

CARIBBEAN CENTRE FOR DEVELOPMENT ADMINISTRATION (CARICAD)

GROUP OF 77 Perez-Guerrero Trust Fund: - CARICAD Database of Caribbean Consultants (INT/89/K10)

Background to the Project

CARICAD was established as an intergovernmental agency in 1975 by the Conference of Heads of Government of the Caribbean Community (CARICOM) countries and became operational in 1980. From the outset CARICAD has focussed on providing for a critical mass of Caribbean professionals who could effectively design and implement a comprehensive and well focussed range of activities within a well structured institutional frame-work as required for structuring efficient and properly functioning public administration systems.

Despite limited resources and the wide range and complexity of the public administration problems that the Centre has attempted to deal with, a substantial impact has been achieved by CARICAD as a focal point for management development training of public sector officials. The attachment of two UN-funded posts in the early years of the Centre's existence, plus funding from the UNDP, the Commonwealth Secretariat and CIDA enabled very tangible contributions to be made to the training of senior officials of public administration and statutory bodies. The post of an Officer-in-Charge/Executive Secretary and support staff are funded by the member-governments, the host country provides a Senior Trainer, and with this small core-staff, extensive use is made of consultants as required for specific assignments. (See Resource-personnel Matrix appended).

The significant achievements of CARICAD and the structural basis of its weakness were clearly identified by the 1989 Mills Committee which was appointed by CARICOM Heads of Government to study and report on the status of Regional Institutions. According to the Mills Report:

The catalogue of activities and current requests for its services indicates clearly that the work being done by CARICAD is essential and needs to be expanded. We endorse proposals made recently in a review undertaken on behalf of UNDP that CARICAD should concentrate its future programmes in three broad areas:

- (i) Management implications of structural adjustment programmes
- (ii) Human Resource Development (HRD)
- (iii) Administrative problems of small states

With a view to upgrading the skills of management consultants in the Caribbean and to improve access by Member States to the best available expertise in the region for improved management and administrative restructuring of the public sector, CARICAD embarked on a series of activities with the support of donor agencies, including UNDP, the Commonwealth Secretariat, ILO-INTERMAN, and CIDA's Management for Change Programme.

One of the major outputs in the area of Human Resource Development was the establishment of a Caribbean Management Development Association (CMDA) with representatives drawn from management training institutions of both the public and private sectors. The need for an inventory and computerised database of management training and consulting personnel from across the region was clearly recognised by the Executive of the CMDA and with CARICAD serving as a Secretariat of the CMDA it was both logical and cost-effective for such a database to be housed with the Documentation Unit of CARICAD.

Moreover, the indexing and cataloguing of training courses, public administration studies and policy analysis on the effects of public enterprise management and implications of structural adjustment programmes were also being undertaken by CARICAD with assistance of UNDP (RIA/86/030) and the Commonwealth Secretariat.

The TOR for PGTF Project

Within the work Programme of CARICAD, the technical objectives of the project consisted of "the establishment of a database for consultants in the region and the use of their services on a continuing basis in public and private sector projects".

To this end, grant assistance of the PGTF was to enable CARICAD to undertake the following services listed in Attachment 1.

Analysis of activities and achievements

The design of an appropriate data collection instrument was undertaken by technical assistance under CIDA's support and CARICAD's inhouse capability. The final version of an expertise data form with a variety of fields to capture the relevant information for computer records was eventually decided upon after extensive enquiries, requests for further information and modification of coding schemes. A copy of the "expertise data form" is appended and illustrates the areas of management and kinds of activities to which responses were received.

The procurement of equipment was attended to in a satisfactory manner and sufficiently early enough in project implementation to allow the data entry and printing of files to be reviewed and revised in the light of additional information provided by respondents.

In retrospect, the equipment purchased would have been of a longer capacity,

rather than a 286 micro, but the necessary foresight to anticipate the kinds of programmes (software) that might be used for data-storage and retrieval was not provided.

