

TERMS OF REFERENCE

Consultancy to identify the demand for digital skills in the Caribbean

REGIONAL

RG-T4241

Digital Talent for the Caribbean

1. Background and Justification

- 1.1. The Caribbean region faces a complex challenge: most of its population does not have the digital skills required in today's job market. This lack of skills puts them at risk of losing their jobs because of digital transformation and also makes local firms less competitive and productive because they lack the workers with the right set of skills. According to the Innovation, Firm Performance and Gender survey led by Compete Caribbean in 2021: 60% of firms in the Bahamas, Barbados, Guyana, Jamaica, Trinidad and Tobago, and Suriname face a severe digital skills gap.
- 1.2. To tackle this challenge, Caribbean countries will have to collaborate with firms, digital skills training providers, and workers to consolidate an ecosystem that allows them to identify digital skills needs and develop these skills in the local population to work in the Caribbean and abroad, through a mix of bootcamps, e-lancing, and microwork programs.
- 1.3. The first step is to know exactly where Caribbean countries are standing at the moment. Data collection needs to be done to identify the digital skills and occupational demand in the region, so as to obtain detailed information which allows Caribbean countries to understand what policies and initiatives will have the best effect. The second step is to tailor solutions aiming at addressing the digital skills gap identified according to each national and local context. Finally, the third step is to pilot training programs aimed at developing digital skills that are in high demand nationally or internationally as well as the ability of people in the Caribbean to generate income through work on digital platforms.
- 1.4. The digital transformation also offers income opportunities for women in the Caribbean. Women lag behind men in terms of digital skills, which affects their chance to take advantage of ICTs. Increasing female labor force participation in the ICT sector and occupations in the Caribbean requires a gender strategy aiming at supporting the development of digital skills, so women match the demand in the ICT sector. In this sense, upskilling or reskilling of digital skills is particularly important to promote the inclusion of women in the digital economy.
- 1.5. To support countries in the Caribbean region in this endeavor, the IDB has developed an initiative Digital Talent for the Caribbean. The overall objective of this technical cooperation is to improve workers' labor market outcomes (e.g., employment, earnings) through the identification and successful development of digital skills for the unemployed and active workers at risk of losing their jobs because of digital transformation in the Caribbean Region.

2. Objectives

- 2.1. The overall objective of this consulting work is to identify the demand for digital skills and occupational demand in two selected Caribbean countries through the Digital Talent Survey.

3. Scope of Services

- 3.1. The consulting firm will provide a scope of services for each phase including multiple elements listed below.
- 3.2. The consulting firm will participate in the planning of the project and ensure the follow-up of its implementation and of all related activities to achieve the expected results.
- 3.3. The consulting firm will ensure that the planned activities are carried out in a timely manner, and in constant compliance with Bank policies and procedures.

4. Key Activities

To design and implement the digital talent surveys in the selected Caribbean country, the following activities will be performed:

- 4.1. Review previous surveys for collecting information about the demand for skills and skills gaps.
- 4.2. Review data collection methods (e.g., phone or online surveys) and platforms to collect data on firms.
- 4.3. Design and pilot a questionnaire collecting data on (i) firms' characteristics; (ii) characteristics of human resources; (iii) demand for skills; internal and external skills gaps (by occupation, type of skills, etc.); (iv) strategies to deal with the skills gap (e.g., training and intermediation practices); (v) consequences of the skill gap on firm's performance; among others.
- 4.4. Design and implement a collection methodology aiming at having a statistically representative sample of firms in two selected Caribbean countries.
- 4.5. Collect data through an online questionnaire from a sample of firms in two selected Caribbean countries
- 4.6. Analyze the data and produce a report (to be published as an IDB Technical Note) with the results, describing the methodology and lessons learned as well as an analysis of workers' skills in two selected Caribbean countries
- 4.7. Hold regular meetings with the IDB team to present advances in the consultancy.
- 4.8. Write an IDB technical Note presenting the results of the digital skills gaps survey for two selected Caribbean countries including a section about the survey methodology exercise.

5. Expected Outcome and Deliverables

- 5.1. This consultation must submit the following products. All these products must be approved to be considered final products.
- **Product 1:** Work plan with questionnaire proposal, including questionnaire draft, software to be used, strategy for validation of occupational profiles as well as a strategy for data collection (sectors, timeframe).

- **Product 2:** Final version of the questionnaire after validation with relevant counterparts in two selected Caribbean countries, and intermediate report with data/information gathered for the analysis, including data dictionary for two selected Caribbean countries.
- **Product 3:** Final report with analysis of the data collected for two selected Caribbean countries and presentation in a workshop (or another modality, to be determined). The final report should also include all original files of the graphics and data processed and analyzed for the report (e.g., databases, Power-Points, Excel sheets), according to the format agreed with the IDB team in advance. The final report should contain the IDB technical note.

