (partially met: 75)	100 additional  (partially met: 80)	<ul style="list-style-type: none"> <li>• Training Administration Division Administrative Records</li> </ul>

## Strategic Pillar 5: Research, Innovation, and Entrepreneurship Capacity

**Strategic Objective:** Enhancement of research to improve innovation, and entrepreneurship capacity.

Indicator	Required Action (Definition/Calculation)	Baseline 31.03.2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	Data Source (Responsible Institutions or Departments)
<b>R09: Number of persons accessing Entrepreneurial Training through registered training agencies.</b>	<b>Activity 5.1: Enhancing opportunities for entrepreneurship</b> <ul style="list-style-type: none"> <li>Strengthening capacity in research, innovation and entrepreneurship</li> <li>Encouraging of innovation-driven entrepreneurial culture through research and development.</li> <li>Promotion of strong research culture</li> <li>Provision of educational workshops</li> <li>Organisation of Technical conferences for the sharing of information</li> <li>Creation of employment opportunities through education, training, and incentives for small business development and growth of innovation.</li> </ul>	6	95 new persons  (partially met: 75)	120 new persons  (partially met: 95)	135 new persons  (partially met: 110)	160 new persons  (partially met: 135)	195 new persons  (partially met: 150)	<ul style="list-style-type: none"> <li>Administrative records from Training Agencies</li> </ul>
<b>R10: Number of persons receiving training in alternative and green energy sources in the agricultural sector</b>	<b>Activity 5.2: Enhancing research and capacity-building in the agricultural sector</b> <ul style="list-style-type: none"> <li>Needs assessment of the agricultural sector</li> <li>Education and training of staff in various agricultural-related agencies</li> <li>Technical assistance on the modernisation of Ministry of Agriculture</li> <li>Development and implementation of a comprehensive knowledge management system for agriculture - including feasibility of a Farm Management Information System and</li> <li>Implementation of a wide area network</li> <li>Technical assistance to improve output of Small &amp; Medium-sized Enterprises</li> <li>Applied research for promotion of alternative and green energy sources in the agricultural sector.</li> </ul>	0	0	15  (partially met: 10)	20 additional  (partially met: 15)	15 additional  (partially met: 12)	15 additional  (partially met: 12)	<ul style="list-style-type: none"> <li>Administrative records from MAFFW</li> </ul>



## Results Indicator R01

Indicator	Description of Target
R01	Number of institutional assessments conducted.

**Definition:** This indicator refers to the need to conduct institutional assessments of key government ministries, departments, and government agencies in order to ascertain at what point or at what level there is a need for technical and training intervention in order for the Human Resource Development Strategy to have an impact.

**Justification:** Human resource development activities have been historically implemented across a wide cross-section of government ministries, non-governmental organisations and the private sector. Whereas these efforts have assisted in Barbados' transformation from a low-income monoculture economy to a developing, more diversified, upper-middle income country, the lack of coordination among these activities have created duplication and compromised the efficiency and effectiveness of such initiatives. Furthermore, within the context of globalisation, there is a need to modernise the education and training system to become more flexible and responsive to changing demands and to facilitate the required increase in international competitiveness through greater productivity and innovation.

It is recognised that within the public sector component of the institutional infrastructure supporting HRD in Barbados, there is a glaring need to position all ministries, departments, and Government agencies to be able to operationalise and sustain the HRD Strategy. It is of fundamental importance that all public sector institutions are in the position to be re-engineered and *re-cultured* towards a more programme-centric way of doing business.

During the development of the HRD Strategy, an institutional assessment tool was produced to identify capacity building needs within the existing institutional framework. The MEHRD will seek to further develop and promote this tool to support the institutional assessments across the public sector to not only guide training priorities and resource needs but to identify critical technical assistance interventions that would collectively create an enabling environment for more effective and better coordinated HRD in Barbados. Those ministries, departments, and agencies that have a critical role to play in the implementation of the strategy will be targeted early in the roll-out of this assessment activity. These include the Barbados Accreditation Council, TVET Council, Training Administration Division, and several post-secondary and tertiary institutions. A major output of the institutional assessment will be an Action Plan that speaks to the prioritised areas for intervention over a 2-year period. The biennial institutional assessment will then be used as a gauge to determine what and how much progress has been made to address the identified strengths and weaknesses.

**Limitations:** There may be some initial resistance by some institutions to embrace the institutional assessment as a continuous monitoring and evaluation tool. However, it is expected that as these institutions begin to realise measurable improvements in their overall productivity and output, then the organisational culture will make the fundamental change necessary to make the assessment exercises a part of operational culture.

**Source of Verification:** Report prepared by an independent body/party contracted by MEHR showing evidence of the assessments undertaken.