To finalise the format for entries of consultants for the Register required a series of changes (iterations) on account of two reasons. The need to standardise entries was difficult as respondents did not provide information in as specific a manner as required. The number of possible responses on the "expertise data form" proved to be too extensive and complicated for software being employed in the preparation of the bibliographic data-base.

Considerable time was spent by one of the consultants in revising the coding scheme for the data-entry forms and training was necessary in the use of the CDS/ISIS software. Another output of the technical assistance is the design of a Manual for searching CDS/ISIS, now used by CARICAD.

The development of a CARICAD Database of Management Consultants has been a significant achievement with regard to identifying and making available a range of management training and consulting experts to Member States. That the database is now an element in the Caribbean Online Information Services provided by the Barbados External Communications has also meant access not only regionally but worldwide. The potential remains considerable but as often happens, the use of Caribbean consultants on both multilateral and bilateral projects is not as extensive as one would wish.

These projects are sometime linked to conditionalities and preferences for the well-established, multinational consulting firms. At least, sub-contracting has occurred in some instances.

The CARICAD database is a major step forward and needs to be consolidated and upgraded.

Initiatives are being taken by CARICAD within its current 1992-95 Work Programme, and especially as a result of its Working Group on Public Sector Reform and Administrative Restructuring, to enhance its capability as a Clearing House and Reference Bureau for a Public Policy and Administration Information System (PAINS). Such a system is intended to serve national country programmes with data from case studies across the Caribbean or other developing countries on policy coordination mechanisms that are multisectoral and interdisciplinary.

In addition to information on consultants as potential experts, as currently available, the idea would be for bibliographic references on public policy institutions and experiences. This is strongly requested by one of the sub-committees of the CARICAD Public Sector Working Group and a project proposal on "Improved Management Information Systems for Public Sector Modernisation" is being developed in collaboration with the Commonwealth Secretariat.

Having regard to the regular need for updating the current CARICAD database

and to give it greater exposure, discussions are being held with the Barbados External Telecommunications on preparing profiles for promotion among target users and disseminating announcements on a sample of the services covered by the data-base consultants.

With a view to enlarging the database, a draft proposal for Reversing the Brain Drain by Technology and Skills Transfer among the Caribbean Diaspora in the New York Area has been previously developed and submitted for review by potential donors.

In the context of growing concerns by CARICAD Member States to improve public sector management, reduce administrative inefficiencies and ensure better use of Caribbean expertise and experiences in the advancement of human resource development, CARICAD is anxious and ready to make a meaningful contribution. In this regard, we will need support and strong partnerships with the donor community.

(See Attachments)

Attachment 1**DESCRIPTION OF SERVICES**

Project No.: INT/89/K10/1/95/99

Work to be performed by the sub-contractor:

1. To enhance the skills of management consultants in Caribbean countries so that they may meaningfully contribute to the orderly growth and development of the region.
2. To promote and to ensure the utilization of the Caribbean consultants by public and private institutions in the region and by donor agencies, assisting them in the recruitment and selection of the most suitable candidates for management consultancies.
3. Towards this end, the subcontractor is to procure the following equipment:
 - 2 microcomputers and software
 - 1 laptop computer with case
 - 1 facsimile machine
 - 2 overhead projectors
 - 1 photocopier with accessories

Terms of reference

1. To collect and store information on education and experience of present and potential consultants.
2. To establish a registry of consultants in Administrative and Management Development in CARICAD.
3. To establish a Committee with the COMDA to plan and train Caribbean Consultants.
4. To train and retrain 200 Caribbean Consultants through consultancy skills workshops, courses and attachments.
5. To promote the use of Caribbean Consultants in public and private sector projects.

**CARIBBEAN ONLINE
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CARI

CARICAD DATABASE OF CONSULTANTS
Label: CARI
Scope:

Provides a listing of consultants in the field of management. Also includes full addresses with telephone and fax numbers. Details of areas of specialization are given.

