

TC Document

I. BASIC INFORMATION FOR TC

▪ Country:	▪ Barbados
▪ TC Name:	▪ Support for the Skills for the Future Program
▪ TC Number:	▪ BA-X1004
▪ Associated Loan/Guarantee Name:	▪ BA-L1016
▪ Associated Loan/Guarantee Number:	▪ Skills for the Future
▪ Team Leader/Members:	▪ Sabine Rieble-Aubourg, Team Leader (SCL/EDU); Carlos Herran, Livia Mueller (SCL/EDU); Roy Parahoo (FMP/CBA); Denise Salabie (FMP/CBA); Maritza Vela (MIF); Natasha Boyce, Michelle Daniel (CCB/CBA); Monica Lugo (LEG/SGO); Maria Fernanda Garcia Rincon (ORP/PTR); Claudia Oglialoro (ORP/GCM) and Carlos Gargiulo (consultant).
▪ Date of TC Abstract authorization:	▪ N/A
▪ Donors providing funding:	▪ PSG from USAID
▪ Beneficiary:	▪ Barbados
▪ Executing Agency and contact name:	▪ Ministry of Education, Science, Technology and Innovation (METI)
▪ IDB Funding Requested:	▪ US\$598,848 ¹
▪ Local counterpart funding, if any:	▪ N/A
▪ Disbursement and Execution period:	▪ 24 months – 28 months
▪ Required start date:	▪ January 2014
▪ Types of consultants:	▪ Consulting Firm
▪ Prepared by Unit:	▪ SCL/EDU
▪ Unit of Disbursement Responsibility:	▪ SCL/EDU
▪ TC Included in Country Strategy (y/n):	▪ No
▪ TC included in CPD (y/n):	▪ No
▪ GCI-9 Sector Priority:	▪ Regional integration

II. JUSTIFICATION AND OBJECTIVES OF THE TC

2.1 **Justification.** This proposal financed with USAID resources (hereafter “the Project”) will complement the activities of the “Skills for the Future” Program (Loan 2739/OC-BA; hereafter “the Program”) that was approved by the Board of Executive Directors on June 20, 2012, and the Technical Cooperation (TC) No. ATN/ME-12242-RG from the Multilateral Investment Fund (MIF). In particular, the proposed Project will provide additional support to the activities planned under Component II of the Program, which aims to improve the quality and relevance of secondary and post-secondary education (see [Loan Proposal ¶1.19](#)).

2.2 **Objectives.** The objective of the proposed Project is to support the activities of the Skills for the Future Program, financed through an IDB investment loan, which supports the Government’s Human Resource Development Strategy (HRDS) with an emphasis on

¹ See paragraph 3.4

improving the quality and relevance of secondary education and the effectiveness of Technical and Vocational Education and Training (TVET). By ensuring that graduates from secondary and post-secondary educational institutions have the academic, technical, and life skills necessary to enter the labor market or continue further education and by expanding opportunities for demand-driven training and skills certification; the Program aims to facilitate the school to work transition and to improve the level of success among the youth in Barbados. This Project will complement the activities planned under Component II of the Skills for the Future Program and build upon the experiences made with the pre-pilot initiative supported by the MIF TC (ATN/ME-12242-RG).

III. DESCRIPTION OF ACTIVITIES, COMPONENTS AND BUDGET

- 3.1 **Component I. Improving the quality and relevance of secondary and post-secondary education.** The objective of this component is to improve the quality of secondary and post-secondary education so that, upon graduation, students have the core and life skills necessary to enter the labour market or continue studying. To this end, the activities will include support for improving the teaching of core and life skills through a sports- for- development program - the pilot *A Ganar* program - in select secondary schools.
- 3.2 **Teaching of life skills.** In the context of a TC financed by MIF, the non-governmental organization (NGO) Partners of the Americas implemented the *A Ganar* program. The program is designed for youth 16-24 years old with the goal of improving their employability. To this end, the program employs a highly innovative methodology that teaches life skills through a combination of the use of sports, market-driven technical and vocational training, and internships. It is currently being implemented in 14 countries and trained over 5,000 youth between 2005 and 2009. Evaluation results indicate that about 70% of the participants graduate from the program and either obtain formal employment, continue their studies, or start a business within one year of completion.
- 3.3 **The *A Ganar* program in secondary schools.** Project resources will support the piloting of the *A Ganar* program in three secondary schools² characterized by low academic performance and low participation in the Caribbean Secondary Education Certificate (CSEC) examinations administered by the Caribbean Examination Council (CXC). The sports program will target FORMS IV and V (grades 9 to 10 and 15 to 18 year-old) students. Participation will be voluntary and based on a competitive selection process of participants. The Ministry of Education, Science, Technology and Innovation (METI) will select the secondary schools participating in this Project according to the criteria included in the Skills for the Future Program Operations Manual (POM). Criteria will include information on the academic performance of the school in the CXC examinations as well as the Barbados Secondary School Entry Examination (BSSEE) scores of its student body.