## Results Indicator R02

Indicator	Description of Target
R02	Increase in the number of public officers completing HRD-related professional development activities related to operationalisation of the HRD Strategy.

**Definition:** This indicator is a measure of the number of public workers in Barbados complete professional development in aspects of human resource development specifically related to the support the operationalisation and sustainability of the HRD Strategy. Training is considered as completion of a unit of study comprising 30 or more contact hours in a face-to-face or online programme.

**Justification:** The public sector is a critical player in improving international competitiveness and stimulating economic growth and development. Its services not only support the private sector as it strives to exploit global opportunities , but also provide channels to transform economic growth into national social development and mitigate potential negative consequences of economic restructuring. However, there is a recognised need to transform the sector into a more flexible, demand-driven, customer-focused enterprise. The transformation will require upgrading the skills and competences of public workers and establishing dynamic training system for the public service.

Currently, training in the public sector is managed by the Training Administration Division (TAD) which provides a number of in-service training programmes and external training and education identified as priority training needs. Use of the aforementioned institutional assessment tool will provide a structured mechanism for identifying training needs, providing additional financial resources, and enhancing the efficiency of the existing system of training and re-training of public workers. HRD-related training in this context refers to training specific to the implementation and sustainability of the HRD Strategy. For measurement purposes, HRD-related training will refer to training of at least 30 hours duration.

Staff throughout the public service will benefit from capacity building aimed at realising a better trained and more effective human resource pool with the capacity to deliver a higher level of service and improved productivity and competitiveness across the public and private sector. In addition, there is the need to expose technicians to newer technologies and methodologies that realise greater efficiencies. At the operations and supervisory levels, there is the need to expose workers to the skill sets and competencies that facilitate greater productivity, while at the executive level; there is the need to expose middle and top management to the skills and techniques that make for better and more effective decision-making.

**Limitations:** This indicator will require sustained and aggressive lobbying by individual ministries to Central Government for the annual approval of budgetary allocations specifically targeted towards HRD-related training and education.

**Source of Verification:** Administrative records of the Training Administration Division (TAD) and a copy of the Financial Years' Estimates for the relevant ministry, department, and Government Agency.

### Results Indicator R03

Indicator	Description of Target
R03	At least a 50% reduction, by 2014, in the time it takes educational providers to complete annual re-registration with Barbados Accreditation Council.

**Definition:** This indicator refers to the operationalisation of mechanisms and streamlining of internal processes aimed at enhancing the level of effectiveness and efficiency at the Barbados Accreditation Council (BAC) to offer an improved service to its end users.

**Justification:** The consolidation of the delivery of education and training in Barbados under a single integrated framework (*see Chapter 3 of the HRD Strategy for a full description*) will provide much needed structure and coordination among education and training providers and the programmes and certification offered. The framework represents a critical dimension of a well structured educational system that would empower individuals through professional development and boost productivity, innovation, and entrepreneurial activity, thereby improving Barbados' level of international competitiveness. The establishment of a National Qualification Framework (NQF) is effectively the regulation of the marketplace for education and training and provides a coordinated system for recognising skills and qualifications that would utilise a standard currency for learner achievement across the qualifications system through the award of credit. It is therefore conducive to improving access to learning opportunities and the development of individuals through lifelong learning by increasing the flexibility and individual mobility within the system.

The Barbados Accreditation Council is the national quality assurance body established to carry out this task. The focus of the BAC is on developing a coherent system of tertiary education and training that ensures excellence and integrity to all its stakeholders. One of BAC's main roles is the registration of institutions offering post-secondary or tertiary education and training, and the accreditation of programmes of studies and institutions in Barbados. This accreditation provides recognition and transferability of qualifications locally, regionally and internationally.

Figure 1 outlines the key steps in the registration process. With a duration of 6-9 months, step 3 of this process "Application Meets Document Requirement" stage appears to be the critical rate determining step of the registration process and represents the area where intervention is most needed. A more efficient registration process would facilitate increased accreditation of institutions and programmes and by extension improve the efficiency of the quality assurance mechanism that provides the public with guidance on those legitimate educational providers that satisfy national standards.

**Limitation:** Currently, the BAC does not have the internal capacity to bring about the level of change required to realise the improved efficiency of the registration process. However, it is expected that institutional assessment of the BAC and the associated capacity building will create the environment to realise the anticipated efficiency gains.

**Source of Verification:** An evaluation of application processes and recorded processing times extracted from BAC's administrative records.

