

Contents

Consultancy 1: Design a strategy and implement specialized services for the promotion of green jobs by PES	2
Consultancy 2: Design and implementation of a management plan for the promotion of green jobs by the PES with strategy for human resources development of PES's staff and performance management system.	5
Consultancy 3: Design a strategy to engage the private sector in green sectors	8
Consultancy 4: Design a gender strategy for the promotion of green jobs and mainstream it across relevant governmental agencies, private sector companies and other relevant actors	11
Consultancy 5: Design and implementation of the green jobs committee	12
Consultancy 9: Impact evaluation of the project's effectiveness.....	16
Consultancy 10: Design of a vocational and professional guidance system for jobseekers in the green sectors by leveraging the processes and services of the current system.....	19
Consultancy 12: Local coordinator for the execution of the Technical Cooperation: <i>Supporting the strengthening of the Ministry of Labor for the promotion of green jobs</i>	23
Consultancy 6: Design a strategy for the institutional strengthening of the office of the Undersecretary of Qualifications and pilot the development of training standards for green skills with a gender focus	25
Consultancy 7: Support the reengineering of processes and human resources development so that micro and small enterprises (50 businesses) develop higher value-added economic activities in green sectors through competitive funds, with a focus on women-led businesses.....	29
Consultancy 8: Technical training in green sectors (for 100 people), with special emphasis on priority groups (including women) to enable their rapid insertion into the formal labor market.....	32
Consultancy 11: Multi-screen web portal and redesign of the PES's digital platform, to offer services for the promotion of green jobs	37

Consultancy 1: Design a strategy and implement specialized services for the promotion of green jobs by PES

Background of this search: In the context of the Technical Cooperation: *Supporting the strengthening of the Ministry of Labor for the promotion of green jobs*, the Labor Markets Division at the Inter-American Development bank seeks to develop technical capacity of the Ecuadorian Public Employment Service (PES) through a variety of activities. In this sense, a professional is required who can design a strategy and services, for the PES, to promote green jobs, with a gender focus.

The team's mission: The Labor Markets and Social Security Division (SCL/LMK) promotes more and better employment in Latin America and the Caribbean. The IDB works to achieve regional goals in poverty reduction, equality of opportunities and improvement of labor productivity, by strengthening employment and training services, improving the design and scope of social security, and the analysis of labor markets and labor information. To achieve these goals, LMK is currently focusing on analytical work and projects in the following four main areas: Labor Intermediation, Skills Developing, Workforce Migration, and Social Security.

What you'll do: The consultant will be responsible for carrying out the design of a strategy and specific services to promote green jobs and green skills, including, but not limited, to the following activities:

1. Literature review of international good practices on PES's specialized services to promote green jobs, including attention to priority groups.
2. Develop a theoretical framework for the attention scheme to job seekers, including special attention to potential green talent, based on international literature.
3. Carry out a review of the PES's attention scheme for job seekers, including attention to potential green talent. The review must include at least:
 - a. The objectives of PES and its role on supporting job seekers to match with the best possible vacancy, according to their profiles.
 - b. The proportion of job seekers in the country, including in the different priority groups who are served by PES; rates of insertion, training and access to different PES's services.
 - c. Procedures to serve job seekers and special attention schemes for priority groups in green sectors (identifying the barriers these job seekers face, and the services / programs available to remove those barriers).
 - d. An employers engagement strategy for the labor insertion of the general population and for the priority groups in green sectors.
 - e. Channels through which services are offered to job seekers (e.g. in person, by phone, online).
 - f. Strategies to attract job seekers to some of these channels.
 - g. Main challenges to establish contact with job seekers.
 - h. Strategies to establish contact with jobseekers.
 - i. Strategies to maintain relationships with jobseekers.
 - j. Human resource management for the attention of job seekers.
 - k. Performance management strategy for the services provided to jobseekers.
4. Carry out a gap analysis between the theoretical framework for assisting job seekers, and the current state of the PES.
5. Develop a strategy to promote green jobs and green skills, including, but not limited to: a proposal to redesign the attention scheme for job seekers, an operational plan to implement specialized services to promote green jobs and green skills, and a proposal to improve all the applicable items listed in activity 3.
6. Pilot the green jobs promotion strategy.
7. Prepare a report on the strategy's proof of concept, and review the proposed strategy based on the lessons learned from the proof of concept.

8. Prepare a report that contains the literature review, the theoretical framework, the review of the current attention scheme for job seekers, the gap analysis and the proposal for the green jobs promotion strategy, including the lessons learned from the proof of concept. – making a special emphasis on the attention to potential green talent.

Deliverables and Payments timeline:

1. **Deliverable 1:** Report: Review and analysis of good practices, international evidence and theoretical framework (activity 1 and 2). – 30%
2. **Deliverable 2:** Report: Review of the PES attention scheme for job seekers, including attention to priority groups in green sectors and a gap analysis between the theoretical framework and the current state of the PES (activities 3 and 4). – 20%
3. **Deliverable 3** Report: Strategy to promote green jobs, for the PES (activity 5). – 20%
4. **Deliverable 4:** Report: Operational pilots, implementation plan and gradual strengthening of activities 6, 7 and 8, including a review and adjustment of deliverable 3. – 30%

What you'll need:

Citizenship: You are either a citizen of Ecuador or a citizen of one of our 48-member countries with residency or legal permit to work in Ecuador.

Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Education: Bachelor's degree in economics, public policy, social sciences, or related areas. Master's degree is preferred.

Experience: A minimum of 10 years of relevant professional experience in the field of design and implementation of employment policies, including activities for the design and implementation of attention schemes and services for job seekers.

Languages: Spanish and English (advanced level).

Core and Technical Competencies: Experience in labor intermediation systems and labor migration management will be positively valued. Excellent ability to communicate both orally and in writing.

Opportunity Summary:

- Type of contract and modality: Product and External Services Consultancy (PEC)
- Length of contract: 21 months
- Starting date: January 2021
- Location: Quito, Ecuador
- Responsible person: Dulce Baptista, Operational Specialist, Labor Market and Social Security Division (SCL/LMK)
- Requirements: You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

Our culture: Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality. As an employee you can be part of internal resource groups that connect our diverse community around common interests.

Because we are committed to providing equal opportunities in employment, we embrace all diversity and encourage women, LGBTQ+, persons with disabilities, afro-descendants, and indigenous people to apply.

About us: At the IDB, we're committed to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Our team in Human Resources carefully reviews all applications.