² The investment loan for the Skills for the Future Program (BA-L1016) will support the implementation of the *A Ganar* program in 6 secondary schools; the USAID financing will support implementation in 3 additional secondary schools in a phased approach. Thus, the program will be implemented in a total of 9 secondary schools. The MIF TC (ATN/ME-12242-RG, US\$150,000) helped to pre-pilot the initiative in two secondary schools from March until June 2013.

Table III-1: Indicative Results Matrix

Description	2013	2014	2015	2016
# of secondary school students graduated from the <i>A Ganar</i> program	0	150	150	150

- 3.4 **Description and composition of Financing.** The total cost of this Project is US\$598,848, which will be provided through a Project Specific Grant (PSG) by USAID. The Bank will administer these resources according to the provisions in document SC-114 (Report on Grant Co-financing administered by the Bank (COFABs), Ad-Hoc Contributions and Local Counterpart Financing (CLFGs) and a Proposal to unify them as Project Specific Grants). As contemplated in that document, the commitments from USAID will be established through an administration agreement. Under such agreement, the resources for this project will be administered by the Bank and the Bank will charge an administrative fee of \$29,942 which is duly identified in the budget of this operation. In addition to compliance with the contractual conditions prior to first disbursement, the PSG resources will be available for disbursement once the administrative agreement is signed with USAID and the funds are received by the Bank. The resources of the PSG from USAID complement the additional financing provided to the Program by the Multilateral Investment Fund (MIF), the Bank, and the Government of Barbados. Table III-2 provides a summary of the various funding sources related to the activities financed with this project.

Table III-2: Summary Table of Aggregate Financing for A Ganar-Sports for Development Initiative in US\$

Component	MIF (ATN/ME-12242-RG)	2739/OC-BA (IDB loan)	USAID	GOBA ³	TOTAL
A Ganar Sports for Development Program	150,000	1,500,046.68*	537,986	300,000	2,488,032.68
Evaluation (mid-term/final evaluation)	-	-	30,920	-	30,920
IDB administrative fee	-	-	29,942	-	29,942
TOTAL	150,000	1,500,046.68*	598,848	300,000	2,548,894.68

*Excluding 17% VAT

Table III-3: Budget Table for the Project Specific Grant in US\$

Component	USAID
A Ganar Sports for Development Program	537,986
Evaluation (mid-term/ final evaluation)	30,920
IDB administrative fee	29,942
TOTAL	598,848

- 3.5 **Sustainability.** The *A Ganar* program aims to involve the private sector in each participating country with the expectation that— due to the high rate of youth placement- the private sector will become the major sponsor of the program. Pending

³ The GOBA resources are provided through a parallel financing channel, i.e. are not paid to the Bank.

results, the METI will allocate resources in its future budget to support the Program in its secondary schools.

- 3.6 **Progress monitoring and final reports.** The METI, through the Program Coordination Unit (PCU), will present to the Bank, within fifteen days following the end of each semester, semi-annual progress reports, documenting the accomplishments and progress made on the indicators included in the results framework and other matters related to execution of the Project or information requested by the donor. METI will provide a final report, within thirty days following the end of the execution period, on the results of the Project. The Bank, through the project team leader and in coordination with ORP, will share the progress and final reports with USAID and will request any additional information to the METI to comply with the reporting requirements agreed in the administration agreement entered into the Bank and USAID. The METI will maintain a permanent monitoring system to evaluate the progress of all activities and will request the consultants hired to provide all the necessary reports and statements necessary to monitor the implementation of the activities.
- 3.7 **Description of proposed evaluations.** The mid-term and final evaluations will be conducted by an independent external consultant contracted by the METI. The mid-term evaluation will be conducted when 50% of the resources of the Project have been disbursed. The final evaluation will be initiated when 90% of the resources of the Project have been disbursed.