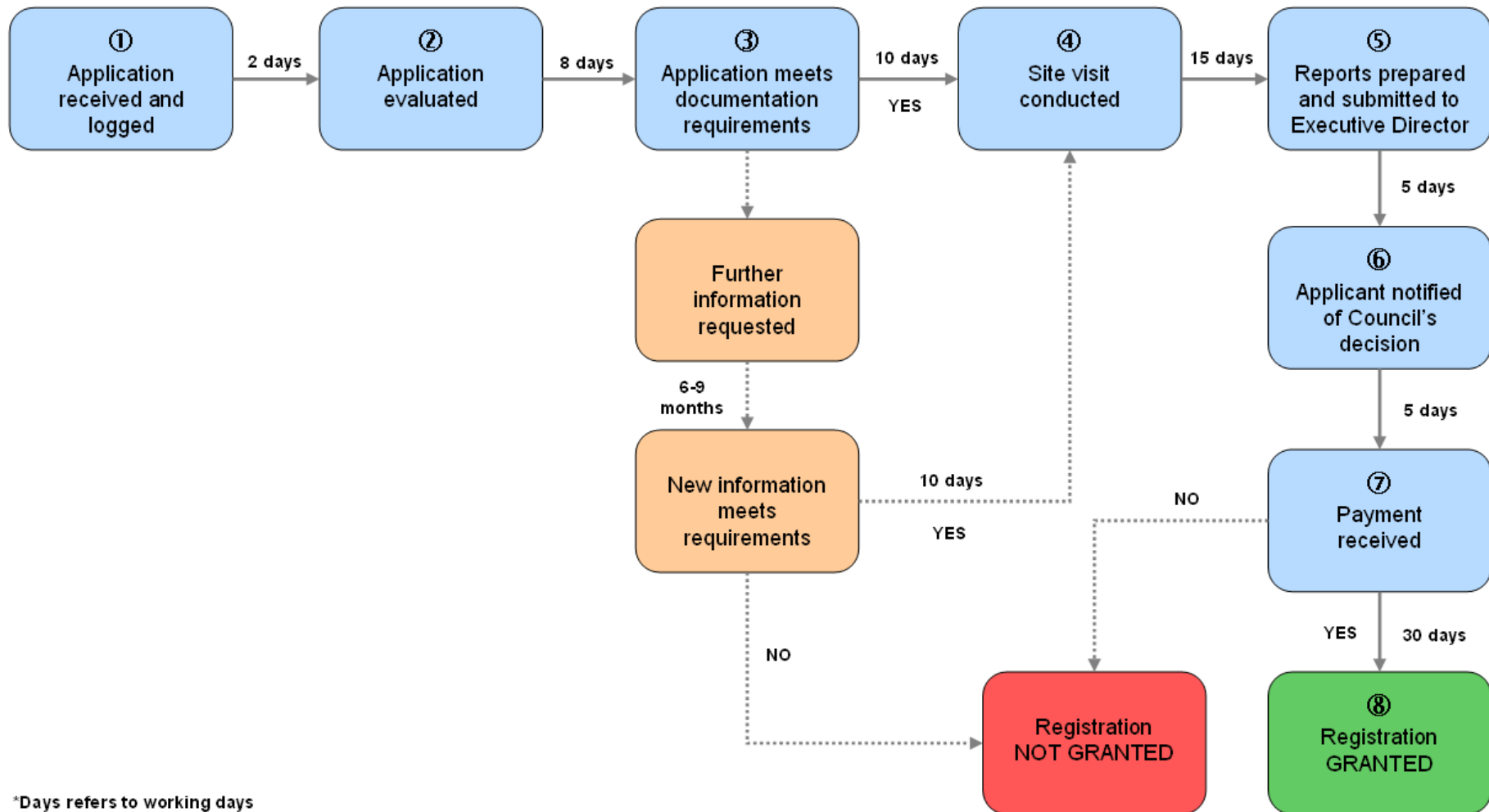


Figure 1. Steps to Registration with the Barbados Accreditation Council

## Results Indicator R04

Indicator	Description of Target
R04	Number of vocational qualification programmes approved and operational

**Definition:** This indicator refers to the development and roll-out of a systematic programme of National Vocational Qualifications (NVQs) and Caribbean Vocational Qualifications (CVQs) offered by secondary, post-secondary, and tertiary educational institutions during the implementation of the Strategy. 'Programmes approved' refers to approvals granted to Assessment Centres to deliver specific National/Caribbean Vocational Qualifications.

Approvals are based on a centre demonstrating that it has:

- Adequate arrangements to train persons to attain and demonstrate standards of competence e.g. competence-based curricula, access to appropriate equipment and tools; and a realistic working environment.
- Sufficient numbers of trained assessors and internal verifiers.
- Appropriate quality assurance mechanisms.