Consultancy 2: Design and implementation of a management plan for the promotion of green jobs by the PES with strategy for human resources development of PES's staff and performance management system.

Background of this search: In the context of the Technical Cooperation: *Supporting the strengthening of the Ministry of Labor for the promotion of green jobs*, the Labor Markets Division at the Inter-American Development bank seeks to develop technical capacity of the Ecuadorian Public Employment Service (PES) through a variety of activities. In this sense, a professional is required who can design and implement a management plan for the promotion of green jobs with a human resources development strategy and a performance management system, for the staff of the PES.

The team's mission: The Labor Markets and Social Security Division (SCL/LMK) promotes more and better employment in Latin America and the Caribbean. The IDB works to achieve regional goals in poverty reduction, equality of opportunities and improvement of labor productivity, by strengthening employment and training services, improving the design and scope of social security, and the analysis of labor markets and labor information. To achieve these goals, LMK is currently focusing on analytical work and projects in the following four main areas: Labor Intermediation, Skills Developing, Workforce Migration, and Social Security.

What you'll do: The consultant will be responsible for carrying out the design and implementation of a management plan for the promotion of green jobs with a human resources development strategy and a performance management system, for the staff of the PES, including, but not limited, to the following activities:

1. Literature review on HR and performance management in PES and develop a theoretical framework for HR and performance management of the staff of the PES based on international literature.
2. Carry out a review of the PES's HR management scheme, which includes at least: a) profile that describes the functions, competencies and abilities of employment counselors and how they are classified (example: generic (without differentiation of functions), specialized (difference between counselors for job seekers and counselors for employers), highly specialized (difference between counselors for job seekers; counselors for employers; counselors for young job seekers; counselors for green job seeker; counselors for the unemployed with more complex problems; counselors for job seekers with disabilities; counselors for job seekers older adults)); b) entry requirements for employment counselor positions in terms of: (i) Educational level (e.g. secondary education; bachelor's degree; master's degree, postgraduate studies); (ii) Other entry requirements or qualifications (e.g. certified qualifications; specialized training; previous professional experience; foreign language certificates); (iii) Training areas (eg general education (not specified); psychology; pedagogy; sociology; social sciences; law; economics; management (including human resources management). It should be indicated in the three areas if the requirements are considered " Essential "," Desired "or" Not a requirement ", c) definition of the types of contract (e.g. temporary, permanent) and career plan; d) initial training scheme (induction course), offered to the employment counselor when he/she begins to work, in terms of: (i) Duration (e.g. number of days); (ii) Provider (e.g. in the workplace by colleagues or internal training team; by individual external provider; by external provider company specialized in training); (iii) Methodology (e.g. individual training on the job; individual training outside the job; dual training combining theoretical and practical units; training within the classroom; conferences / seminars; work simulations / workshops; case analysis ; self-study; "E -learning"; "Blended learning" ("e-learning" + traditional methods); (iv) Mentoring; and (v) Contents; e) continuous training scheme offered to the employment counselor as throughout his career at the SPE in terms of: (i) mandatory status; (ii) scheme to assess the need for training; (iii) duration (e.g. number of days); (iv) provider (e.g. in the workplace by colleagues or internal training team; by individual external provider; by external provider company specialized in training); (v) methodology (e.g. individual training on the job; individual training outside the job; dual training combining theoretical and practical units; training within the classroom; conferences / seminars; work

- simulations / workshops; case analysis ; self-study; “E –learning”; “Blended learning” (“e-learning” + traditional methods); (vi) Mentoring; (vii) Contents; (viii) quality control scheme of the training given; and (ix) Scheme to link training with advances in the career plan of the employment counselor.
3. Likewise, carry out a review of the PES’s performance management system, which includes at least: a) set of indicators used (e.g. (i) input indicators; (ii) output indicators; (iii) process indicators; (iv) intermediate result indicators; (v) analytical indicators); (b) Customer satisfaction is measured (e.g., How? Is this measurement qualitative or quantitative?); (c) Negotiation of goals / objectives (e.g. (i) How often? (ii) Do the objectives and indicators refer to annual or multi-annual periods?; (iii) Can the levels of objectives vary in response to rapid changes in labor market conditions?; (iv) What organizational levels are included in negotiating goals / objectives ?; (v) Are politicians involved, and at what level? (e.g. national / regional / local) (vi) Who makes the decisions / has the power? (vii) Are external stakeholders such as unions, employers, organizations for job seekers involved? (e.g., organizations for migrants, the disabled, women or youth); (d) At what organizational level are the indicators used (for example, national, regional, local office, individual PES personnel); (e) Does the management scheme take into account the specificities of care for vulnerable groups? (e.g. (i) specific indicators for women, youth, the elderly, disabled, migrants; (ii) customer satisfaction differentiated by groups; (iii) goals / objectives differentiated by groups; (f) How the indicators are used produced and who uses them (e.g., politicians, PES administrators at the national level, PES administrators at the regional level, local administrators? Does the public have access? Which ones are used for accountability?; (g) Outline benchmarking of local regions / offices (e.g. What are the processes, if any, used to learn from levels above or below expected levels of performance? Are regions or local offices grouped according to labor market or other conditions for comparative purposes? If yes, what processes are used to group regions / offices? (h) Incentives or penalties for performance above or below the levels expected. What are they and who receives them? (j) How is performance contextualized in quantitative objectives? Is there a narrative that explains its meaning? If so, to whom is this data released? Who is involved in the performance evaluation?
 4. Carry out a gap analysis between the theoretical framework developed for HR and performance management and the current state of HR and performance management at the PES. Include a proposal to redesign the PES’s HR and performance management scheme and pilot the redesign of said scheme. Based on this, prepare a report on the lessons learned.
 5. Prepare a final report that contains a review of the literature, the theoretical framework, the review of the current schemes, the gap analysis and the revised proposal to redesign the HR and performance management scheme based on the lessons learned from the pilot.

Deliverables and Payments timeline:

1. **Deliverable 1:** Report: Literature Review and Theoretical Framework – 30%
2. **Deliverable 2:** Report: Review of the PES’s HR and performance management scheme – 20%
3. **Deliverable 3:** Report: Gap Analysis and Redesign Proposal – 20%
4. **Deliverable 4:** Final report - 30%

What you’ll need:

Citizenship: You are either a citizen of Ecuador or a citizen of one of our 48-member countries with residency or legal permit to work in Ecuador.

Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Education: Bachelor’s degree in economics, public policy, social sciences, or related areas. Master’s degree is preferred.

Experience: A minimum of 10 years of relevant professional experience in the field of design and implementation of employment policies, including HR and performance management schemes.