IV. EXECUTING AGENCY AND EXECUTION STRUCTURE

- 4.1 **Executing Agency.** The METI is the executing agency for this operation. This Project will follow the same executing mechanism of the Program; there will be two units within the METI responsible for the execution of the TC: (i) the PCU; and (ii) the Education Project Implementation Unit (EPIU). The PCU will be responsible for the overall execution and coordination of the project whilst the EPIU will provide the PCU with support services in accounting and be responsible for the financial management and reporting of the project. Both entities have a longstanding operational experience with the Bank and have existing operation manuals. The METI will have the responsibility for the management and accounting of all resources for the Program, including the resources of this PSG.
- 4.2 A Program Steering Committee (PSC) was established in 2013 for the Program comprising representatives from key government stakeholder institutions (including the METI, Ministry of Labour, Social Security and Human Resource Development, and the Ministry of Finance and Economic Affairs) as well as representatives of the private sector, to provide strategic direction, coordination and support for Program and Project execution. The committee will meet every two months or as needed to review the overall progress of the Project and make recommendations to address any bottlenecks ([Loan Proposal](#), ¶3.2).
- 4.3 The PCU will be responsible for: (i) preparing the annual operating plans for submission and non-objection by the Bank; (ii) ensuring the achievement of outputs and outcomes through the monitoring of indicators; (iii) submitting disbursement requests to the Bank; (iv) submitting to the Bank the annual financial statements, and interim financial reports;

- (v) preparing semiannual program reports; and (vi) maintaining an adequate documentation filing system - among other tasks.
- 4.4 **Technical responsibility.** Sabine Aubourg, Programme Team Leader (SCL/EDU), will be responsible for the technical aspect of the Project and for compliance with the reporting obligations to the donor. (telephone (202)623-1757, email: sabinea@iadb.org).
- 4.5 **Financial management mechanism.** The METI will open a separate bank account for the management of the co-financing funds at the Central Bank of Barbados. The Public Financial Management (PFM) systems were assessed by the European Commission in May 2011 using the Public Expenditure and Financial Accountability (PEFA) performance measurement framework. The Assessment concluded that Barbados' overall budget planning, accounting and reporting systems work well. Smart Stream (the PFM system used by GOBA) now operates consistently and reliably, providing updated information about all elements of budget execution. The institutional assessment conducted by the Bank in 2012 confirmed that the METI has the capacity to adequately implement and execute the Program. This is based on its previous experiences with executing an IDB financed operation (Loan 1154/OC-BA) as well as with other donors, and the strength of its financial management and internal and external control systems used for the monitoring of the resources ([Loan Proposal BA-L1016](#), ¶2.1).
- 4.6 **Financial audits.** The project specific grant will be part of the audits of the loan operation. For each fiscal year during Program execution, the METI will be responsible for producing semi-annual financial reports for the Program, annual audited financial statements, and one final audited financial statement at the end of the Program. The financial statements will be audited either by the Auditor General of Barbados or by a firm of independent public accountants acceptable to the Bank (Loan Proposal ¶2.3 and Annex III).
- 4.7 **Program implementation readiness.** Using resources from ATN/OC-13005-BA, the Partners for the Americas Foundation prepared an implementation plan for its intervention for the Program and concluded the MIF sponsored pre-pilot test in August 2013. A delegation from the METI visited the *A Ganar* program in May 2012 in Jamaica using CT INTRA resources and learned first-hand about the *A Ganar* program. The Partners for the Americas Foundation is currently implementing the program in 6 secondary schools and preparations will be made to include the additional three secondary schools by November 30, 2014.
- 4.8 **Execution period and disbursement schedule.** The Project will have an execution period of 24 months and a disbursement period of 28 months.
- 4.9 **Procurement.** Procurement of goods and services as well as the contracting of consultants will be governed by the Bank's policies and procedures.
- 4.10 **Single Source Selection** of a consulting firm is proposed for the implementation of the Life Skills Program. The NGO Partners for the Americas Foundation is expected to be contracted to implement the *A Ganar* program in the secondary schools provided that its selection and contracting follows the Bank policies and procedures. The total amount of the contract is estimated to be US\$537,986 paid with resources of the Project. The Single Source Selection is justified according to GN 2350-9, based on the exceptional

experience that this agency has implementing the A Ganar methodology (see Annex III of Loan Proposal BA-L1016 for more detailed information).

V. MAJOR ISSUES

5.1 None.

VI. EXCEPTIONS TO BANK POLICY

6.1 None.

VII. ENVIRONMENTAL AND SOCIAL STRATEGY

7.1 The environmental and social safeguard classification is “C”. The project is not expected to have significant negative environmental impacts and does not support any major civil works.

