



U.S. Mission to Bridgetown, Barbados, the Eastern Caribbean, and the OECS

VACANCY ANNOUNCEMENT NUMBER: 16-007

OPEN TO: All Interested Candidates/All Sources

POSITION: USAID Program Development Specialist, Rule of Law

OPENING DATE: February 22, 2016

CLOSING DATE: March 11, 2016

WORK HOURS: Full-time, 40 hours/week

SALARY: **Ordinarily Resident (OR): FSN-11/1 – BDS\$133,438.00 (Offer will depend on salary history)**

ALL ORDINARILY RESIDENT (OR) APPLICANTS (See Appendix A for definition) MUST HAVE THE REQUIRED WORK AND/OR RESIDENCY PERMITS TO BE ELIGIBLE FOR CONSIDERATION.

The U.S. Mission in Bridgetown, Barbados is seeking eligible and qualified applicants for the position of Program Development Specialist, Rule of Law, in the USAID Section.

BASIC FUNCTION OF POSITION:

The Rule of Law Program Development Specialist will work as part of a 5-person Youth/Citizen Security/Rule of Law/Education/Governance team and must have significant project management experience, preferably in areas touching rule of law, youth, citizen security, and/or governance. The Program Development Specialist will serve as the Mission's technical expert on rule of law, anti-corruption measures, judicial and police reform issues in the Eastern and Southern Caribbean region. S/he will be responsible for managing several rule of law, citizen security and juvenile justice reform initiatives spanning a number of areas including: building local, national and regional capacity for justice sector reform; the development and institutionalization of multinational/international justice standards; introduction of best practices, including diversion and alternative sentencing options; and inter-relationships between judicial reform and anti-crime measures. The incumbent will also manage other broader youth/citizen security programs that complement USAID's Rule of Law program to reduce youth involvement in crime and violence in the region.

QUALIFICATIONS REQUIRED

Applicants must address each required qualification listed below with specific and comprehensive information supporting each item. Failure to do so may result in a determination that the applicant is not qualified.

- 1. EDUCATION:** A Bachelor's degree in any of the follow disciplines: legal systems, law, international development, private and/or public sector administration, international relations, democracy, human rights, social sciences, humanities or education is required.
- 2. EXPERIENCE:** Five years of progressively responsible experience in program management is required, preferably with an emphasis on legal reform as it pertains to juveniles and sentencing alternatives
- 3. LANGUAGE:** Level IV, fluent written and oral proficiency in English, is required. S/he must be able to communicate effectively with USAID staff at all levels, technical representatives of beneficiary institutions, and the general public. Incumbent must also be able to communicate effectively and accurately with varying levels within the U.S. Government structure including representatives of other agencies at Post, the Ambassador, and representatives at other U.S. Embassies in the region, as well as USAID-Washington Global and Latin America and the Caribbean Bureau and equivalent units in the State Department. The incumbent is required to be able to draft professionally prepared briefing documents, including participation in and leading the drafting of certain sections of annual technical, programmatic and fiscal reports. The incumbent must also be able to prepare reports, correspondence, and documents in a fully professional and competent manner requiring few or no editorial changes.

4. SKILLS AND ABILITIES: The individual must have exceptionally broad-based financial and management information skills and the intellectual ability to be able to identify wide-ranging key program, budgetary and operational issues quickly and propose thoughtful, workable responses to those issues. The incumbent must be able to establish, maintain and broaden an extensive range of contacts with senior key officials of government ministries, non-governmental organizations, private sector entities, and other donor agencies. The incumbent must also have a demonstrated ability to exercise his/her responsibilities and plan and execute work assignments independently, be a skilled communicator, be able to work under pressure and produce high-quality results quickly, and be able to predict issues of concern and interact directly at the highest operational levels of the regional governments. The incumbent must have strong analytical, communication, interpersonal and leadership skills, and the ability to prepare and present factual and interpretative reports covering complex subject matters. Excellent command of software programs for e-mail, word processing, spreadsheets, databases, and graphics presentations is a highly desirable.