Languages: Spanish and English (advanced level).

Core and Technical Competencies: Experience in labor intermediation systems, and HR and performance management system implementation will be positively valued. Excellent ability to communicate both orally and in writing.

Opportunity Summary:

- Type of contract and modality: Product and External Services Consultancy (PEC)
- Length of contract: 21 months
- Starting date: January 2021
- Location: Quito, Ecuador
- Responsible person: Dulce Baptista, Operational Specialist, Labor Market and Social Security Division (SCL/LMK)
- Requirements: You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

Our culture: Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality. As an employee you can be part of internal resource groups that connect our diverse community around common interests.

Because we are committed to providing equal opportunities in employment, we embrace all diversity and encourage women, LGBTQ+, persons with disabilities, afro-descendants, and indigenous people to apply.

About us: At the IDB, we're committed to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Our team in Human Resources carefully reviews all applications.

Consultancy 3: Design a strategy to engage the private sector in green sectors

Background of this search: In the context of the Technical Cooperation: *Supporting the strengthening of the Ministry of Labor for the promotion of green jobs*, the Labor Markets Division at the Inter-American Development bank seeks to develop technical capacity of the Ecuadorian Public Employment Service (PES) through a variety of activities. In this sense, a professional is required who can design an engagement strategy with the private sector to promote jobs in green sectors.

The team's mission: The Labor Markets and Social Security Division (SCL/LMK) promotes more and better employment in Latin America and the Caribbean. The IDB works to achieve regional goals in poverty reduction, equality of opportunities and improvement of labor productivity, by strengthening employment and training services, improving the design and scope of social security, and the analysis of labor markets and labor information. To achieve these goals, LMK is currently focusing on analytical work and projects in the following four main areas: Labor Intermediation, Skills Developing, Workforce Migration, and Social Security.

What you'll do: The consultant will be responsible for carrying out the design of an engagement strategy with the private sector, to promote jobs in green sectors, including, but not limited, to the following activities:

1. Literature review of international good practices on the engagement scheme with the private sector in PESs; highlighting experiences of talent insertion in green sectors.
2. Develop a theoretical framework for PES's engagement strategy with the private sector based on international literature.
3. Carry out a review of the PES's current engagement strategy with the private sector in Ecuador. The review must include at least:
 - a. The objectives of the PES in relation to employers and other private sector stakeholders.
 - b. Diagnosis of the characteristics of the companies (both current and potential clients) and methodologies to gather information on their labor needs, taking into account past hirings related to green jobs or green occupations.
 - c. The procedures for listing a vacancy.
 - d. Services offered to employers.
 - e. Description of the criteria used to consider a vacancy as filled.
 - f. Channels through which services are offered to employers (e.g. in person, by phone, online).
 - g. Strategies to attract companies to some of these channels.
 - h. Identification of the main challenges in establishing contact with employers.
 - i. Strategies for establishing first contact with employers.
 - j. Identification of the main challenges in maintaining contact with employers.
 - k. Strategies to maintain the relationship with employers.
 - l. Human resource management in charge of the delivery of services provided to employers.
 - m. Management of the performance of services provided to employers.
4. Carry out a gap analysis between the theoretical framework for the engagement strategy with the private sector and the current state of the engagement strategy.
5. Develop a proposal to redesign the engagement strategy with the private sector, making special emphasis on green sectors.
6. Pilot the redesign of the proposed strategy.
7. Prepare a report on the redesigned engagement strategy and the lessons learned.
8. Prepare a report that contains a literature review, the theoretical framework, the review for the current engagement strategy with the private sector, the gap analysis and the revised proposal for the redesign of the strategy based on the lessons learned from the pilot.

Deliverables and Payments timeline:

5. **Deliverable 1:** Report: Review and analysis of good practices, international evidence and theoretical framework (activity 1 and 2). – 20%
6. **Deliverable 2:** Report: Review of the PES engagement strategy with the private sector, including attention to potential green sectors and a gap analysis between the theoretical framework and the current state of PES engagement scheme (activities 3 and 4). – 20%
7. **Deliverable 3:** Report: Proposal to redesign the engagement strategy with the private sector, with concrete actions to reach green sectors (activity 5). – 30%
8. **Deliverable 4:** Report: Operational pilots, implementation plan and gradual strengthening of activities 6, 7 and 8, including a review and adjustment of deliverable 3. – 30%

What you'll need:

Citizenship: You are either a citizen of Ecuador or a citizen of one of our 48-member countries with residency or legal permit to work in Ecuador.

Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Education: Bachelor's degree in economics, public policy, social sciences, or related areas. Master's degree is preferred.

Experience: A minimum of 10 years of relevant professional experience in the field of design and implementation of employment policies, including activities related to labor intermediation and engagement with the private sector, especially green industries.

Languages: Spanish and English (advanced level).

Core and Technical Competencies: Experience in labor intermediation systems and the design of engagement strategies between PES and the private sector will be highly valued. Excellent ability to communicate both orally and in writing.

Opportunity Summary:

- Type of contract and modality: Product and External Services Consultancy (PEC)
- Length of contract: 21 months
- Starting date: January 2021
- Location: Quito, Ecuador
- Responsible person: Dulce Baptista, Operational Specialist, Labor Market and Social Security Division (SCL/LMK)
- Requirements: You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

Our culture: Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality. As an employee you can be part of internal resource groups that connect our diverse community around common interests.

Because we are committed to providing equal opportunities in employment, we embrace all diversity and encourage women, LGBTQ+, persons with disabilities, afro-descendants, and indigenous people to apply.

About us: At the IDB, we're committed to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Our team in Human Resources carefully reviews all applications.

Consultancy 4: Design a gender strategy for the promotion of green jobs and mainstream it across relevant governmental agencies, private sector companies and other relevant actors

Background of this search:

The Labor Markets and Social Security Division (SCL/LMK) is looking for a professional with a background working in the green jobs sector with a focus on gender. These interventions are framed within the recent support that the Bank is offering to the Public Employment Service and the office of the Undersecretary of Qualifications (UQ), with the objective of improving the capacity of the Ministry of Labor to promote environmental and green jobs in the country.

The team's mission: The Labor Markets and Social Security Division (SCL/LMK) promotes more and better employment in Latin America and the Caribbean. The IDB works to achieve regional goals to reduce poverty, to equal opportunities, and to improve labor productivity, by strengthening employment and training services, improving the design and scope of social security, and analyzing labor markets and labor information. To achieve these goals, the IDB is currently focusing on analytical work and projects in the following four main areas: Intermediation, Job Training, Workforce Migration, and Social Security.