**Justification:** Technical and vocational education and training in Barbados is provided by employers and private and public sector institutions. Many employers provide non-formal on-the-job training which is not certified and some institutions offer a range of courses which are not currently part of a coherent qualification framework. The implementation of National/Caribbean Vocational Qualifications adds value to the TVET system by introducing a standardised programme of competence-based assessment and certification that offers public recognition of skills in a coherent qualification framework. The consolidation of the delivery of education and training in Barbados under a single integrated framework will provide structure and coordination among programmes of educational providers. It represents a critical dimension of a well structured educational system that would empower individuals and boost productivity, innovation, and entrepreneurial activity, thereby improving Barbados' level of international competitiveness.

Vocational qualifications are competency-based and provide a flexible route for the certification of knowledge, skills, and abilities within a national qualifications framework, regardless of how the job competencies were acquired. Vocational qualifications increase opportunities for employability and mobility across sectors nationally and regionally, provide an effective way of developing staff to a nationally recognised standard, and support recruitment by providing a better guarantee of job candidates' capability. Nationally, awarding of NVQs and CVQs offer a public declaration of workers' skills, provide assurance of quality of goods and services, improve national competitiveness, and enhance attractiveness of the labour force for foreign investors.

**Limitation:** There is a risk of technical and educational providers not moving expeditiously to put the structures and systems in place to meet the requirements for Centre- and Qualification- approval under the framework managed by the TVET Council. However, it is expected that MEHR and the TVET Council will shortly embark on a national public awareness campaign to inform the general public and educational providers alike of the need for and relevance of the approved qualifications programmes

**Source of Verification:** Administrative records of the Technical Vocational Education and Training Council.

## Results Indicator R05

Indicator	Description of Target
R05	Number of persons utilising Career Planning and Counselling services at the post-secondary level.

**Definition:** This indicator refers to the number of persons who undergo a formal session of career planning and counselling at the post-secondary level through one of the institutions authorised to offer the career planning and counselling service.

**Justification:** The global competitive nature of the workplace demands a more skilled worker, one who comes with the relevant academic knowledge and skills to satisfy the demands of employers in the labour market. For all individuals, including students and persons in the labour force, career planning guides the education and training decisions and lays the foundation for lifelong learning and continuous career advancement during their working lives. However, it is recognised that there is a need for better coordination between career planning services being offered within and outside education and training institutions and the labour market.

As it current exists, there is no formal framework of career counselling at the secondary level. Whatever level of counselling that currently exists is focused more as a reactive intervention for personal development rather than a proactive intervention towards professional and lifelong development.

Building on the existing network of the Guidance Counsellors Association of Barbados, a National Career Planning and Counselling (NCPC) Unit under the MEHR will be established to coordinate and support such activities within the secondary and post-secondary school system. The NCPC Unit would be responsible for effectively utilising labour market and human resource information and other research to provide a pool of information for dissemination to schools and educational institutions. For the adult population outside of the school system, the National Employment Bureau (under the Ministry of Labour and Social Security) will be strengthened to become the premier career counselling centre for the labour market and will liaise with the NCPC to provide a mechanism that would support the transition of students from school to work.

**Limitation:** This indicator will require the establishment of the appropriate policy framework and institutional mechanisms to support its promotion and implementation. Work on these aspects will commence in Quarter 1 (April – June) of Financial Year 2012-2013.

**Source of Verification:** Administrative records of the MEHR and registered educational providers and agencies authorised to deliver career counselling services.

## Results Indicator R06

Indicator	Description of Target
R06	Number of persons enrolled in registered continuing education programmes increased by 5% annually

**Definition:** This indicator is a measure of the number of persons accessing second chance and continuing education opportunities at post-secondary and tertiary educational institutions.

**Justification:** An examination of the results of the regional Caribbean Examinations Council (CXC) annual reports show that between 30% and 40% of Barbadian students writing Caribbean Secondary Education Certificate examinations leave school under-certificated for the labour force and lacking in work related skills. Whereas many private and public institutions provide adult and continuing education opportunities, there remains a need to strengthen this provision and develop a comprehensive system of Lifelong Learning. Such programmes will not only provide second chance opportunities for those who have not satisfactorily completed secondary education but will also cater to those seeking to: transition or re-qualify for a change in career; enhance their literacy, numeracy and technological skills; and upgrade their knowledge, skills and occupational qualifications. The enhancement of the second chance educational programme will also cater to learners with disabilities, vulnerable and at-risk youth, and young adults, especially unqualified or under qualified males and females.