Producer:

Centre for Development Administration (CARICAD)
27 Block C, Garrison St. Michael, BARBADOS, W.I.
809-427-8536 (Tel)
809-436-1709 (Fax)

Contact: Dr Patrick Gomes
Start of Service: February 1992
Total Size: 73 documents (14 February 1992)
Updates: Annual
Database Type: Bibliographic
Price: \$72.00 per hour
RECORD STRUCTURE

Label	Field	Function	Example
DOCN	BRS Assigned Accession Number	display only	
CONS	Consult/Firm		
NAME'	Name Index		
ADDA	Address Line 1		
ADDB	Address Line 2		
ADDC	Address Line 3		
ADDD	City		
ADDE	Country		
ADDF	Telephone No.		
ADDG	Telex/Cable		
HEAD	Head of Firm		
MEMB	Membership (100)		
PUBL	Publications		

Label	Field	Function	Example
ASSN	Assignment Preferred	(100)	
CORP	Corporate Management	(100)	
HRM'	Human Resources Management	(100)	
FINA	Finance	(100)	
MANS	Management Services	(100)	
MIS	Management Information Systems	(100)	
PRO	Program Mgt	(100)	
MARK	Marketing Mgt	(100)	
OPM	Organizational Product Mgt	(100)	
ADDR'	ADDA,ADDB,ADDC,ADDD,ADDE,ADDF,ADDG		

NOTES:

1. Long label descriptions that are followed by a number in parentheses indicate full-text paragraphs.
2. To restrict your search to a specified paragraph, follow the search term with the paragraph name enclosed either with periods or in square brackets.
eg. briggs.name or eg. briggs[name,cons]

CARIBBEAN ONLINE/CAR

SAMPLE DOCUMENT

DOCN 00000001
 CONS George Arthur Briggs
 ADDA 2 Dublin Castle Close
 ADDB P.O. Box 176
 ADDC Kingston 6
 ADDD Jamaica
 ADDE 927-2484/925-7463

Membership

- 1 MEMBERSHIP: Jamaica Institute of Management; Jamaica Association for Training and Development and Public Personnel Manager's Association.

Publications

- 1 PUBLICATIONS: Management and management development in small and island states

Assignment preferred

- 1 Assignment preferred: Short - July - September mainly
- 2 SPECIALITIES AREAS OF COMPETENCE

Corporate Management

- | | |
|-----------------------------------|---------------------|
| 1 CORPORATE MANAGEMENT | |
| 2 Policy formulation and analysis | Research - Training |
| 3 Strategic planning | Research - Training |

Human Resources Management

- | | |
|------------------------------|---------------------|
| 1 Human Resources Management | Research - Training |
| 2 Manpower planning | Research - Training |
| 3 Job design and analysis | Research - Training |

Finance

- | | |
|-------------------------------------|---------------------|
| 1 FINANCE | |
| 2 Financial management and analysis | Research - Training |
| 3 Programme budgeting | Research - Training |

Management Services

- | | |
|------------------------------|---------------------|
| 1 MANAGEMENT SERVICES | |
| 2 Organ. analysis and design | Research - Training |
| 3 Organ. develop. | Research - Training |

Program Management

- | | |
|-------------------------------------|---------------------|
| 1 PROJECT MANAGEMENT | |
| 2 Project organization and planning | Research - Training |

DOCN 00000004
 CONS Price Waterhouse
 ADDA PO Box 580
 ADDB Scotia Centre
 ADDC 56/58 Richmond Street
 ADDD Port-of-Spain
 ADDE Trinidad
 ADDF 623-1361/2/3 /623-2325/625-6473/4/5/6/15;
 Telex: 22499 (PWTRIN WG) Cable: PRICEWATER

SPECIALITIES

AREAS OF COMPETENCE