What you'll do:

Design and support the implementation of a gender strategy for this project, including, but not limited to:

1. Develop a diagnosis of causes of gender gaps in green sectors and strategies to address them;
2. Create awareness and promote skills development, both to the PES staff and to private sector companies on the importance of reducing gender biases and internal gender gaps respectively (and in coordination with the Gender Parity Accelerator)
3. Develop protocols for green job fairs for women
4. Design salary negotiation content workshops for job seekers aimed at women in green sectors.

Deliverables and Payments timeline:

1. **Deliverable 1:** Detailed workplan with a detailed description of the methodology to be used to design the gender strategy for the promotion of green jobs in Ecuador. The workplan must be ready 30 days after the signing of the contract. – 10%
2. **Deliverable 2:** Diagnostic of the causes of gender gaps in green sectors and strategies to address them in Ecuador. 15%
3. **Deliverable 3:** First draft of the gender strategy, incorporating activities on awareness and skills development, both to the PES staff and to private sector companies on the importance of reducing gender biases and internal gender gaps respectively; (and in coordination with the Gender Parity Accelerator). – 15%
4. **Deliverable 4:** Booklet with protocols for green job fairs for women. – 15%
5. **Deliverable 5:** Concept note on salary negotiation content workshops for job seekers aimed at women in green sectors. – 15%
6. **Deliverable 6:** Finalized gender strategy after incorporation of government and private sector feedback. - 15%

What you'll need:

Citizenship: You are a citizen of one of our 48-member countries.

Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Education: Master (PhD preferred) in Economics or Public Policy.

Experience: At least 10 years of professional and academic experience in labor economics, impact evaluation, and public policy. Experience collecting and analyzing data for the impact evaluation of training programs in the region.

Languages: Fluent in English and Spanish.

Core and Technical Competencies:

- Analytical and negotiating skills.
- Verifiable work experience from a gender perspective.
- Ability to facilitate processes.
- Writing and editing skills, and the ability to convey complex ideas in a creative, clear, direct, and lively style.
- Strong interpersonal and team skills; demonstrated customer orientation; sensitivity at work in a diverse and multicultural environment.
- Ability to facilitate communication between various levels of management and work independently to meet deadlines.

Opportunity Summary:

- Type of contract and modality: Product and External Services Consultancy (PEC)
- Length of contract: 21 months
- Starting date: January 2021
- Location: Consultant's place of residence
- Responsible person: Dulce Baptista, Operational Specialist, Labor Market and Social Security Division (SCL/LMK), in coordination with the Gender and Diversity Division.
- Requirements: You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

Our culture: Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. **We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality.** As an employee you can be part of internal resource groups that connect our diverse community around common interests.

We encourage women, afro-descendants, people of indigenous origins, and persons with disabilities to apply.

About us: At the IDB, we're committed to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Our team in Human Resources carefully reviews all applications.

Consultancy 5: Design and implementation of the green jobs committee

Background of this search: The Labor Markets and Social Security Division (SCL/LMK) is looking for a professional with extensive labor markets expertise to support different government agencies in Ecuador.

In 2021, the Inter-American Development Bank approved a policy-based loan (PBP) for Ecuador, to support the implementation of different measures to recover employment. Along these lines, one of the specific objectives is to promote formal employment through the achievement of environmental objectives. This consultancy is aimed to support the Public Employment Service (PES) and the office of the Undersecretary of Qualifications (UQ) to achieve a set of “green” goals agreed upon as part of the PBP; one of them being, the design and implementation of a multisectoral green jobs committee.

The team’s mission:

The Social Sector (SCL) is a multidisciplinary team convinced that investing in people is the way to improve lives and overcome the development challenges in Latin America and the Caribbean. Jointly with the countries in the region, the Social Sector formulates public policy solutions to reduce poverty and improve the delivery of education, work, social protection, and health services. The objective is to advance a more productive region, with equal opportunities for men and women, and greater inclusion of the most vulnerable groups.

The Labor Markets and Social Security Division (SCL/LMK) promotes more and better jobs in Latin America and the Caribbean. The IDB works to achieve regional goals in poverty reduction, equity of opportunities and improvement of labor productivity, through the strengthening of employment and training services, improvement in the design and scope of social security, and analysis of labor markets and labor information. To achieve these goals, the IDB is currently focusing on analytical work and projects in the following four main areas: Intermediation, Labor Training, Labor Force Migration and Social Security.

What you’ll do:

The consultant will have to work on three main areas:

1. Compliance with the PBP conditions:
 - a. Technical support to the PES team in the design and elaboration of a green jobs strategy, emphasizing on the institutional design of the Public Employment Service (PSE).
 - b. Support the design of the Green Employment Coordination Committee.
 - c. Support the design of a pilot for the provision of employment services in green sectors that promotes public-private partnerships.
2. Strengthening the office of the Undersecretary for Qualifications (UQ).
 - a. Weaknesses and challenges analysis of the UC, in the short and medium term.
 - b. Identify actions to strengthen the UC that can be implemented through technical cooperation.
3. Strengthening the PES
 - a. Weaknesses and challenges analysis of the PES, in the short and medium term.
 - b. Identify actions to strengthen the PES that can be implemented through technical cooperation.

Deliverables:

Ecuador:

1. **Deliverable 1:** Workplan for the consultancy
2. **Deliverable 2:** Report on the analysis of the green jobs strategy prepared by the Government of Ecuador and the strategy itself.
3. **Deliverable 3:** Draft proposal on how to create and possible members of the Green Employment Coordination Committee.

4. **Deliverable 4:** Pilot program design, including possible limitations, expected results and scalability analysis.
5. **Deliverable 5:** UC weaknesses and challenges analysis report and proposals for strengthening.
6. **Deliverable 6:** PES weaknesses and challenges analysis report and proposals for strengthening.
7. **Deliverable 7:** Final report, with all consolidated deliverables.

Payments timeline:

- 10% upon delivery and approval of deliverable 1
- 30% upon delivery and approval of deliverables 2, 3, 4
- 30% upon delivery and approval of deliverables 5, 6
- 30% upon delivery and approval of deliverable 7

What you'll need:

Citizenship: You are a citizen of one of our 48-member countries.

Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Education: Master's degree (or equivalent) in Economics, Social Sciences, Political Sciences, Public Policy or other relevant fields.