Continuing Education Programmes are currently conducted at a number of secondary, post-secondary, and tertiary education and training institutions, along with a number of private educational providers. The MEHR will pursue a rationalisation and expansion of the Continuing Education Programme as it evolves into a programme of lifelong learning. This initiative is an attempt to expand the capture and enrolment rate of those persons described as disadvantaged at the post-secondary stage, namely, learners with disabilities, vulnerable and at-risk youth, and young adults. It will also be expanded to offer a more varied and workplace-focused programmes and courses. In addition, private providers will also be encouraged to expand their offerings wherever feasible. All Barbadians will therefore have the opportunity to move seamlessly into and across various areas of learning to improve their qualifications and occupational opportunities.

**Limitation:** MEHR may be delayed in establishing the appropriate framework to support its rationalisation and expansion of continuing education programmes or may have difficulty in providing the resources for oversight and coordination of the expanded continuing education programmes. However, the continued expansion in the number of continuing education programmes being offered by existing providers and the increase in the number of providers is offering continuing education programmes will act as a catalyst for a more concerted effort on the MEHR's part.

**Source of Verification:** MEHR administrative records showing approval and implementation of the framework regarding the various schools and institutions offering the Continuing Education Programme (CEP).

## Results Indicator R07

Indicator	Description of Target
R07	Number of government departments and agencies using the full HR module of SmartStream application.

**Definition:** This indicator is a measure of the number of government ministries, departments, and agencies utilising the Human Resource (HR) module of the SmartStream application. A government departments or agency is a public institution that delivers services for the Government of Barbados. Departments and agencies have a clearly established mandate generally defined by an act of parliament. Government departments and agencies may be managed directly by a ministry or operate as semi-autonomous bodies. In either case ministerial responsibility for an agency or department is assigned through appointment by the Government General under advice of the Prime Minister.

**Justification:** Expanded use of the HR module in Smart Stream is associated with the creation of an electronic platform that links the existing Barbados Labour Market information System (BLMIS) and the Education Management Information System (EMIS), thereby providing a mechanism for strengthening knowledge management in Barbados.

SmartStream is a client/server-based software application that supports financial activity in the public service. SmartStream Financials is the Government of Barbados' officially mandated software application for its financial management system. Prior to implementing SmartStream, the government operated a virtually manual system which offered minimal control over financial information, which made it difficult to track in real time, government's commitments, and liabilities. SmartStream Financial now efficiently records commitments and allocations electronically, automatically restricting expenditures, and safeguarding against over-expenditures. SmartStream's HR applications offer a level of advanced functionality needed to manage the HRD-related functions for the over 30,000 public sector employees. The Smart Stream HR module acts as a platform for the creation of an Interoperability Framework among the currently disparate EMIS and BLMIS. In addition, widespread use of the Smart Stream HR module throughout the public service will act as a first step in consolidating all basic HR information. This information will then be available for analysis and decision-making at a higher level in relation to labour and education and training needs for national development.

Twenty of the approximately 100 established departments and agencies have been prioritised for institutional assessment and related capacity building as part of the Human Resource Development Programme. In addition, up to 50% of the departments and agencies will be involved in the expansion of use of the full human resource module of the Smart Stream application. A full listing of government departments and agencies is included in Table 1 with an asterisk (\*) indicating those agencies directly involved in the coordination or delivery of aspects of the Human Resource Development Programme.

**Limitation:** This indicator will depend on the efficient allocation of human, technological, and financial resources that would be necessary to support the timely administration of the SmartStream HR systems.

**Source of Verification:** Administrative Records from Treasury Department regarding the number of public sector institutions using the Smart Stream HR module.



## Results Indicator R08

Indicator	Description of Target
R08	Increase in the number of persons in the public sector receiving professional development training in knowledge management.

**Definition:** This indicator is a measure of public workers trained in the field of knowledge management to be able to service the needs of a demanding public and to be in a better position to manipulate and interpret data for decision-making purposes.

**Justification:** The increasing use of information across society has transformed the way in which people conduct business, create, and use information, and interact with each other. As the largest employer and information generator, Government must be able to manage the flow of information within the various ministries, departments, and agencies of the public service as well as the interface with the private sectors and its citizens. Good knowledge and information management should support evidence-based policy development – both in researching new policy and evaluating the outcomes from existing policies. Using appropriate knowledge in decision-making leads a more accurate understanding of the current realities, better policy, and better services. Strong overall leadership, ownership, and advocacy are also critical for success.

In order to be able to manage the flow of and access to information, there needs to be a cadre of well trained and informed knowledge management specialists, at all levels of the knowledge management cycle in order for the information to be timely, relevant, and useful.

It is envisioned that a professional programme will be developed to support knowledge and information management as a key corporate function of government.

**Limitation:** This indicator will depend on the availability of adequate resources to sustain a programme of continuous training and re-training in knowledge management to keep public officer at the forefront of technological developments in the area.