5. JOB KNOWLEDGE: The incumbent must be an expert with a thorough knowledge of the concepts, principles, techniques and practices relating to justice reform, rule of law, and juvenile justice issues in the Caribbean region, especially as they relate to sustainable development. Strengths required are a sound knowledge of justice provision/systems, judicial reform, law/regulations and procedures as they relate to juveniles, police reform, community policing, and juvenile justice reform issues and activities in the Latin America and Caribbean (LAC) region, with particular emphasis on the Anglo-phone Caribbean. A thorough knowledge of human rights and justice issues in the Caribbean is highly desired. Knowledge of policies/regulations and best practices as they relate to legal and justice sector reform, particularly as they relate to juveniles is desirable. The incumbent must also be able to locate reference materials, research and interpret factual data, and compile and present information in an appropriate format. Incumbent must be able to compile, assemble and distribute e-documents using word-processing, spreadsheet, and computer graphic technology.

FOR FURTHER INFORMATION: The complete position description listing all of the duties and responsibilities may be obtained on our website at <http://barbados.usembassy.gov/vacancies2.html> and/or by contacting the Human Resources Office (246) 227-4342.

ADDITIONAL SELECTION CRITERIA:

1. Management may consider the following when determining successful candidacy: nepotism, conflicts of interest, budget, and residency status.
2. Current OR employees serving a probationary period are not eligible to apply. Current OR employees with an Overall Summary Rating of Needs Improvement or Unsatisfactory on their most recent Employee Performance Report (EPR) are not eligible to apply.
3. Current NOR employees hired on a Family Member Appointment (FMA) or a Personal Service Agreement (PSA) are not eligible to apply within the first 90 calendar days of their employment, unless they have a When Actually Employed (WAE) work schedule.
4. The candidate must be able to obtain and hold a Non-Sensitive security clearance.
5. Candidates who are EFMs, USEFMs, AEFMs, or MOHs must have at least one year remaining on their sponsor's tour of duty to be considered eligible to apply for this position.

HOW TO APPLY: Applicants must submit the following documents to be considered:

1. Universal Application for Employment (UAE) (**Form DS-174**), which is available on our website or by contacting Human Resources. (See "For Further Information" above);
2. Any additional documentation that supports or addresses the requirements listed above (e.g. transcripts, degrees, language test scores, work and/or residency permits, CSME skills certificate).

WHERE TO APPLY:

Human Resources Office Human Resources Office, Bridgetown, Barbados-
Telephone: (246) 227-4342 or (246) 227-4014.
Mailing Address: U.S. Embassy, Wildey Business Park, Wildey, St. Michael,
Barbados BB,14006
FAX Number: (246) 227-4048
E-mail Address: BridgetownHR@state.gov

EQUAL EMPLOYMENT OPPORTUNITY: The U.S. Mission provides equal opportunity and fair and equitable treatment in employment to all people without regard to race, color, religion, sex, national origin, age, disability, political affiliation, marital status, or sexual orientation. The Department of State also strives to achieve equal employment opportunity in all personnel operations through continuing diversity enhancement programs. The EEO complaint procedure is not available to individuals who believe they have been denied equal opportunity based upon marital status or political affiliation. Individuals with such complaints should avail themselves of the appropriate grievance procedures, remedies for prohibited personnel practices, and/or courts for relief.

Appendix A - DEFINITIONS

Eligible Family Member (EFM): An EFM for employment purposes is defined an individual who meets all of the following criteria:

- U.S. Citizen or not a U.S. Citizen; **and**

- Spouse or same-sex domestic partner (as defined in 3 FAM 1610); **or**
- Child, who is unmarried and under 21 years of age or, regardless of age, is incapable of self-support. The term “child” shall include, in addition to natural offspring, stepchild, adopted child, and a child under legal guardianship of employee, spouse, or same-sex domestic partner when such child is expected to be under legal guardianship until 21 years of age and when dependent upon and normally residing with the guardian; **or**
- Parent (including stepparents and legally adoptive parents) of employee, spouse, or same-sex domestic partner, when such parent is at least 51 percent dependent on the employee for support; **or**
- Sister or brother (including stepsisters and stepbrothers, or adoptive sisters or brothers) of the employee, spouse, or same-sex domestic partner when such sibling is at least 51 percent dependent on the employee for support, unmarried, and under 21 years of age, or regardless of age, incapable of self-support; **and**
- Listed on the travel orders or approved Form OF-126 of a sponsoring employee, i.e., a direct-hire Foreign Service, Civil Service, or uniformed service member who is permanently assigned to or stationed abroad or, as appropriate, at an office of the American Institute in Taiwan; **and**
- Is under chief of mission authority.