6. Project Schedule and Milestones

Deliverables	Timeframe
Submission and approval of Product 1	One week after the signature of the contract
Submission and approval of Product 2	Three months after the signature of the contract
Submission and approval of Product 3	Six months after the signature of the contract

7. Reporting Requirements

- 7.1. Every report must be submitted to the Bank in an electronic file. The report should include the cover, main document, and all annexes. This file must also be in an electronic format used by the Bank, such as one of the MS Office, JPG and/or TIFF formats. ZIP files (compressed) will not be accepted as final reports due to the regulations of the Bank File Management Section.

8. Acceptance Criteria

- 8.1. Dulce Baptista, Specialist of the Labor Markets Division of the Bank, and David Kaplan, Sector Lead Specialist of the Labor Markets Division of the Bank, are authorized to accept the work.

9. Supervision and Reporting

- 9.1. The consulting firm will be reporting to Dulce Baptista, according to the different milestones or when one of the parties deems it necessary, who will give comments to any reports, approve reports, documents, and work, and give comments or any instructions for changes. It shall be the consulting firm's responsibility to ensure that such reports are submitted to the Bank. The frequency of communication will depend on the need for comments and approvals agreed upon at the beginning of the consultancy. It will be the responsibility of the Firm to ensure that such meetings take place and reports are submitted to the Bank.

10. Schedule of Payments

- 10.1.** Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.
- 10.2.** The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

No	Detail	%
1	Work Plan	10%
2	First Report	50%
3	Second Report	40%
TOTAL		100%

TERMS OF REFERENCE

Consultancy to design and strengthen digital talent initiatives in the Caribbean

REGIONAL

RG-T4241

Digital Talent for the Caribbean

1. Background and Justification

- 1.1. The Caribbean region faces a complex challenge: most of its population does not have the digital skills required in today's job market. This lack of skills puts them at risk of losing their jobs because of digital transformation and also makes local firms less competitive and productive because they lack the workers with the right set of skills. According to the Innovation, Firm Performance and Gender survey led by Compete Caribbean in 2021: 60% of firms in the Bahamas, Barbados, Guyana, Jamaica, Trinidad and Tobago, and Suriname face a severe digital skills gap.
- 1.2. Over the last years, firms in Latin America and the Caribbean (LAC) have been increasingly seeking to adopt innovative technologies for being competitive in local and international markets. While the region is still at the beginning of this process, 70% of firms in LAC are already in the initial stages of their digital transformation process. It is estimated that the demand for certified and up-to-date information technology professionals is expected to grow tenfold by 2030 (IDC, 2020). Even before the pandemic caused by COVID-19, firms already reported difficulties finding professionals with the digital skills needed to stay competitive while successfully going through digital transformation. The COVID-19 crisis has served as an accelerator to this process, producing additional demand for digital skills in LAC.
- 1.3. Unfortunately, a substantial proportion of the population in the region does not have the skills required to take advantage of the job opportunities in information technology that digital transformation brings. Skills gaps result from a shortage of skilled workers or the inadequacy of skills to employers' requirements, commonly due to a lack of adequate education and education and technical and vocational training (TVET) systems. They exacerbate unemployment, limit productivity, economic growth, and the competitiveness and innovation of businesses, and thereby generate negative macroeconomic effects. In LAC, a large share of workers entering the workforce lacks the skills required by the productive sector. This is associated with a disconnection between the skills taught in the education system and those demanded in entry-level jobs. The region has also not been successful in translating investment efforts on TVET systems into a workforce with the set of skills demanded by firms.
- 1.4. TVET systems in LAC are heterogeneous but their common denominator is low coverage rates and poor levels of relevance and quality. These stem from structural problems such as disconnection from the needs of the productive sector, lack of coordination between key players, weak institutional capacity, lack of mechanisms for pertinence and quality assurance, limited transparency in the use of public funds, and little evidence of effectiveness

(IDB, 2021). In the absence of mature and highly functional TVET systems in the LAC region, the use of talent pipelines can be an alternative to offer an effective response to the emerging demand for digital skills. Talent pipelines are agile training processes with a series of short-term tactical initiatives, limited to developing human capital in certain skills only. While they operate as miniature TVET systems as they use similar mechanisms to close skill gaps and plan workforce development, the desirable qualities of relevance to business needs, speed, flexibility, and efficiency of Talent Pipelines cannot be achieved through national TVET systems. Even in the presence of successful TVET systems, talent pipelines are valuable to provide agility and developing appropriate responses to the emerging shortage of digital skills (Richard et al., 2021).