7.2 **Gender equality.** Education access is provided equally to boys and girls throughout the education system. However, graduation rates among girls are usually higher. The *A Ganar* program is accessible for both sexes.

Required Annexes:

- Annex I: Letter of Request
- Annex II: Terms of Reference
- Annex III: Procurement Plan

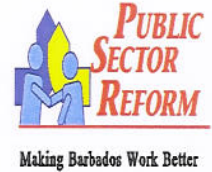
Approved: Signed Original

Date: 6/15/2015

Emiliana Vegas
Chief
Education Division
SCL/EDU



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(INVESTMENT DIVISION)
MINISTRY OF FINANCE AND ECONOMIC AFFAIRS**
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OUR REF: 7096/45/3 Vol. 1

July 24, 2013

Mr. Joel Branski
Representative
Inter-American Development Bank
"Hythe"
Welches,
Maxwell Main Road
CHRIST CHURCH

Dear Mr. Branski,

**Letter of Support for the Proposed Project Specific Grant
from the United States Agency for International Development
to Co-finance the A Ganar Pilot Project under
Loan No. 2739/OC-BA: Skills for the Future Program**

Reference is made to on-going discussions between the Government of Barbados (GOB) and the Inter-American Development Bank (IDB), acting in the capacity of Administrator, for the captioned proposed Grant.

You are hereby informed that the Cabinet of Barbados, at its meeting of July 4, 2013, considered Note (13) 471, METI 15 and agreed that funds in the amount of one million and eighty-two thousand, nine hundred and seventy Barbados dollars (BDS\$1,082,970.00) (US\$541,485.00) should be sought from the United States Agency for International Development (USAID) to support the implementation of the A Ganar Pilot Project under the GOB/IDB funded Skills for the Future Programme.

Consequently, the Government of Barbados hereby submits this Letter of Support in order to facilitate the preparation of the Project Specific Grant Co-financing Agreement between the IDB and USAID as well as the Technical Cooperation (TC) Agreement between the GOB and the IDB. The GOB awaits the submission of the draft TC Agreement for its legal review and requests sight of the Co-Financing Agreement between the IDB and the USAID prior to finalisation of the TC Agreement.

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Mr. Joel Branski
Representative
Inter-American Development Bank

July 24, 2013

Your continued support to the Human Resource Development Strategy of Barbados is appreciated.

Yours sincerely,



SEIBERT K. FREDERICK
for Permanent Secretary
(Investment)

c.c. Mrs. Cecile Humphrey, Permanent Secretary
Ministry of Education, Science, Technology and Innovation (METI)
Mr. Paul Murphy, Programme Director, Programme Coordination Unit, METI

SKF/dh

TERMS OF REFERENCE

COUNTRY: Barbados

PROJECT NAME: Support for the Skills for the Future Program

PROJECT NUMBER: BA-X1004

CONSULTANCY NAME: Support for the Loan BA-L1016 Implementation of the *A Ganar* (Sports for Development) Program

I. BACKGROUND

- 1.1 The Government of Barbados (GOBA) and the Inter-American Development Bank (IDB) have collaborated on the design and approval of a new investment operation “Skills for the Future” (BA-L1016) focusing on secondary and post-secondary education and technical and vocational education and training (TVET). The particular objective of the proposed operation is to support the Government’s Human Resource Development Strategy (HRDS), with an emphasis on improving the quality and relevance of Secondary Education and the effectiveness of TVET. By ensuring that graduates from secondary education have the academic and life skills necessary to enter the labor market or continue further education, and by expanding opportunities for demand driven training and skills certification, the program aims to facilitate the school to work transition and reduce the proportion of unattached youth. A particular focus is on teaching students at the two education levels, better life and core skills.
- 1.2 **Life skills.** To improve life skills, loan resources will be used to implement the *A Ganar* method/program on a pilot basis in both secondary and post-secondary institutions to enhance the employability of youth on request by the Government of Barbados. The NGO Partners of the Americas has developed the *A Ganar* program with support from Multi-lateral Investment Fund (MIF) and other partners. The program is designed for youth 16-24 years old with the goal to improve their employability. To this end, the program employs a highly innovative methodology combining life skills, market driven technical training, basic academic skills (mathematics and literacy); and sports and is organized in four phases. It is currently being implemented in 17 countries and trained over 3,200 youth between 2005-2009. Evaluation results indicate that over 65% of the participants graduate from the program and either obtain formal employment, continue their studies, or start a business within one year of completion. The operation will support two modalities of the *A Ganar* program adapting it to Barbados’ institutional settings and needs.
- 1.3 **The *A Ganar* program in secondary schools.** Project resources will support the piloting of the program in 3 secondary schools characterized by low academic performance and low participation in the Caribbean examination council (CXC). The program will be after school and target FORM IV (grade 9, 15 year-olds) students. Participation is voluntary based on a competitive selection process. In