**Source of Verification:** Administrative records from Training Administration Division.

## Results Indicator R09

Indicator	Description of Target
R09	Number of persons receiving Entrepreneurial Training through registered training agencies.

**Definition:** This indicator refers to the promotion and development of a coordinating mechanism to facilitate access to facilities to improve innovation and entrepreneurship.

**Justification:** The Government of Barbados has recognised the link between creativity, innovation, and entrepreneurship and improvement of international competitiveness, creation of wealth, economic growth and the improvement of the quality of life. For the full potential of research, innovation, and entrepreneurship to be realised, it is important to build human capacity, skills, and thought processes that support the culture. Innovation and entrepreneurial activities flourish given the right mix of education and training, research and development, applied science and technology, and financing. These factors operate within an enabling environment characterised by: a legislative, fiscal, and policy framework; the provision of financial and technical assistance; and a supporting monitoring and evaluation system. In this regard, Government is investing in the UWI, Youth Entrepreneurship Scheme, the Innovation Fund of the Enterprise Growth Fund Limited to name a few. In addition, the fund is used to coordinate the National Innovation Competition which encourages creative and critical thinking among management and staff in enhancing the competitiveness of their businesses.

Despite these initiatives, there remains a need for specific action designed at embedding an innovative mindset in the country. Specifically, the MEHR will enhance the incorporation of critical and creative thinking in curricula at all levels within the educational system. The HRD Strategy also supports the delivery of workshops on creativity, innovation, intellectual property, and entrepreneurship for individuals and businesses. Businesses should create an optimal mix of technology, retooling, process and organisational reengineering, and investments to support innovation and competitiveness.

A direct product of the cultivation of entrepreneurial processes is the establishment of micro, small, and medium-sized businesses. SMEs are significant contributors to the Barbadian economy. The reality is that the formal public and private sectors cannot absorb all the persons seeking employment at any one time. Hence there is a need to put mechanism in place to facilitate the development of a cadre of persons capable of creating their own employment and by extension, the employment for others. By facilitating the movement of people into areas of traditional and non-traditional employment, Government is maintaining its commitment to providing access to SME development and growth.

**Limitation:** This indicator will require the establishment of the appropriate mechanisms to facilitate a culture of innovation and entrepreneurship and to support its promotion and expansion. Work on this will continue during Financial Year 2012-2013

**Source of Verification:** Administrative reports of registered training agencies.

## Results Indicator R10

Indicator	Description of Target
R10	Number of persons receiving training in alternative and green energy sources in the agricultural sector

**Definition:** This indicator refers to the rationalisation of mechanisms to promotion of a research and innovation culture in the agricultural sector.

**Justification:** The Government of Barbados has recognised the link between research and innovation in the agricultural sector to improvement of international competitiveness, creation of wealth, economic growth and the improvement of the quality of life. For tangible improvements to be realised in the agricultural sector, it is important that Government puts mechanisms in place to facilitate the environment that encourage proactive research and innovations and dialogue among the key stakeholders.

Government already has disparate mechanisms in place to support growth and development in the agricultural sector. The emphasis here will be on creating a coordinating mechanism to offer more focused and sustained support to further develop the agricultural sector. There will be a renewed focus on training and continuous professional development of personnel in the key agricultural agencies to build human capacity so that these agencies can offer a higher level of administrative and technical support to practitioners within the sector. There will also be the establishment of mechanisms to promote and facilitate the use of applied science and technology to enhance new and more relevant research, all in an effort to promote alternative and green agriculture. The Ministry of Agriculture, Food, Fisheries, and Water Resource Development (MAFFW) is currently drafting a proposal to examine the feasibility of utilising purpose-grown biomass to generate electricity. There are also plans to examine greenhouse technology to aid food crop production. These factors will operate within an enabling environment characterised by: a legislative, fiscal, and policy framework; the provision of financial and technical assistance; and a supporting monitoring and evaluation system.

By facilitating the movement of people into areas of traditional and non-traditional employment, Government is maintaining its commitment to providing access to SME development and growth as well as building on the development of the intellectual property within the sector.

**Limitation:** This indicator will require the establishment of the appropriate mechanisms to facilitate a culture of research and innovation and to support its promotion and expansion within the sector. Work on this will continue during Financial Year 2012-2013

**Source of Verification:** Administrative reports of relevant Agricultural Agencies.

## Impact Indicators within HRD Strategy

Acquisition of new competencies, skills enhancement, improved institutional efficiency, and effective dialogue among stakeholders will assist in developing a sound workforce and in meeting the overall development objectives of the country. The Impact Indicator relates to the main objectives of the HRD Strategy and ultimate success of the Strategy is measured against Barbados' competitiveness ranking on the international market.