- 1.5. A Digital Talent Initiative (DTI) is a workforce development initiative aiming at responding to a current digital skills gap originated by the explosive growth of the demand for digital skills, which has not been accompanied by sufficient growth of the training offer and therefore requires a contingency strategy to fill this gap. Thus, DTI addresses problems that cannot be effectively dealt with in a traditional professional training framework. DTI is a collaboration between businesses, community organizations, government, academic institutions, and training providers designed to support the growth of digital tech ecosystem and prepare job seekers for 21st-century jobs by promoting workforce development and job creation through public and private partnerships. DTI can pinpoint the strengths and gaps in its pool of digital talent and prioritize investments to boost competitiveness and collaboration. Although several cities have been addressing their digital skills gaps by using talent pipelines and DTI, there is lack of guidance on how to structurally develop or strengthen a DTI.
- 1.6. To support countries in the Caribbean region in this endeavor, the IDB has developed an initiative Digital Talent for the Caribbean. The overall objective of this technical cooperation is to improve workers' labor market outcomes (e.g., employment, earnings) through the identification and successful development of digital skills for the unemployed and active workers at risk of losing their jobs because of digital transformation in the Caribbean Region.

2. Objectives

- 2.1. The overall objective of this consulting work is to support the exchange of knowledge and best practices for the digital talent initiative by designing, organizing, and implementing events and workshops.

3. Scope of Services

- 3.1. The consulting firm will provide a scope of services for each phase including multiple elements listed below.
 - 3.1.1. The consulting firm will participate in the planning of the project and ensure the follow-up of its implementation and of all related activities to achieve the expected results.
 - 3.1.2. The consulting firm will ensure that the planned activities are carried out in a timely manner, and in constant compliance with Bank policies and procedures.

4. Key Activities

For the exchange of knowledge and best practices for the digital transformation of the NIS, the following key activities are expected from the consulting firm:

- 4.1. Develop dissemination materials for the dissemination of knowledge and the best practices by institutional actors. A comprehensive social media kit.
- 4.2. Develop a media and public relations plan to disseminate the progress and actions of the IDB in the media.
- 4.3. Support the team in the line of invitations, agendas, and support materials required to develop the dialogue.
- 4.4. Support the team in reviewing the messages that are included in all materials used to disseminate the event (agendas, presentations, brochures, notebooks, etc.)
- 4.5. Support the team in the revision of texts, translation, and design of the products (agendas, banners, messages, and booklets (if any) among others.
- 4.6. Design a PowerPoint template for presentations to be made during events.
- 4.7. Support the team with the review of the presentations that will be made at the events.
- 4.8. Conduct interviews with important stakeholders to produce a video that can be shared at the end of the event.
- 4.9. Support the design and organization of the activities carried out during the events (e.g., coordination of the working groups with the invited authorities)
- 4.10. Coordinate with the team the printing of the materials that need to be shared in the events.
- 4.11. Attend the coordination and follow-up meetings that the team organizes and take into account the comments of the IDB.

5. Expected Outcome and Deliverables

- 5.1. This consultancy must submit the following products. All these products must be approved to be considered final products.
 - 5.1.1. Product 1: Work plan, including proposed methodologies for achieving the objectives.
 - 5.1.2. Product 2: Final Report with dissemination materials and social media kit as well as successful completion of the key activities described in Article 4.

6. Project Schedule and Milestones

Detail	Deadline
Product 1 (20%)	Upon submission and approval of the first product
Product 2 (80%)	Upon submission and approval of the second product

7. Reporting Requirements

- 7.1. Every report must be submitted to the Bank in an electronic file. The report should include the cover, the main document, and all annexes. This file must also be in an electronic format used by the Bank, such as one of the MS Office, JPG and/or TIFF formats. ZIP files (compressed) will not be accepted as final reports due to the regulations of the Bank File Management Section.

8. Acceptance Criteria

- 8.1. Dulce Baptista, Specialist of the Labor Markets Division of the Bank, is authorized to accept the work.

9. Supervision and Reporting

- 9.1. The consulting firm will be reporting to Dulce Baptista, according to the different milestones or when one of the parties deems it necessary, who will give comments to any reports, approve reports, documents, and work, and give comments or any instructions for changes. It shall be the consulting firm's responsibility to ensure that such reports are submitted to the Bank. The frequency of communication will depend on the need for comments and approvals agreed upon at the beginning of the consultancy. It will be the responsibility of the Firm to ensure that such meetings take place and reports are submitted to the Bank.