U.S. Citizen Eligible Family Member (USEFM): A USEFM is an individual who meets **all** of the following criteria:

- U.S. Citizen; **and**
- Spouse or same-sex domestic partner (as defined in 3 FAM 1610) of the sponsoring employee; **or**
- Child of the sponsoring employee who is unmarried and at least 18 years old; **and**
- Listed on the travel orders or approved Form OF-126 of a sponsoring employee, i.e., a direct-hire Foreign Service, Civil Service, or uniformed service member who is permanently assigned to or stationed abroad or, as appropriate, at an office of the American Institute in Taiwan; and resides at the sponsoring employee’s post of assignment abroad, or as appropriate, at an office of the American Institute in Taiwan; and is under chief of mission authority; **or**
- resides at an Involuntary Separate Maintenance Allowance (ISMA) location authorized under 3 FAM 3232.2; **or**
- Currently receives a U.S. Government retirement annuity or pension from a career in the U.S. Foreign Service or Civil Service.

Appointment Eligible Family Member (AEFM): An AEFM is an individual who meets **all** of the following criteria:

- U.S. Citizen; **and**
- Spouse or same-sex domestic partner (as defined in 3 FAM 1610) of the sponsoring employee; **or**
- Child of the sponsoring employee who is unmarried and at least 18 years old; **and**
- Listed on the travel orders or approved Form OF-126 of a sponsoring employee, i.e., a direct-hire Foreign Service, Civil Service, or uniformed service member who is permanently assigned to or stationed abroad or, as appropriate, at an office of the American Institute in Taiwan (AIT); **and**
- Is under chief of mission authority; **and**
- Is residing at the sponsoring employee's post of assignment abroad or, as appropriate, at an office of the American Institute in Taiwan; **and**
- Does NOT currently receive a U.S. Government retirement annuity or pension from a career in the U.S. Foreign Service or Civil Service.

Member of Household (MOH): A MOH is an individual who meets **all** of the following criteria.

- A MOH is someone who accompanies or joins a direct-hire Foreign Service, Civil Service, or uniformed service member permanently assigned to or stationed abroad or, as appropriate, at an office of the American Institute in Taiwan; and
- A MOH must be officially declared to the COM by the sponsoring employee as part of his/her household; and
- A MOH is under COM authority;
- A MOH may include a parent, unmarried partner, other relative, or adult child;
- A MOH may or may not be a U.S. Citizen;
- A MOH is **not** an EFM;
- A MOH is **not** listed on the travel orders or approved Form F-126 of a sponsoring employee.

Not Ordinarily Resident (NOR) – An individual who meets the following criteria:

- An EFM, USEFM or AEFM of a direct-hire Foreign Service, Civil Service, or uniformed service member permanently assigned to or stationed abroad, or as appropriate, at an office of the American Institute in Taiwan; or
- Has diplomatic privileges and immunities; and
- Is eligible for compensation under the FS or GS salary schedule; and
- Has a U.S. Social Security Number (SSN); and
- Is not a citizen of the host country; and
- Does not ordinarily reside in the host country; and
- Is not subject to host country employment and tax laws.

Ordinarily Resident (OR) – An individual who meets the following criteria:

- A citizen of the host country; or
- A non-citizen of the host country (including a U.S. citizen or a third-country national) who is locally resident and has legal and/or permanent resident status within the host country and/or who is a holder of a non-diplomatic visa/work and/or residency permit; and/or
- Is subject to host country employment and tax laws.

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USAID EASTERN AND SOUTHERN CARIBBEAN

INTER-AGENCY POST EMPLOYEE DESCRIPTION
PROGRAM MANAGEMENT SPECIALIST (RULE OF LAW)

BASIC FUNCTIONS OF POSITION

The Rule of Law Program Development Specialist will work as part of a 5-person Youth/Citizen Security/Rule of Law/Education/Governance team and must have significant project management experience, preferably in areas touching rule of law, youth, citizen security, and/or governance. The Program Development Specialist will serve as the Mission's technical expert on rule of law, anti-corruption measures, judicial and police reform issues in the Eastern and Southern Caribbean region. S/he will be responsible for managing several rule of law, citizen security and juvenile justice reform initiatives spanning a number of areas including: building local, national and regional capacity for justice sector reform; the development and institutionalization of multinational/international justice standards; introduction of best practices, including diversion and alternative sentencing options; and inter-relationships between judicial reform and anti-crime measures. The incumbent will also manage other broader youth/citizen security programs that complement USAID's Rule of Law program to reduce youth involvement in crime and violence in the region.