Indicator	Description of Target
I01	Improving the Global Competitiveness ranking of Barbados over the life of the HRD Strategy

**Definition:** This indicator is a measure of the global competitiveness of Barbados in HRD-related areas that will support the operationalisation and sustainability of the HRD Strategy.

**Justification:** The importance of the developing the human and social capital to meet the changing demands of an open economy cannot be overstated. A well-educated, trained, trainable, and flexible labour force will assist in driving productivity and increasing Barbados' level of international competitiveness. According to the Global Competitiveness Report 2011-2012, Barbados is now ranked at number 42<sup>nd</sup> among 142 economies, which represents an improvement over the previous years' performance. If Barbados is to continue to show improvements in its international competitiveness ranking, it must put the structures, systems, and processes in place to encourage and facilitate the development, particularly of its human resources, that is needed to sustain this growth path.

Government, through its public sector agencies, is well placed to offer the level of focused support needed to improve and sustain the national competitiveness of Barbados to allow for sustained economic growth and poverty alleviation.

**Limitations:** The main limitation of this indicator is that Central Government does not commit the resources (financial and otherwise) or put the mechanism (regulatory and structurally) in place to realise the level of sustained and far-reaching productivity gains necessary to transform the economy on a path of sustained economic growth.

**Source of Verification:** Barbados' Competitiveness Index as recorded in the annual Global Competitiveness Report of the World Economic Forum, and Barbados' Human Development Index (HDI) as recorded in the annual Human Development Report of the United Nations Development Programme.

## Reporting

Reporting on progress in the implementation of the HRD Strategy will be incorporated into a consolidated **Report on Human Resource Development in Barbados**. A mid-year report will be released in July of each year, followed by an Annual Report in January of the following year.

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 has been established to advise the Minister on the formulation of HRD policy and legislative frameworks. The Council, which has already been approved by Cabinet, is made up of key public and private representation. 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 EU Delegation has observer status on the steering committee and working groups.

The Programme Steering Committee will function in a technical, advisory, and monitoring capacity throughout the life of the programme. The role of the Programme Steering Committee has evolved from one of formulating the HRD Strategy to that of quality assurance and monitoring and evaluation of the programme. The Programme Coordinator will be responsible for the facilitation of the implementation of activities under the five pillars of the Barbados HRD Strategy and the monitoring of the implementation of the programme.

## Sources of Verification

The following documents will be used as sources of information for the consolidated Report on Human Resource Development in Barbados:

- Relevant Records of the following agencies: Ministry of Education and Human Resource Development; Ministry of Labour and Social Security; Barbados Accreditation Council; Technical Vocational Educational and Training Council; Training Administration Division; Treasury Department; training agencies; and agencies providing career counselling.
- Global Competitiveness Report of the World Economic Forum
- Human Development Report of the United Nations Development Programme.
- Estimates of Revenue and Expenditures
- Relevant Reports of biennial Institutional Audit
- Reports from the third party contracted by Ministry of Education and Human Resource Development

## Annex 1: List of Government Departments and Agencies

- Albert Cecil Graham Development Centre
- Analytical Services Laboratory
- Archives Department
- Barbados Agricultural Development & Marketing Corporation\*
- Barbados Agricultural Management Company Ltd.\*
- Barbados Community College\*
- Barbados Defence Force
- Barbados Drug Service
- Barbados Fire Service
- Barbados Investment and Development Corporation
- Barbados Licensing Authority
- Barbados National Oil Company Ltd.
- Barbados National Standards Institution
- Barbados Port Incorporated
- Barbados Postal Service
- Barbados Prison Service
- Barbados Tourism Authority
- Barbados Tourism Investment Incorporated
- Barbados Vocational Training Board\*
- Barbados Water Authority
- Barbados Youth Service
- Budget Section (Ministry of Finance & Economic Affairs)
- Bureau of Gender Affairs
- Bureau of Social Policy, Research and Planning
- Caribbean Broadcasting Corporation
- Central Bank of Barbados
- Central Purchasing Department
- Child Care Board
- Coastal Zone Management Unit
- Commission for Pan-African Affairs
- Community Development Department
- Co-operatives Department
- Corporate Affairs and Intellectual Property Office
- Customs and Excise Department
- Data Processing Department
- Department of Constituency Empowerment
- Department of Emergency Management
- Electoral Department
- Electrical Engineering Department
- Environmental Protection Department
- Erdiston Teacher Training College\*
- Fair Trading Commission
- Financial Intelligence Unit
- Financial Services Commission
- Forensic Sciences Centre
- Garfield Sobers Sports Complex
- Geriatric Hospital
- Government Industrial School
- Government Information Service
- Government Printing Department
- Grantley Adams International Airport Inc.
- Higher Education Development Unit\*
- Immigration Department
- Information Systems Unit (SmartStream)\*
- Inland Revenue Department
- International Business and International Transport\*
- Invest Barbados\*
- Labour Department\*
- Land Adjudication Unit
- Land Registration Department
- Land Tax Department
- Lands and Surveys Department
- Markets
- Media Resource Department\*
- Meteorological Office
- National Assistance Board
- National Conservation Commission
- National Council for Science and Technology\*
- National Council on Substance Abuse
- National Cultural Foundation
- National Disabilities Unit
- National HIV/AIDS Commission
- National Housing Corporation
- National Library Service
- National Petroleum Corporation
- National Sports Council
- Natural Heritage Department
- Natural Resources Unit
- Office of Public Counsel
- Office of Public Sector Reform\*
- Office of the Ombudsman
- Office of the Supervisor of Insolvency (Ministry of Commerce & Trade)\*
- Personnel Administration Division\*
- Performance Review and Development System Unit
- Probation Department
- Psychiatric Hospital
- Public Investment Unit
- Queen Elizabeth Hospital
- Rural Development Commission
- Samuel Jackman Prescod Polytechnic\*
- Sanitation Service Authority
- School Meals Department
- Statistical Service Department\*
- Technical and Vocational Education and Training Council\*
- Telecommunication Unit
- The Productivity Council
- Training Administration Division\*
- Transport Board
- Treasury Department
- Urban Development Commission
- Value Added Tax Unit
- Welfare Department\*
- Youth Affairs