10. Schedule of Payments

- 10.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.
- 10.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

No	Detail	%
1	First Product	10%
2	Second Product	40%
3	Third Product	50%
TOTAL		100%

TERMS OF REFERENCE

Consultancy to disseminate and communicate Digital Talent Initiatives

Regional

RG-T4241

Digital Talent in the Caribbean

1. Background and Justification

- 1.1. The Caribbean region faces a complex challenge: most of its population does not have the digital skills required in today's job market. This lack of skills puts them at risk of losing their jobs because of digital transformation and also makes local firms less competitive and productive because they lack the workers with the right set of skills. According to the Innovation, Firm Performance and Gender survey led by Compete Caribbean in 2021: 60% of firms in the Bahamas, Barbados, Guyana, Jamaica, Trinidad and Tobago, and Suriname face a severe digital skills gap.
- 1.2. Over the last years, firms in Latin America and the Caribbean (LAC) have been increasingly seeking to adopt innovative technologies for being competitive in local and international markets. While the region is still at the beginning of this process, 70% of firms in LAC are already in the initial stages of their digital transformation process. It is estimated that the demand for certified and up-to-date information technology professionals is expected to grow tenfold by 2030 (IDC, 2020). Even before the pandemic caused by COVID-19, firms already reported difficulties finding professionals with the digital skills needed to stay competitive while successfully going through digital transformation. The COVID-19 crisis has served as an accelerator to this process, producing additional demand for digital skills in LAC.
- 1.3. Unfortunately, a substantial proportion of the population in the region does not have the skills required to take advantage of the job opportunities in information technology that digital transformation brings. Skills gaps result from a shortage of skilled workers or the inadequacy of skills to employers' requirements, commonly due to a lack of adequate education and education and technical and vocational training (TVET) systems. They exacerbate unemployment, limit productivity, economic growth, and the competitiveness and innovation of businesses, and thereby generate negative macroeconomic effects. In LAC, a large share of workers entering the workforce lack the skills required by the productive sector. This is associated with a disconnection between the skills taught in the education system and those demanded in entry-level jobs. The region has also not been successful in translating investment efforts on TVET systems into a workforce with the set of skills demanded by firms.
- 1.4. TVET systems in LAC are heterogeneous but their common denominator is low coverage rates and poor levels of relevance and quality. These stem from structural problems such as disconnection from the needs of the productive sector, lack of coordination between key players, weak institutional capacity, lack of mechanisms for pertinence and quality assurance, limited transparency in the use of public funds, and little evidence of effectiveness (IDB, 2021).

In the absence of mature and highly functional TVET systems in the LAC region, the use of talent pipelines can be an alternative to offer an effective response to the emerging demand for digital skills. Talent pipelines are agile training processes with a series of short-term tactical initiatives, limited to developing human capital in certain skills only. While they operate as miniature TVET systems as they use similar mechanisms to close skill gaps and plan workforce development, the desirable qualities of relevance to business needs, speed, flexibility, and efficiency of Talent Pipelines cannot be achieved through national TVET systems. Even in the presence of successful TVET systems, talent pipelines are valuable to provide agility and develop appropriate responses to the emerging shortage of digital skills (Richard et al., 2021).

- 1.5. A Digital Talent Initiative (DTI) is a workforce development initiative aiming at responding to a current digital skills gap originated by the explosive growth of the demand for digital skills, which has not been accompanied by a sufficient growth of the training offer and therefore requires a contingency strategy to fill this gap. Thus, DTI addresses problems that cannot be effectively dealt with in a traditional professional training framework. DTI is a collaboration between businesses, community organizations, government, academic institutions, and training providers designed to support the growth of digital tech ecosystem and prepare jobseekers for 21st century jobs by promoting workforce development and job creation through public and private partnerships. DTI can pinpoint the strengths and gaps in their pool of digital talent and prioritize investments to boost competitiveness and collaboration. Although several cities have been addressing their digital skills gaps by using talent pipeline and DTI, there is lack of guidance on how to structurally develop or strengthen a DTI.
- 1.6. To support countries in the Caribbean region in this endeavor, the IDB has developed an initiative Digital Talent for the Caribbean. The overall objective of this technical cooperation is to improve workers' labor market outcomes (e.g., employment, earnings) through the identification and successful development of digital skills for the unemployed and active workers at risk of losing their jobs because of digital transformation in the Caribbean Region.

2. Objectives

- 2.1. The overall objective of this consulting work is to disseminate and communicate Digital Talent Initiatives by designing, organizing, and implementing events and workshops.

3. Scope of Services

- 3.1. The consulting firm will provide a scope of services for each phase including multiple elements listed below.
 - 3.1.1. The consulting firm will participate in the planning of the project and ensure the follow-up of its implementation and of all related activities to achieve the expected results.
 - 3.1.2. The consulting firm will ensure that the planned activities are carried out in a timely manner, and in constant compliance with Bank policies and procedures.