MAJOR DUTIES AND RESPONSIBILITIES

a. Management of youth/citizen security/rule of law activities 60%

As the Mission's resident point of contact on rule of law, anti-corruption and justice sector and security sector reform, the incumbent provides technical and administrative guidance to USAID's team and all relevant partners, implementing organizations, local activity managers, grantees/subcontractors, donor representatives and others to achieve program results. S/he should be familiar with various types of justice sector practices, including restorative, retributive and rehabilitative justice, as well as approaches for the reintegration of offenders into society. S/he will have an understanding of human rights issues related to criminal justice reform and best practices to support due process, reduce pre-trial detention rates and the linkages between justice sector and security actors. S/he also provides guidance on the implementation of related activities. Management responsibilities will include responding to the major, strategic challenges, opportunities, and issues in the region.

The incumbent will manage and oversee the implementation of programs related to rule of law, anti-corruption, judicial reform, youth, and citizen security across the Eastern and Southern Caribbean region. Duties will include, but not be limited to: identification and resolution of technical and operational problems, management of institutional and short term technical grantees/contractors, and preparation of policy recommendations related to the sustainable provision of justice and judicial services to the citizens of USAID partner countries. The incumbent will also manage other non-rule of law related programs overseen by the General Development Office, as required.

Programs to be managed include: juvenile justice reform initiatives that are currently providing support to the six independent OECS countries, Guyana, Suriname and Trinidad and Tobago to

reduce vulnerability to crime and promote citizen security; initiatives to build and strengthen regional capacity for juvenile justice reform and implementation at the local, national and regional level; and initiatives developing and implementing alternative sentencing, diversion for and reintegration of offenders and updating legal and regulatory frameworks. Strengthening the capacity of civil society to support reform efforts will be an important component of USAID supported initiatives. Programmatic assignments and countries of operation may change over time. Additional program assignments may be given during the duration of the position.

The incumbent advises grantees and contractors regarding financial transactions (receipt of advance payments, liquidation of expenses, requests for funds, preparation of accruals, etc), procedures and substantive implementation issues. S/he will prepare Scopes of Work and Program Descriptions as required for new technical assistance initiatives and cooperate with other USAID/Barbados and Eastern Caribbean staff members and USAID/Dominican Republic support staff to ensure synergies across all development objectives that support the overall strategy.

The Program Development Specialist will represent USAID/ESC at high levels in each of the ten host-countries in which USAID/ESC and will conduct technical and policy-level discussions on juvenile justice, rule of law, youth, citizen security, and governance initiatives within the context of the region's development with senior level representatives from the rule of law and citizen security sectors, government entities (including ministries of Justice), donors, regional institutions, non-governmental organizations and the private sector, including key persons such as regional secretariats, government officials, and business and community leaders.

Strengths required include sound management, judgment, analytical, people, teamwork, problem-solving and writing skills with an ability to work in a complex, multi-country environment, covering a complex, evolving portfolio aimed at reducing youth crime and violence in the Eastern and Southern Caribbean. As such, s/he must be highly flexible and adaptable. The Program Development Specialist must understand key issues related to citizen security, juvenile justice, and at-risk youth in the Caribbean region and have experience developing and managing projects that yield measurable results.

As a project manager, he/she will be responsible for ensuring that the Mission's major activities in the rule of law/youth/citizen security/governance sector yield significant, measurable results. To do this, s/he must manage activity implementation through site visits and regular engagement to conduct the programmatic, administrative and financial oversight necessary to ensure that objectives are being met within USAID guidelines and regulations. The incumbent will prepare financial and program documentation, provide inputs to the portfolio review process, and prepare other reports for programs managed, as required. Maintenance of program files, performance monitoring systems, and problem resolution are implicit management functions that are the responsibility of the incumbent. In addition, he/she will conduct site visits to monitor the implementation of regional rule of law and citizen security activities assigned and will conduct the programmatic, administrative and financial oversight necessary to ensure that objectives are being met within USAID guidelines and regulations.