Experience: You have a minimum of 10 years of work experience relevant to the duties and accountabilities of the position, including experience with project management, professional technical training, public employment service systems and processes. It is preferable that the Consultant be familiar with the institutional context of the public sector in Ecuador and Haiti.

Languages: You are proficient in written and verbal communication in French and Spanish. Knowledge of English is considered a plus.

Core and Technical Competencies:

Opportunity Summary:

- Type of contract and modality: PEC
- Length of contract: 21 months
- Starting date: January 2021
- Location: Consultant's country of residence (remote)
- Responsible person: Dulce Baptista, Labor Markets and Social Security Specialist (SCL/LMK)
- Requirements: You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

Our culture: Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality. As an employee you can be part of internal resource groups that connect our diverse community around common interests.

Because we are committed to providing equal opportunities in employment, we embrace all diversity and encourage women, LGBTQ+, persons with disabilities, afro-descendants, and indigenous people to apply.

About us: At the IDB, we're committed to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Our team in Human Resources carefully reviews all applications.

Consultancy 9: Impact evaluation of the project's effectiveness

Background of this search:

The Labor Markets and Social Security Division (SCL/LMK) is looking for a professional with experience in labor economics and monitoring and evaluation for the design and implementation of a monitoring and evaluation (M&E) system for a set of interventions aimed at improving the promotion of green jobs in Ecuador. These interventions are framed within the recent support that the Bank is offering to the Public Employment Service and the office of the Undersecretary for Qualifications (UQ), with the objective of improving the capacity of the Ministry of Labor to promote environmental and green jobs in the country.

The team's mission: The Labor Markets and Social Security Division (SCL/LMK) promotes more and better employment in Latin America and the Caribbean. The IDB works to achieve regional goals to reduce poverty, to equal opportunities, and to improve labor productivity, by strengthening employment and training services, improving the design and scope of social security, and analyzing labor markets and labor information. To achieve these goals, the IDB is currently focusing on analytical work and projects in the following four main areas: Intermediation, Job Training, Workforce Migration, and Social Security.

What you'll do:

1. Collaborate with the team in the definition of key indicators to be included in the monitoring and evaluation framework.
2. Design and implement an evaluation strategy (i.e., methodology definition, timeframe) and data collection tools to be used in the evaluation of one of the interventions (e.g., job training program), and identify potential administrative data that can be use for this.
3. Supervise the data collection and implementation of the training program.
4. Analyze the data and estimate the effects of the program on labor market outcomes, and present a report with the results of the analysis and include policy recommendations.
5. Discuss and present the evaluation results with the team members and the counterparts in the country.

Deliverables and Payments timeline:

- **Deliverable 1:** Report with the monitoring and evaluation framework and the design of the monitoring and evaluation system and impact evaluation (i.e., baseline questionnaires, implementation schedule, selected methodology, power calculations).
- **Deliverable 2:** Report with analysis of the baseline data.
- **Deliverable 3:** Report with the impact evaluation and policy recommendations.

Reports should be presented as follows:

#	Deliverable	Payment (% of total budget)	Deadline
1	Report with the design of the M&E system and impact evaluation	30	30 days after the training program design has been concluded
2	Report with analysis of the baseline data	30	60 days after the completing the baseline data collection
3	Final report	40	60 days after the completing the follow-up data collection

What you'll need:

Citizenship: You are a citizen of one of our 48-member countries.

Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Education: Master (PhD preferred) in Economics or Public Policy.

Experience: At least 10 years of professional and academic experience in labor economics, impact evaluation, and public policy. Experience collecting and analyzing data for the impact evaluation of training programs in the region.

Languages: Fluent in English and Spanish.

Core and Technical Competencies: the position requires having extensive experience in the evaluation of active labor market policies in the region, designing and collecting data, and having the capacity and experience of supporting policymaking with robust empirical evidence. It also requires good communication and teamwork skills.

Opportunity Summary:

- Type of contract and modality: Product and External Services Consultancy (PEC)
- Length of contract: 9 months
- Starting date: January 2023
- Location: Consultant's place of residence
- Responsible person: Dulce Baptista, Operational Specialist, Labor Market and Social Security Division (SCL/LMK)
- Requirements: You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

Our culture: Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. **We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality.** As an employee you can be part of internal resource groups that connect our diverse community around common interests.

We encourage women, afro-descendants, people of indigenous origins, and persons with disabilities to apply.

About us: At the IDB, we're committed to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Our team in Human Resources carefully reviews all applications.

Consultancy 10: Design of a vocational and professional guidance system for jobseekers in the green sectors by leveraging the processes and services of the current system

Background of this search:

The Labor Markets and Social Security Division (SCL/LMK) is looking for a professional with experience in labor intermediation, for the design and implementation of a vocational and professional guidance strategy for the Ecuadorian Public Employment Service (PES), including specific interventions for the promotion of green jobs. These interventions are framed within the recent support that the Bank is offering to the PES and the office of the Undersecretary for Qualifications (UQ), with the objective of improving the capacity of the Ministry of Labor to promote environmental and green jobs in the country.

The team's mission: The Labor Markets and Social Security Division (SCL/LMK) promotes more and better employment in Latin America and the Caribbean. The IDB works to achieve regional goals to reduce poverty, to equal opportunities, and to improve labor productivity, by strengthening employment and training services, improving the design and scope of social security, and analyzing labor markets and labor information. To achieve these goals, the IDB is currently focusing on analytical work and projects in the following four main areas: Intermediation, Job Training, Workforce Migration, and Social Security.

What you'll do:

1. Literature review of international good practices on vocational and professional guidance for PES, with emphasis on the promotion of green jobs.
2. Develop a theoretical framework for vocational and professional guidance for PES, with emphasis in the promotion of green jobs, based on international literature.
3. Carry out a review of the PES vocational and professional guidance practices, with emphasis in the promotion of green jobs. The review must include at least:
 - a. Services:
 - i. Type of activities carried out by the PES's staff, which might be considered as career guidance (e.g. the organization and updating of career information, addressing students in schools, leading guidance groups, providing one-to-one and/or group interviews, helping individuals develop personal action plans to find employment, assessing individuals' attributes and preferences, providing guidance in the workplace, working with community-based guidance providers, etc.);
 - ii. Models/approaches used to structure the delivery of career guidance services;
 - iii. Are there physical areas dedicated to information and guidance? Is there an information area dedicated to client self-service? What part do self-help modes of service delivery play in the overall provision of career guidance services? Details of such modes of delivery, and information about any recent innovations in this area, including the use of ICTs, and a list of the key tools and instruments used (e.g. aptitude tests, job interest check lists, group guidance methods, etc.);
 - iv. Innovations/initiatives that have been introduced recently;
 - v. Challenges related to career guidance services and how they are being addressed;
 - vi. Linkages between the different regional or local offices of the PES, in terms of the organisation and delivery of guidance services. In what respects do these offices have autonomy, and how are they expected to conform to national standards? What are the key challenges in maintaining a coherent but flexible network of PES offices? What strategies have been developed to meet these challenges?;
 - b. Staff and resources:
 - i. How many full-time-equivalent staff employed by the PES are focused on providing career guidance?;
 - ii. What is the staff-to-client ratio in the career guidance services?;