4. Key Activities

4.1. For the dissemination and communication of Digital Talent Initiatives, the following key activities are expected from the consulting firm:

- 4.1.1. Develop dissemination materials for the dissemination of knowledge and the best practices by institutional actors. A comprehensive social media kit.
- 4.1.2. Develop a media and public relations plan to disseminate the progress and results of Digital Talent Initiatives in the media.
- 4.1.3. Support the team in the line of invitations, agendas, and support materials required to develop the dialogue.
- 4.1.4. Support the team in reviewing the messages that are included in all materials used to disseminate the event (agendas, presentations, brochures, notebooks, etc.)
- 4.1.5. Support the team in the revision of texts, translation, and design of the products (agendas, banners, messages, booklets (if any), among others.
- 4.1.6. Design a PowerPoint template for presentations to be made during events.
- 4.1.7. Support the team with the review of the presentations that will be made at the events.
- 4.1.8. Conduct interviews with important stakeholders to produce a video that can be shared at the end of the event.
- 4.1.9. Support the design and organization of the activities carried out during the events (e.g., coordination of the working groups with the invited authorities)
- 4.1.10. Coordinate with the team the printing of the materials that need to be shared in the events.
- 4.1.11. Attend the coordination and follow-up meetings that the team organizes and take into account the comments of the IDB.

5. Expected Outcome and Deliverables

5.1. This consultancy must submit the following products. All these products must be approved to be considered final products.

- 5.1.1. Product 1: Work plan, including proposed methodologies for achieving the objectives.
- 5.1.2. Product 2: Final Report with dissemination materials and social media kit as well as successful completion of the key activities described in the Article 4.

6. Project Schedule and Milestones

Detail	Deadline
Product 1 (20%)	Upon submission and approval of the first product
Product 2 (80%)	Upon submission and approval of the second product

7. Reporting Requirements

- 7.1. Every report must be submitted to the Bank in an electronic file. The report should include the cover, main document, and all annexes. This file must also be in an electronic format used by the Bank, such as one of the MS Office, JPG and/or TIFF formats. ZIP files (compressed) will not be accepted as final reports due to the regulations of the Bank File Management Section.

8. Acceptance Criteria

- 8.1. Dulce Baptista, Specialist of the Labor Markets Division of the Bank, is authorized to accept the work.

9. Other Requirements

- 9.1. All consulting firms shall assume all costs associated with the preparation and presentation of their proposals. The Bank does not assume any responsibility, whatsoever, to reimburse the consulting firm for costs incurred in the preparation of proposals in response to the Request for Proposal (RFP).

10. Supervision and Reporting

- 10.1. The consulting firm will be reporting to Dulce Baptista, according to the different milestones or when one of the parties deems it necessary, who will give comments to any reports, approve reports, documents, and work, and give comments or any instructions for changes. It shall be the consulting firm's responsibility to ensure that such reports are submitted to the Bank. The frequency of communication will depend on the need for comments and approvals agreed upon at the beginning of the consultancy. It will be the responsibility of the Firm to ensure that such meetings take place and reports are submitted to the Bank.

11. Schedule of Payments

- 11.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.
- 11.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

No	Detail	% Payment
1	Product 1	20%
2	Product 2	80%

TERMS OF REFERENCE

Consultancy to design and strengthen digital talent initiatives in the Caribbean

REGIONAL

RG-T4241

Digital Talent for the Caribbean

1. Background and Justification

- 1.1. The Caribbean region faces a complex challenge: most of its population does not have the digital skills required in today's job market. This lack of skills puts them at risk of losing their jobs because of digital transformation and also makes local firms less competitive and productive because they lack the workers with the right set of skills. According to the Innovation, Firm Performance and Gender survey led by Compete Caribbean in 2021: 60% of firms in the Bahamas, Barbados, Guyana, Jamaica, Trinidad and Tobago, and Suriname face a severe digital skills gap.
- 1.2. Over the last years, firms in Latin America and the Caribbean (LAC) have been increasingly seeking to adopt innovative technologies for being competitive in local and international markets. While the region is still at the beginning of this process, 70% of firms in LAC are already in the initial stages of their digital transformation process. It is estimated that the demand for certified and up-to-date information technology professionals is expected to grow tenfold by 2030 (IDC, 2020). Even before the pandemic caused by COVID-19, firms already reported difficulties finding professionals with the digital skills needed to stay competitive while successfully going through digital transformation. The COVID-19 crisis has served as an accelerator to this process, producing additional demand for digital skills in LAC.
- 1.3. Unfortunately, a substantial proportion of the population in the region does not have the skills required to take advantage of the job opportunities in information technology that digital transformation brings. Skills gaps result from a shortage of skilled workers or the inadequacy of skills to employers' requirements, commonly due to a lack of adequate education and education and technical and vocational training (TVET) systems. They exacerbate unemployment, limit productivity, economic growth, and the competitiveness and innovation of businesses, and thereby generate negative macroeconomic effects. In LAC, a large share of workers entering the workforce lack the skills required by the productive sector. This is associated with a disconnection between the skills taught in the education system and those demanded in entry-level jobs. The region has also not been successful in translating investment efforts on TVET systems into a workforce with the set of skills demanded by firms.
- 1.4. TVET systems in LAC are heterogeneous but their common denominator is low coverage rates and poor levels of relevance and quality. These stem from structural problems such as disconnection from the needs of the productive sector, lack of coordination between key players, weak institutional capacity, lack of mechanisms for pertinence and quality assurance, limited transparency in the use of public funds, and little evidence of effectiveness (IDB, 2021). In the absence of mature and highly functional TVET systems in the LAC region,