The incumbent will have delegated authority and autonomy as necessary given the regional nature of the work and is responsible for all work responsibilities described below that relate to initiatives in the six independent countries of the Organization of Eastern Caribbean States

(OECS) and to Barbados, Trinidad and Tobago, Guyana and Suriname. Autonomy is required due to the geographic dispersion of beneficiaries from each other and from the USAID administration structure. Autonomy is also required because of the breadth of contacts required among high-level officials throughout the region. The position requires frequent and extensive travel throughout the Caribbean region. The incumbent will engage closely with a range of senior-level counterparts throughout the region and other civic and state actors.

b. Monitoring, Evaluation, and Reporting 25%

As part of a robust USAID/Eastern and Southern Caribbean monitoring framework, the incumbent will work with the GDO Director and Program Office to ensure adequate monitoring according to USAID guidelines and best practices. The incumbent will assist in establishing baseline data and performance targets where not available for activities and will monitor the progress of all such activities to ensure achievement of results indicated in the Mission's Regional Development Cooperation Strategy. The incumbent will also draft technical material for public communications outputs based on successes and lessons learned.

The incumbent will assess achievements and lessons learned of USAID activities in coordination with implementing partners. S/he will prepare reports on the results of these activities, including evaluating and reporting on the performance of implementing partners and recommending any adjustments or modifications for management and implementation of the activities.

The incumbent will organize evaluations, as needed, focusing on project impact and identification of lessons learned from project implementation as they relate to achieving results. S/he will determine the timing of evaluations, write related Scopes of Work, and work with USAID/ Eastern and Southern Caribbean staff and team members in USAID/Dominican Republic on procurements relating to monitoring, evaluation or assessments relating to technical areas managed by the GDO. The incumbent is expected to apply lessons learned to ongoing implementation activities as well as to new project designs.

The incumbent will also monitor implementation and obligation of program funds. S/he will provide relevant analyses and data to the team leader that will feed into the various reporting requirements within USAID. S/he will prepare financial reports, progress reviews, and other documents in accordance with USAID procedures and requirements.

c. Technical Advice and Administrative Functions 15%

Advises USAID management on all aspects of the USAID programming processes related to rule of law and justice sector reform programs and initiatives, including the effects of policies and priorities in the region, budgetary levels and constraints, Congressional directives and earmarks, and multiple funding sources which have a significant bearing on annual funding allocations. Makes recommendations to the General Development Office Director for improvements in USAID programming in the region and on other program duties as may be assigned, including maintaining official program files.

The specialist will have a strong influence on the direction of the program and the evolution of USAID's efforts to support the President's Caribbean Basin Security Initiative (CBSI). As such, the

Program Development Specialist will advise the Mission Director, Ambassador, and other high-level USG officials on youth/citizen security issues supporting CBSI and as such, will have considerable influence on the direction of future programming. S/he will also have considerable influence in the development of the Mission Resource Request, Integrated County Strategy, Yearly Operational Plans, Yearly Performance Plan Reports and other key Mission strategic planning documents. S/he will also respond to numerous program budget and operations-related questions from USAID/Dominican Republic, USAID/Latin America and Caribbean Bureau/Washington, the Office of Management and Budget (OMB), and the Department of State.

USAID's program will depend on strong buy-in from the ten host-countries, key regional bodies, and collaboration and coordination of all them in a coordinated effort. The Program Management Specialist will play a critical role in ensuring this buy-in. S/he must also be able to track trends in this multi-discipline area and ensure that programming adapts to these trends to achieve maximum level of results. In addition, this position will be the Mission's pre-eminent expert on issues related to Rule of Law and Juvenile Justice and must be able to track trends in this multi-discipline area and ensure that programming adapts to these trends to achieve maximum level of results.

The Project Management Specialist is responsible for handling many of his/her own administrative requirements as the Mission has limited administrative support staff. In addition, s/he is required to take care of all administrative requirements necessary to ensure smooth implementation of all the activities, s/he manages and to assist the functioning the general development office as required.