- iii. Describe how the different aspects of your PES career guidance services are distributed among PES staff. (e.g. do the PES staff involved in delivering career guidance services have distinct occupational roles and functional responsibilities? If so, on which career guidance activities do they focus on (one-to-one counselling, job coaching, etc.)?;
 - iv. Are staff involved in providing career guidance also involved in (i) providing job placement services and (ii) determining eligibility for unemployment and/or other benefit payments? If so, does this presents any problems? How are these problems addressed?;
 - v. What proportion of PES staff involved in delivering guidance services have a specialized qualification in career guidance? Please provide details of these qualifications;
 - vi. What opportunities do PES career guidance staff have for in-service training? Please provide examples of such in-service training opportunities, detailing themes addressed, competences targeted, and modes of training delivery;
 - c. Clients:
 - i. Clients to whom the PES provides career guidance services;
 - ii. Are there categories of clients you are less successful in reaching than others? Why is this so?;
 - iii. Are some services specifically targeted to particular categories of clients (eg. unemployed, long term unemployed, current and recent school-leavers, early school-leavers and out-of-school youth, employed adults wanting to change jobs, persons with disabilities, women returnees, older workers, migrants, etc.)?;
 - iv. Examples of any specific guidance models you have developed to address the needs of particular categories of clients;
 - v. Innovative strategies your PES has developed to market its services to individuals and/or to reach out to specific client groups;
 - d. Relationships with other guidance providers:
 - i. What other career guidance services does the PES collaborate in delivering its career guidance services with? (e.g. schools, private employment services, social services, NGOs, community based providers, trade unions, employers, etc.);
 - ii. What forms does this collaboration take? (e.g. joint training; PES staff quality-auditing other providers; structured information sharing; consolidated databases regarding education, training and career information; etc.);
 - iii. Does the PES outsource any of its career guidance and information services? If so which, and to whom? What issues, if any, have arisen in this context?;
 - e. Quality:
 - i. Are quality standards established and monitored in relation to the PES career guidance service? What are the content of the standards and how they are used?
 - ii. Under which criteria is the effectiveness of the PES career guidance services evaluated? How is quality audited in these and/or other terms? (e.g. swiftness in placing clients in the job market; duration of client in that placement; client satisfaction surveys, etc.)
 - iii. Has a formal evaluation of some or all of the PES career guidance services been carried out? What were the main outcomes? What areas of career-guidance-related services have been targeted for improvement?
4. Carry out a gap analysis between the theoretical framework for vocational and professional guidance for PES, with emphasis in the promotion of green jobs, and the current state of the PES.
 5. Develop a strategy to strengthen the vocational and career guidance service of the PES, with emphasis in the promotion of green jobs, an operational plan to implement vocational and career guidance service, with emphasis on green jobs, and a proposal to improve all the applicable items listed in activity 3.
 6. Pilot the vocational and career guidance service strategy.
 7. Prepare a report on the strategy's proof of concept, and review the proposed strategy based on the lessons learned from the proof of concept.

8. Prepare a report that contains the literature review, the theoretical framework, the review of the current state of the PES guidance services, the gap analysis and the proposal for the vocational and career guidance strategy, including the lessons learned from the proof of concept. – making a special emphasis on the promotion of green jobs.

Deliverables and Payments timeline:

- **Deliverable 1:** Report: Review and analysis of good practices, international evidence and theoretical framework (activity 1 and 2). – **20%**
- **Deliverable 2:** Report: Review of the PES guidance services current state, and a gap analysis between the theoretical framework and the current state of the PES (activities 3 and 4). – **30%**
- **Deliverable 3:** Report: Strategy to strengthen the vocational and career guidance service of the PES (activity 5). – **20%**
- **Deliverable 4:** Report: Operational pilots, implementation plan and gradual strengthening of activities 6, 7 and 8, including a review and adjustment of deliverable 3. – **30%**

What you'll need:

Citizenship: You are a citizen of one of our 48-member countries.

Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Education: Master (PhD preferred) in Economics or Public Policy.

Experience: At least 10 years of professional and academic experience in labor economics, professional and vocational guidance services, and labor intermediation. Experience working with PES.

Languages: Fluent in English and Spanish.

Core and Technical Competencies: Experience in labor intermediation systems and labor migration management will be positively valued. Excellent ability to communicate both orally and in writing.

Opportunity Summary:

- Type of contract and modality: Product and External Services Consultancy (PEC)
- Length of contract: 21 months
- Starting date: January 2022
- Location: Consultant's place of residence
- Responsible person: Dulce Baptista, Operational Specialist, Labor Market and Social Security Division (SCL/LMK)
- Requirements: You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

Our culture: Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. **We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality.** As an employee you can be part of internal resource groups that connect our diverse community around common interests.

We encourage women, afro-descendants, people of indigenous origins, and persons with disabilities to apply.

About us: At the IDB, we're committed to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Our team in Human Resources carefully reviews all applications.

Consultancy 12: Local coordinator for the execution of the Technical Cooperation: *Supporting the strengthening of the Ministry of Labor for the promotion of green jobs.*

Background of this search: In the context of the Technical Cooperation: *Supporting the strengthening of the Ministry of Labor for the promotion of green jobs*, the Labor Markets Division at the Inter-American Development bank seeks to develop technical capacity of the Ecuadorian Public Employment Service (PES) through a variety of activities. In this sense, a professional is required who can locally organize and coordinate joint efforts and communication between public and private labor market stakeholders, by providing technical and administrative assistance in various activities related to the execution of the TC.

The team's mission: The Labor Markets and Social Security Division (SCL/LMK) promotes more and better employment in Latin America and the Caribbean. The IDB works to achieve regional goals in poverty reduction, equality of opportunities and improvement of labor productivity, by strengthening employment and training services, improving the design and scope of social security, and the analysis of labor markets and labor information. To achieve these goals, LMK is currently focusing on analytical work and projects in the following four main areas: Labor Intermediation, Skills Developing, Workforce Migration, and Social Security.