the use of talent pipelines can be an alternative to offer an effective response to the emerging demand for digital skills. Talent pipelines are agile training processes with a series of short-term tactical initiatives, limited to developing human capital in certain skills only. While they operate as miniature TVET systems as they use similar mechanisms to close skill gaps and plan workforce development, the desirable qualities of relevance to business needs, speed, flexibility, and efficiency of Talent Pipelines cannot be achieved through national TVET systems. Even in the presence of successful TVET systems, talent pipelines are valuable to provide agility and develop appropriate responses to the emerging shortage of digital skills (Richard et al., 2021).

- 1.5. A Digital Talent Initiative (DTI) is a workforce development initiative aiming at responding to a current digital skills gap originated by the explosive growth of the demand for digital skills, which has not been accompanied by a sufficient growth of the training offer and therefore requires a contingency strategy to fill this gap. Thus, DTI addresses problems that cannot be effectively dealt with in a traditional professional training framework. DTI is a collaboration between businesses, community organizations, government, academic institutions, and training providers designed to support the growth of digital tech ecosystem and prepare jobseekers for 21st century jobs by promoting workforce development and job creation through public and private partnerships. DTI can pinpoint the strengths and gaps in their pool of digital talent and prioritize investments to boost competitiveness and collaboration. Although several cities have been addressing their digital skills gaps by using talent pipeline and DTI, there is lack of guidance on how to structurally develop or strengthen a DTI.
- 1.6. To support countries in the Caribbean region in this endeavor, the IDB has developed an initiative Digital Talent for the Caribbean. The overall objective of this technical cooperation is to improve workers' labor market outcomes (e.g., employment, earnings) through the identification and successful development of digital skills for the unemployed and active workers at risk of losing their jobs because of digital transformation in the Caribbean Region.

2. Objectives

- 2.1. The overall objective of this consulting work is to provide policymakers and researchers with:
 - 2.1.1. Application of a toolkit to support the development or to strengthen digital talent initiatives to address digital skills gaps;
 - 2.1.2. A report explaining the use of the toolkit in the Caribbean and the implementation of DTI using the toolkit; and,
 - 2.1.3. Design and implement a methodology to measure the digital skills gap in the Caribbean.

3. Scope of Services

- 3.1. The consulting firm will provide a scope of services for each phase including multiple elements listed below.
 - 3.1.1. The consulting firm will participate in the planning of the project and ensure the follow-

up of its implementation and of all related activities to achieve the expected results.

- 3.1.2.** The consulting firm will ensure that the planned activities are carried out in a timely manner, and in constant compliance with Bank policies and procedures.

4. Key Activities

- 4.1.** To apply the toolkit to design a digital talent initiative in one selected Caribbean country, the following activities will be performed:

- 4.1.1.** Interview the traditional and emerging private sector with the objective of identifying key players and the best strategy to respond to the unmet skills demand
- 4.1.2.** Interview the public sector with the objective of identifying key players and the best strategy to respond to the unmet skills demand
- 4.1.3.** Diagnose the current provision of non-formal training in advanced digital skills in one selected Caribbean country
- 4.1.4.** Establish a design of a Digital Talent Pipeline, according to the guidelines of the Methodology established in the Digital Talent Pipeline toolkit.

- 4.2.** Write a report about the implementation of DTI in one selected Caribbean country using the toolkit.

5. Expected Outcome and Deliverables

- 5.1.** This consultation must submit the following products. All these products must be approved to be considered final products.
- Product 1: Work plan.
 - Product 2: Second report with a complete progress report on applying a toolkit in one selected Caribbean country. The report should also include a draft report of the digital skills demand situation in the country, with data/information gathered for the analysis and data dictionary.
 - Product 3: Final report and Power-Point presentation summarizing the outcome of the consultancy and lessons learned. This last and final report should incorporate lessons learned from the application of the toolkit. Final datasets and syntaxes (e.g., do files) used for the technical note on digital skills demand measurement should also be included.

6. Project Schedule and Milestones

Deliverables	Timeframe
Submission and approval of Product 1	One week after the signature of the contract.
Submission and approval of Product 2	Four months after the signature of the contract.
Submission and approval of Product 3	Six months after the signature of the contract.