QUALIFICATIONS REQUIRED FOR EFFECTIVE PERFORMANCE

- a. Education: A Bachelor's degree in any of the follow disciplines: legal systems, law, international development, private and/or public sector administration, international relations, democracy, human rights, social sciences, humanities or education is required.
- b. Prior Work Experience: Five years of progressively responsible experience in program management is required, preferably with an emphasis on legal reform as it pertains to juveniles and sentencing alternatives.
- c. Post Entry Training: The incumbent will be given training in USAID systems and procedures. Successful completion of formal COR/AOR certification courses is required and will be provided.
- d. Language Proficiency (List both English and host country language(s) proficiency requirements by level (II, III) and specialization (sp/read): Level IV, fluent written and oral proficiency in English, is required. S/he must be able to communicate effectively with USAID staff at all levels, technical representatives of beneficiary institutions, and the general public. Incumbent must also be able to communicate effectively and accurately with varying levels within the U.S. Government structure including representatives of other agencies at Post, the Ambassador, and representatives at other U.S. Embassies in the region, as well as USAID-Washington Global and Latin America and the Caribbean Bureau and equivalent units

in the State Department. The incumbent is required to be able to draft professionally prepared briefing documents, including participation in and leading the drafting of certain sections of annual technical, programmatic and fiscal reports. The incumbent must also be able to prepare reports, correspondence, and documents in a fully professional and competent manner requiring few or no editorial changes.

- e. **Job Knowledge:** The incumbent must be an expert with a thorough knowledge of the concepts, principles, techniques and practices relating to justice reform, rule of law, and juvenile justice issues in the Caribbean region, especially as they relate to sustainable development. Strengths required are a sound knowledge of justice provision/systems, judicial reform, law/regulations and procedures as they relate to juveniles, police reform, community policing, and juvenile justice reform issues and activities in the Latin America and Caribbean (LAC) region, with particular emphasis on the Anglo-phone Caribbean. A thorough knowledge of human rights and justice issues in the Caribbean is highly desired. Knowledge of policies/regulations and best practices as they relate to legal and justice sector reform, particularly as they relate to juveniles is desirable. The incumbent must also be able to locate reference materials, research and interpret factual data, and compile and present information in an appropriate format. Incumbent must be able to compile, assemble and distribute e-documents using word-processing, spreadsheet, and computer graphic technology.
- f. **Skills and Abilities:** The individual must have exceptionally broad-based financial and management information skills and the intellectual ability to be able to identify wide-ranging key program, budgetary and operational issues quickly and propose thoughtful, workable responses to those issues. The incumbent must be able to establish, maintain and broaden an extensive range of contacts with senior key officials of government ministries, non-governmental organizations, private sector entities, and other donor agencies. The incumbent must also have a demonstrated ability to exercise his/her responsibilities and plan and execute work assignments independently, be a skilled communicator, be able to work under pressure and produce high-quality results quickly, and be able to predict issues of concern and interact directly at the highest operational levels of the regional governments. The incumbent must have strong analytical, communication, interpersonal and leadership skills, and the ability to prepare and present factual and interpretative reports covering complex subject matters. Excellent command of software programs for e-mail, word processing, spreadsheets, databases, and graphics presentations is a highly desirable.

POSITION ELEMENTS

- a) **Supervision Received:** The Rule of Law Specialist is supervised by the General Development Office (GDO) Director or his/her designee. The supervisor will establish work objectives and prepare an annual performance evaluation report. The incumbent works independently with latitude in planning and executing work assignments, consulting with the GDO Office Director only when needed on program and policy issues. Work is reviewed for results achieved within policy and priorities.
- b) **Supervision Exercised:** Supervision of other USAID staff is not contemplated.

- c) Available Guidelines: The incumbent works within USAID policies, regulations and guidelines. S/he manages the environment programs assigned within the context of the Mission's defined strategy and must be able to adapt programs to the country-specific realities in which the programs are implemented.
- d) Exercise of Judgment: Excellent judgment is critical to successful performance by the incumbent and to successful implementation of the Mission's environment program. Mission management will rely on the incumbent's judgment and ability to make critical decisions related to the assigned programs.
- e) Authority to Make Commitments: The incumbent has no independent authority to make resource commitments on behalf of the U.S. Government, USAID, or the General Development Office.
- f) Nature, Level, and Purpose of Contacts: The incumbent works with high-level staff including Permanent Secretaries and Financial Secretaries in various ministries of numerous national governments in the Caribbean; members of national parliaments/legislatures; regional institutions, including the OECS Secretariat and the CARICOM Secretariat; other donors such as the World Bank, CIDA and European Union; leaders of non-governmental organizations (NGOs); and representatives of such private sector groups as Chambers of Commerce and local entrepreneurs.
- g) Time Expected to Reach Full Performance Level: 12 months.