collaboration with the Ministry of Education, Technology, and Innovation (METI) the modality/ modalities for the program (after school, during school time) will be decided during this consultancy.

II. CONSULTANCY OBJECTIVE

- 2.1 The objective of this consultancy is to implement the A Ganar program in three secondary schools in Barbados for start-up of implementation in the first quarter of 2014.

III. ACTIVITIES

- 3.1 To achieve the objective of this consultancy, the team of consultants will:
- a. Review all documents related to the operation BA-L1016 and BA-X1004;
 - b. Conduct meetings/ interviews with the stakeholders of the Ministry of Education and Human Resource Development in Barbados to discuss the next steps and the requirements for project start up;
 - c. Participate in administrative missions of the METI,, USAID and IDB to review the progress made in the implementation of the program in the three secondary schools;
 - d. Inform on any issues related to the implementation;
 - e. Implement the designed and agreed upon monitoring and evaluation plan and the start-up of the initiative to allow closer monitoring and reporting. To this end, the team will discuss with both the METI and IDB team to finalize the evaluation mechanisms and the information needed for the final evaluation.

IV. REPORTS /DELIVERABLES AND PAYMENT SCHEDULE

- 4.1 Partners of the Americas will deliver the following:
- a. Provide support in program design and preparation;
 - b. Choose local consultants (one every three schools) to fulfill the role of Local Coordinators, or a local NGO that provides them in the same ratio, to oversee the implementation conducted by the government entities;
 - c. Conduct an in-country Training of Trainers for all program facilitators and coordinators reports have to be accepted by the METI and the Bank for payment;
 - d. Provide the base program manuals adapted for Barbados;
 - e. Provide monitoring tools including baseline surveys, tracking sheets, and report formats;
 - f. Conduct program site visits to ensure program quality;

- g. Provide continued supervision through local coordinators and Partners of the Americas HQ support;
 - h. Include the local implementing group(s) in regional A Ganar Alliance meetings and other peer learning opportunities;
 - i. Provide ongoing communications support including branding and material guidelines;
 - j. Work with government offices to help them improve their ability to work with private sector groups
- 4.2 Partners of the Americas also are responsible for the delivery of the implementation results carried out by local consultants or a local NGO. The deliverables include:
- a. Recruit youth based on the A Ganar profile—between the ages of 15-16 year olds;
 - b. Ensure that youth and/or families sign the appropriate waivers and documentation;
 - c. Collect basic demographic information of all participants during registration (template provided by Partners);
 - d. Provide information on key staff, including program facilitators and coordinators, and ensure that all personnel attend an A Ganar Training of Trainers in-country certification workshop;
 - e. Administer baseline and endline surveys to all program participants. Forms will be provided by Partners. Results should be submitted to Partners;
 - f. Implement Phase 1 and ensure the duration is a minimum of 100 hours;
 - g. Arrange Phase 2 technical training, ensuring that the training area is market driven and matches youth interest. Phase 2 should be a minimum of 150 hours and include 30 hours of entrepreneurship training;
 - h. Ensure that each youth is placed with a local business for Phase 3 internship/attachment. Phase 3 should include at least 40 hours of practical experience but 160 hours are recommended;
 - i. Volunteer mentors should be recruited from the community at a ratio of at least one mentor for every ten youth. Mentors should meet with their mentees at least once per month throughout the program;
 - j. Each participant must participate in 20 hours of a service learning project throughout the program;
 - k. Provide Partners with narrative program reports and tracking sheet updates upon the completion of each phase, plus a final report;
 - l. Each participant must be provided with at least one t-shirt, a student manual and insurance or accident coverage for their time in training;

- m. Hold alumni activities and collect follow-on information on each participant (status of employment) for 12 months after graduation.
- 4.3 **Payment Schedule.** The consultants/ Partners for the Americas will:
- a. Submit a workplan (20 % of payment);
 - b. Payments will be made on a semi-annual basis upon acceptance of semi-annual progress reports summarizing the status and progress made on the implementation of the program in the three secondary schools (6 semi-annual reports 10% each). Each semi-annual report will provide information about the participants (current and previous ones);
 - c. a final report at the end of the three year implementation period (20%) including results of monitoring and evaluation (i.e. surveys).
- 4.4 All reports have to be accepted by the METI and the Bank for payment. Reports will be shared with USAID for the implementation in the three secondary schools.