7. Reporting Requirements

- 7.1. Every report must be submitted to the Bank in an electronic file. The report should include the cover, main document, and all annexes. This file must also be in an electronic format used by the Bank, such as one of the MS Office, JPG and/or TIFF formats. ZIP files (compressed) will not be accepted as final reports due to the regulations of the Bank File Management Section.

8. Acceptance Criteria

- 8.1. Dulce Baptista, Specialist of the Labor Markets Division of the Bank, is authorized to accept the work.

9. Supervision and Reporting

- 9.1. The consulting firm will be reporting to Dulce Baptista, according to the different milestones or when one of the parties deems it necessary, who will give comments to any reports, approve reports, documents, and work, and give comments or any instructions for changes. It shall be the consulting firm's responsibility to ensure that such reports are submitted to the Bank. The frequency of communication will depend on the need for comments and approvals agreed upon at the beginning of the consultancy. It will be the responsibility of the Firm to ensure that such meetings take place and reports are submitted to the Bank.

10. Schedule of Payments

- 10.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.
- 10.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

No	Detail	%
1	First Product	10%
2	Second Product	40%
3	Third Product	50%
TOTAL		100%

TERMS OF REFERENCE

Consultancy to design and implement digital skills pilot in the Caribbean

Regional

RE-T4241

Digital Talent for the Caribbean

1. Background and Justification

- 1.1. The Caribbean region faces a complex challenge: most of its population does not have the digital skills required in today's job market. This lack of skills puts them at risk of losing their jobs because of digital transformation and also makes local firms less competitive and productive because they lack the workers with the right set of skills. According to the Innovation, Firm Performance and Gender survey led by Compete Caribbean in 2021: 60% of firms in the Bahamas, Barbados, Guyana, Jamaica, Trinidad and Tobago, and Suriname face a severe digital skills gap.
- 1.2. To tackle this challenge, Caribbean countries will have to collaborate with firms, digital skills training providers, and workers to consolidate an ecosystem that allows them to identify digital skills needs and develop these skills in the local population to work in the Caribbean and abroad, through a mix of bootcamps, e-lancing, and microwork programs.
- 1.3. The first step is to know exactly where Caribbean countries are standing at the moment. Data collection needs to be done to identify the digital skills and occupational demand in the region, so as to obtain detailed information which allows Caribbean countries to understand what policies and initiatives will have the best effect. The second step is to tailor solutions aiming at addressing the digital skills gap identified according to each national and local context. Finally, the third step is to pilot training programs aimed at developing digital skills that are in high demand nationally or internationally as well as the ability of people in the Caribbean to generate income through work on digital platforms.
- 1.4. The digital transformation also offers income opportunities for women the Caribbean. Women lag behind men in terms of digital skills, which affects their chance to take advantage of ICTs. Increasing female labor force participation in the ICT sector and occupations in the Caribbean requires a gender strategy aiming at supporting the development of digital skills, so women match the demand in the ICT sector. In this sense, upskilling or reskilling of digital skills is particularly important to promote the inclusion of women in the digital economy.
- 1.5. To support countries in the Caribbean region in this endeavor, the IDB has developed an initiative Digital Talent for the Caribbean. The overall objective of this technical cooperation is to improve workers' labor market outcomes (e.g., employment, earnings) through the identification and successful development of digital skills for the unemployed and active workers at risk of losing their jobs because of digital transformation in the Caribbean Region

2. Objectives

- 2.1. The overall objective of this consulting work is to design, implement, and evaluate the results of a digital skill pilot to support labor market insertion in external digital labor markets for youth in one selected Caribbean country.

3. Scope of Services

- 3.1. The consulting firm will provide a scope of services for each phase including multiple elements listed below.
 - 3.1.1. The consulting firm will participate in the planning of the project and ensure the follow-up of its implementation and of all related activities to achieve the expected results.
 - 3.1.2. The consulting firm will ensure that the planned activities are carried out in a timely manner, and in constant compliance with Bank policies and procedures.

4. Key Activities

- 4.1. Program design agreement with IDB and local government
 - 4.1.1. Design a digital skill pilot to support labor market insertion in external digital labor markets for youth in one selected Caribbean country.
 - 4.1.2. T
- 4.2. Closure of agreements with local and global partners
 - 4.2.1. Identify, engage, and close agreements with local and international partners for the implementation of three strategies defined in 4.1.
 - 4.2.2. Definition of common selection criteria
 - 4.2.3. Develop a protocol to call for participants, including the selection criteria common to use in all three strategies for training delivery and based on the demand from the main microwork platforms.
 - 4.2.4. Development of common selection criteria protocols of tutors to be used in all strategies for training delivery.
- 4.3. Implementation of the program website
 - 4.3.1. Design and implement a website to host the call for participants.
- 4.4. Call for participants
 - 4.4.1. Design and launch of participant recruitment campaigns through social networks and local partners (to be open for at least four weeks to allow maximum reach and sufficient selection time). Design and implement an automated participant registration system.
 - 4.4.2. Consolidate a database with the information of all individuals registered through the system during the call for participants, including socioeconomic information, contact details (address, telephone, and email), skill level, and other agreed variables.
- 4.5. Selection of participants