*Source: Office of Public Sector Reform, Barbados, February 2012*

## Annex 2: List of Acronyms and Abbreviations

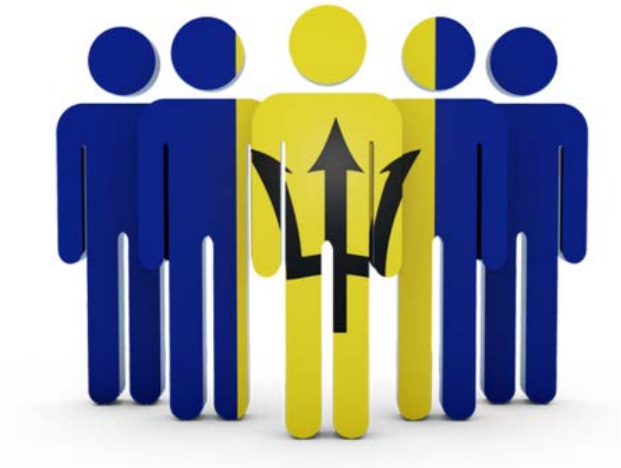
BAC	Barbados Accreditation Council	PAD	Personnel Administration Division
BAS	Barbados Adaptation Strategy	PAF	Performance Assessment Framework
BPSA	Barbados Private Sector Association	PRIR	Planning Research and International Relations Unit
BSS	Barbados Statistical Service	PIU	Public Investment Unit
BVTB	Barbados Vocational Training Board	PLAR	Prior Learning and Recognition
CEP	Continuing Education Programme	PPP	Purchasing Power Parity
CXC	Caribbean Examinations Council	SME	Small and Medium Enterprise
EU	European Union	TAD	Training Administration Division
GDP	Gross Domestic Product	TOR	Terms of Reference
GNP	Gross National Product	TVETC	Technical and Vocational Education and Training Council
GOB	Government of Barbados	UNDP	United Nations Development Programme
HRD	Human Resources Development	UWI	University of West Indies
HRDAC	Human Resource Development Advisory Council	YDP	Youth Development Programme
LMIS	Labour Market Information System	YES	Youth Entrepreneurship Scheme
MCS	Ministry of Civil Service		
MAFFW	Ministry of Agriculture, Food, Fisheries, and Water Resource Management		
MEHR	Ministry of Education and Human Resource Development		
MCT	Ministry of Commerce and Trade		
MFCSY	Ministry of Family, Culture, Sports and Youth		
MFE	Ministry of Finance and Economic Affairs		
MIP	Multi-Annual Indicative Programme		
ML	Ministry of Labour and Social Security		
MRSU	Manpower Research and Statistical Unit		
MTDS	Medium Term Development Strategy		
MTFS	Medium Term Financial Strategy		
NAO	National Authorising Officer for the European Development Fund		
NAS	National Adaptation Strategy		
NCST	National Council for Science and Technology		
NEB	National Employment Bureau		
NSP	National Strategic Plan		
NQF	National Qualifications Framework		
OECD	Organisation for Economic Cooperation and Development		

# Performance Assessment Framework

*to accompany*

**Barbados Human Resource Development Strategy 2011-2016**

**Developing National, Institutional and Human Capacity for Sustainable Growth**



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