V. COORDINATION

- 5.1 Team Leader of Coordinator: Sabine Aubourg SCL/EDU (telephone (202) 623-1757 and email: sabinea@iadb.org).
- 5.2 Department/Division: SCL/EDU

VI. CONSULTANCY CHARACTERISTICS

- 6.1 **Type of Consultancy:** Consulting firm/Non-government organization (Partners for the Americas Foundation).
- 6.2 **Duration:** xx days
- 6.3 **Place of Work:** Barbados and Washington DC. x international trips to Barbados (at US\$1000 each) and xx days of per diem are authorized (US\$400).

VII. QUALIFICATIONS

- 7.1 **Academic Degree.** Bachelor degree (minimum) in social sciences, economics, psychology.
- 7.2 **Experience.** 5 years + experience in designing and implementing youth programs.
- 7.3 **Language.** English.
- 7.4 **Skills.** Strong Interpersonal and communication skills; organizational skills; project management; (financial management; 5 years + experience in monitoring and Evaluation.

PROCUREMENT PLAN FOR NON-REIMBURSABLE TECHNICAL COOPERATIONS

Country: Barbados

Executing agency: SCL/EDU

Public or private sector: Public Sector

Project number: BA-X1004 Support for Skills for the Future Program

Title of Project: Support for the Skills for the Future Program

Period covered by the plan: January 2015 - December 2015

Threshold for ex post review of procurements:

Goods and services (in US\$): _____ Consulting services(in US\$): _____

Item No.	Ref. AWP	Description (1)	Estimated contract cost (US\$)	Procurement Method (2)	Review of procurement (ex-ante or ex-post) (3)	Source of financing and percentage		Estimated date of the procurement notice or start of the contract	Technical review by the PTL (4)	Comments
						IDB/MIF %	Local/other %			
Component 1: Sector Studies										
Consulting services										
Individual Consulting Services										
		Individual consultant for mid-term and final evaluation of the A Ganar Sports for Development Program	30,920	IICQ		100%		10/5/2015	11/1/2015	The same consultant will be hired for the mid-term and final evaluation.
Component 2: Creating a responsive training system										
Consulting services										
Consulting services: design of sports initiative										
		Implementation of the A - Ganar (sports for development) program	537,986	SSS		100%		1/10/2015	2/25/2015	the Multi-lateral Investment fund (MIF) and USAID work with the NGO "Partners for the Americas" for the design and implementation of the sports initiative. The project is implemented in a number of countries throughout LAC.
Total			568,906.00	Prepared by: Sabine Aubourg			1			
<p>(1) Grouping together of similar procurement is recommended, such as computer hardware, publications, travel, etc. If there are a number of similar individual contracts to be executed at different times, they can be grouped together under a single heading, with an explanation in the comments column indicating the average individual amount and the period during which the contract would be executed. For example: an export promotion project that includes travel to participate in fairs would have an item called "airfare for fairs", an estimated total value of US\$5,000, and an explanation in the Comments column: "This is for approximately four different airfares to participate in fairs in the region in years X and X1".</p>										
<p>(2) Goods and works: CB: Competitive bidding; PC: Price comparison; DC: Direct contracting.</p>										
<p>(2) Consulting firms: CQS: Selection Based on the Consultants' Qualifications; QCBS: Quality and cost-based selection; LCS: Least Cost Selection; FBS: Selection under a Fixed Budget; SSS: Single Source Selection; QBS: Quality Based selection.</p>										
<p>(2) Individual consultants: IICQ: International Individual Consultant Selection Based on Qualifications; SSS: Single Source Selection.</p>										
<p>(3) Ex ante/ex post review: In general, depending on the institutional capacity and level of risk associated with the procurement, ex post review is the standard modality. Ex ante review can be specified for critical or complex process.</p>										
<p>(4) Technical review: The PTL will use this column to define those procurement he/she considers "critical" or "complex" that require ex ante review of the terms of reference, technical specifications, reports, outputs, or other items.</p>										