- 4.5.1. Develop a semi-automatic process for the selection of participants.
 - 4.5.2. Assess the candidates registered in the database with the information of all individuals registered through the system during the call for participants against the selection protocols.
 - 4.5.3. Select beneficiaries in collaboration with IDB and local partners.
 - 4.5.4. Consolidate a database with the information of the selected beneficiaries including socioeconomic information, contact details (address, telephone, and email), skill level, and other agreed variables according to the selection protocol.
- 4.6. Creation of training materials
- 4.6.1. Develop the training program for microwork tasks with great demand in microwork platforms including three phases:
 - 4.6.1.1. The basic training phase includes theoretical content, learning resources, assessments, and practical activities.
 - 4.6.1.2. The task-specific training phase is necessary for the satisfactory performance of the tasks available on the platforms.
 - 4.6.1.3. Work phase: participants search for and complete tasks on the platforms, report on their daily activity, and receive follow-up and guidance from tutors.
 - 4.6.2. The program should consist of at least [*] hours distributed during [*] weeks, as follows:
 - 4.6.2.1. [*] hours dedicated to the basic training phase.
 - 4.6.2.2. [*] hours dedicated to the task-specific training phase.
 - 4.6.2.3. [*] hours of actual work on the micro-work platforms.
 - 4.6.3. Create the training content for tutors and participants on Matrix LMS (virtual learning platform) in English, including tips for practical training.
- 4.7. Recruit, select, and train local tutors to support students during the training program.
- 4.8. Delivery of training, including tutoring of students during the program.
- 4.8.1. Each participant will be supported by a tutor who will evaluate progress and give feedback to participants. Each tutor will oversee at most 20 participants full-time during the program.
- 4.9. Monitoring and documentation of the program
- 4.9.1. Create evaluation protocols for participants, tutors, and the program.
 - 4.9.2. Monitor participants and tutors in the program, taking action to ensure the effectiveness of the training when necessary.
 - 4.9.3. Analyze the results of the participants' satisfaction survey and the tutors' satisfaction survey.
 - 4.9.4. Consolidate a database with the information of the beneficiaries of the program who successfully completed the program including socioeconomic information, contact details (address, telephone, and email), skill level, and other agreed variables.

4.10. Results evaluation & feedback

4.10.1. Conduct a results evaluation of the program.

4.10.2. Deliver the final results evaluation report: a summary of the results of the program, key learnings, and recommendations, including feedback from participants and tutors.

5. **Expected Outcome and Deliverables**

5.1. This consultation must submit the following products. All these products must be approved to be considered final products.

- Product 1: Work plan.
- Product 2: Protocol to attract and select participants, programs, and tutors, call for participants, and final selection of participants
- Product 3: Adapted training materials and training methodology
- Product 4: Results and learnings report with recommendations

6. **Project Schedule and Milestones**

Deliverables	Timeframe
Submission and approval of Product 1	One week after the signature of the contract
Submission and approval of Product 2	One month after the signature of the contract
Submission and approval of Product 3	Three months after the signature of the contract
Submission and approval of Product 4	Six months after the signature of the contract

7. **Reporting Requirements**

7.1. Every report must be submitted to the Bank in an electronic file. The report should include the cover, main document, and all annexes. This file must also be in an electronic format used by the Bank, such as one of the MS Office, JPG and/or TIFF formats. ZIP files (compressed) will not be accepted as final reports due to the regulations of the Bank File Management Section.

8. **Acceptance Criteria**

8.1. Dulce Baptista, Specialist of the Labor Markets Division of the Bank, is authorized to accept the work.

9. **Supervision and Reporting**

9.1. The consulting firm will be reporting to Dulce Baptista, according to the different milestones or when one of the parties deems it necessary, who will give comments to any reports,

approve reports, documents, and work, and give comments or any instructions for changes. It shall be the consulting firm's responsibility to ensure that such reports are submitted to the Bank. The frequency of communication will depend on the need for comments and approvals agreed upon at the beginning of the consultancy. It will be the responsibility of the Firm to ensure that such meetings take place and reports are submitted to the Bank.

10. Schedule of Payments

- 10.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.
- 10.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

No	Detail	%
1	First Product	10%
2	Second Product	20%
3	Third Product	30%
4	Fourth Product	40%
TOTAL		100%