What you'll do: The consultant will be responsible for coordinating the local execution of the TC, including, but not limited, to the following activities:

1. Support the dialogue with employment, social security, technical education and finance and economy authorities, as well as representatives of the productive sector, trade union associations and other actors, educational and/or job training institutions, international agencies, non-governmental and governmental organizations that intervene in the green sector at the national and sub-national levels.
2. Contribute to the generation of sectoral studies for the design and technical supervision of the technical cooperation, incorporating a degree of technical knowledge and lessons learned to those operations.
3. Support the analysis of results and impacts; and progress of achievement of the results of the TC, as well as analyzing the reasons for possible delays and alternatives to achieve the necessary results.
4. Other activities include: (i) management by results; (ii) administration missions, technical and operational supervision visits, and meetings of technical support and guidance for executing agencies, in accordance with the agreed supervision plans; and (iii) coordinating efforts with other cooperation agencies in line with the Bank's agenda to support Ecuador.
5. Support the executing agencies in: (i) achieving the effective execution of the operations under their responsibility and continuously evaluating the institutional capacity of all the execution instances of projects at the national level or in the localities where they develop; (ii) convey information on best practices, technical support needs and other relevant aspects to ensure the smooth running of the financial and physical execution, and achievement of results of its operations with the Division; and (iii) support in the intermediate and final evaluations of the execution of the technical cooperation and assist in guiding the design of the corresponding reports.
6. Coordinate the participation of the Division in the programming processes and development of sector and country strategies.
7. Support the development and monitoring of knowledge products and technical support on the labor markets and social security areas, as well as in the preparation, monitoring and evaluation of policies and programs on the topics cited in the context of national development policies and promotion of productivity and equity.
8. Actively participate in the dissemination and social marketing of knowledge products, operations, workshops and seminars and other SCL/LMK activities.

What you'll need:

Citizenship: You are either a citizen of Ecuador or a citizen of one of our 48-member countries with residency or legal permit to work in Ecuador.

Consanguinity: You have no family members (up to fourth degree of consanguinity and second degree of affinity, including spouse) working at the IDB Group.

Education: Master's degree in economics, public policy, social sciences, or related areas.

Experience: A minimum of 2 years of professional experience in design and project management, analysis of public policies and/or programs. The following will be valued: (i) experience in the design and supervision of labor market and/or social security projects; (ii) relevant experience in the public sector in related areas; or (iii) previous experience in the Bank or similar institutions and areas.

Languages: Spanish and English (advanced level).

Core and Technical Competencies: Experience in public policy analysis, planning, organization and execution of operations and projects will be positively valued. Excellent ability to work in a team and communicate effectively both orally and in writing.

Opportunity Summary:

- Type of contract and modality: Full Time Consultant (CNS)
- Length of contract: 21 months
- Starting date: January 2022
- Location: Quito, Ecuador
- Responsible person: Dulce Baptista, Operational Specialist, Labor Market and Social Security Division (SCL/LMK)
- Requirements: You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

Our culture: Our people are committed and passionate about improving lives in Latin-America and the Caribbean, and they get to do what they love in a diverse, collaborative and stimulating work environment. We are the first Latin American and Caribbean development institution to be awarded the EDGE certification, recognizing our strong commitment to gender equality. As an employee you can be part of internal resource groups that connect our diverse community around common interests.

Because we are committed to providing equal opportunities in employment, we embrace all diversity and encourage women, LGBTQ+, persons with disabilities, afro-descendants, and indigenous people to apply.

About us: At the IDB, we're committed to improving lives. Since 1959, we've been a leading source of long-term financing for economic, social, and institutional development in Latin America and the Caribbean. We do more than lending though. We partner with our 48-member countries to provide Latin America and the Caribbean with cutting-edge research about relevant development issues, policy advice to inform their decisions, and technical assistance to improve on the planning and execution of projects. For this, we need people who not only have the right skills, but also are passionate about improving lives.

Our team in Human Resources carefully reviews all applications.

TERMS OF REFERENCE

Consultancy 6: Design a strategy for the institutional strengthening of the office of the Undersecretary of Qualifications and pilot the development of training standards for green skills with a gender focus

ECUADOR EC-1469

SUPPORTING THE STRENGTHENING OF THE MINISTRY OF LABOR FOR THE PROMOTION OF GREEN JOBS

1. Background and Justification

- 1.1. Carrying out a skills development program for training in Green jobs in Ecuador will involve generating the standards for the incorporation of a training offer, under the regulatory structure of the office of the Undersecretary of Qualification (UQ).
- 1.2. The training system in Ecuador continues to be led under the regulations from the office of the UQ. This regulation establishes the control system of a catalog that governs the (legal) formulation of any TVET training offer. However, the Ecuadorian system catalog only contains profiles. In this way, when a provider intends to provide (legal) training, it must be accredited by the UQ to be able to carry out training corresponding to the occupational profile in question.
- 1.3. In the TVET system of Ecuador there are trainings and certifications. The training programs that are regulated by the state system are divided between the training or certifications that were generated within the framework of the national system of professional qualifications of Ecuador and the training provided by the Ecuadorian Professional Training Service (SECAP for its acronym in Spanish).
- 1.4. In the review of the course records associated with the TVET training offer in Ecuador, a low number (7) of programs were found that were linked to the thematic green jobs.
- 1.5. In accordance with the aforementioned point, and in order to support the UQ in strengthening the institutional mechanisms that ensure the relevance and pertinence of professional training and certification, an intervention is necessary to develop a pilot for a model for the provision of employment services in green sectors that promotes public-private linkages, and consequently, identifies the gap between the demand for skills and the profiles of the local population. The pilot will include an evaluation of the results to incentivize the development of skills and the creation of formal jobs in the green sector.
- 1.6. Today the UQ faces the challenge of becoming an instrument to ensure the pertinence and relevance of non-formal technical training in the country. Pertinence, ensuring that the competition standards under its control respond to the requirements of the country's productive sectors. Relevance, ensuring that their efforts have direct "usability", that is, they are translated into effective training and certification at the service of the competitiveness of the productive sectors. According to the previous diagnosis raised, today the UQ:
 - 1.6.1. Has a catalog of expired or about to expire profiles, schemes and evaluation instruments that require validation and extension of their validity.

- 1.6.2. This catalog is not reliable, even for the authorities of the UQ, under the aforementioned criteria of relevance and pertinence.
- 1.6.3. Catalog design processes, from request to validation, do not ensure the criteria of relevance and pertinence.
- 1.6.4. Institutional accreditation processes for training centers or individual trainers do not ensure standards-compliant processes.
- 1.6.5. It also faces the challenge that all the training and certification actions based on the catalog no longer have state funding for their execution. This is a problem, but at the same time an opportunity, since it forces the action of the UQ to focus on real demands of the productive sectors, to ensure their relevance.

2. Objectives

- 2.1. Accompany the UQ in a process of institutional articulation with the private sector, with the consequent definition of the demand for skills, as well as the definition of sectoral and training standards, for the development of a training plan to enable green jobs in Ecuador.

3. Scope of Services

- 3.1. This consultancy requires hiring the services of expert professionals to: (i) establish a work instance and Gantt chart with the UQ; (ii) articulate a working table with the productive sector; and (iii) develop the necessary products for the institutional strengthening of the UQ and the development of standards for training in green skills.

4. Key Activities

In order to fulfill these objectives, the following activities must be developed:

- 4.1. Establish a Work Instance and Gantt Chart with the office of the UQ: Agree on weekly work meetings with UQ officials and areas involved in the project, to meet the objective and expected results of the Program. In this sense, it will be necessary to establish a Gantt chart that establishes deadlines and achievements in reasonable times.
- 4.2. Articulate a Working Table with the Productive Sector: Establish a working table with representatives of companies from sectors with green skills requirements of the country's industry, specifically with their HR areas, project recruitment, subcontracts and direct operation, to work on identifying the demand and validation of training and certification standards.
- 4.3. Product Development: Through a process of capacity development, product development, technical validation of products, and sector validation of products, develop all the necessary products to develop a process for non-formal training in green skills, which meets the conditions of relevance and pertinence.

5. Expected Outcome and Deliverables

- 5.1.** Establish an instance of work and Gantt chart with the UQ.
 - 5.1.1. Product 1: Document with the Work Team of the UQ defined, and report with Gantt Chart and expected results validated by the director of the UQ.
- 5.2.** Articulate a working table with the productive sector
 - 5.2.1. Product 2: Report of the “Green” Sectorial Table established, with representatives of companies and unions that ensure the relevance of the standards to be established, including the deadlines and results agreed with the Sectorial Table.
- 5.3.** Product development
 - 5.3.1. Product 3: Design of the mechanism for identifying strategic productive sectors and their training needs;
 - 5.3.2. Product 4: Design of the mechanism for the audit and development of profiles, schemes and instruments with direct participation of the productive sector;
 - 5.3.3. Product 5: Design of the mechanism to verify the relevance of the training offer to standards developed by the productive sectors;
 - 5.3.4. Product 6: Standards development pilot for green skills training, including:
 - 5.3.4.1. Selection of strategic productive sectors and their training needs in green skills.
 - 5.3.4.2. Development of Profiles, Schemes and Instruments in green skills required by the productive sector, with direct participation of the industry.
 - 5.3.4.3. Evaluation and selection of training offer, according to the quality and relevance of its offer to identified labor and training standards.
 - 5.3.4.4. Management of the process of training, evaluation and certification of beneficiaries in green skills demanded by the productive sector.

6. Project Schedule and Milestones

Details	Timeframe
Product 1 y 2	1 month into the consultancy
Product 3, 4, y 5	6 months into the consultancy
Product 6	By the end of the consultancy

7. Reporting Requirements

- 7.1.** The consultancy requires that the firm present detailed reports, within the established timeframe. The format of the reports must be in Word format, and the databases in excel format, accompanied by a Power Point presentation to the team for validation and comments prior to the delivery of the report.

8. Acceptance Criteria

- 8.1.** The reports will be accepted only after incorporating the changes and comments received in the different reviews, and approved, in writing, by the TC team leader.

9. Supervision and Reporting

- 9.1.** The firm must report and present the results to the TC team leader, according to the different milestones or when one of the parties deems it necessary. 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 Firm's responsibility to ensure that such meetings are held, and the reports are presented 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.

Payment Schedule	
Deliverable	%
1. Products 1 and 2	20%
2. Products 3, 4 and 5	40%
3. Products 6	40%
TOTAL	100%

TERMS OF REFERENCE

Consultancy 7: Support the reengineering of processes and human resources development so that micro and small enterprises (50 businesses) develop higher value-added economic activities in green sectors through competitive funds, with a focus on women-led businesses

ECUADOR

EC-T1469

SUPPORTING THE STRENGTHENING OF THE MINISTRY OF LABOR FOR THE PROMOTION OF GREEN JOBS

1. Background and Justification

- 1.1.** The labor market in Latin America and the Caribbean is currently facing an unprecedented job loss scenario. The economic crisis has had significant impacts on the country's labor market. Unemployment has increased significantly from 3.9% in December 2019 to 5.7% in February 2021. Women are disproportionately affected. For example, between December 2019 and September 2020, unemployment increased by 58% for men and 89% for women.
- 1.2.** One way to recover employment in Ecuador is the promotion of green jobs. While a recovery of green and resilient employment depends on multiple factors (for example, the evolution of the pandemic, the investment climate, etc.), it is expected that, working with sectors linked to environmental objectives, such as agriculture, forestry, energy, transport, tourism, construction and waste management, contribute significantly to job creation. It is estimated that transformations in these green sectors (which make decarbonization possible during the transition to a net zero emissions economy) could create 15 million net jobs in the region by 2030.
- 1.3.** In this context, the IDB is supporting the country with a Technical Cooperation (TC) that seeks to improve the capacity of the Ministry of Labor to promote environmental and green jobs through the strengthening of the Public Employment Service (SPE) and the office of the Undersecretary of Qualifications. Among the activities contemplated in this TC, the redesign of the digital platform of the PES and the development of a multi-screen portal that incorporates the services required for the promotion of green jobs is included.

2. Objectives

- 2.1.** The objective of this consultancy is to implement a pilot to support the reengineering of processes and human resources development so that micro and small enterprises develop higher value-added economic activities in green sectors through competitive funds, with a focus on women-led businesses.

3. Scope of Services

- 3.1.** This consultancy requires a (i) business process review; (ii) to-be strategy and action plan;

(iii) assessment of the current skills landscape; (iv) an upgrade skills strategy; and (v) a pilot the delivery of the support to the reengineering of processes and human resources development.

4. Key Activities

In order to fulfill these objectives, the following activities must be developed:

- 4.1.** Conduct a business process review and optimization exercise to determine the current processes being utilized and the capabilities and operations of a selected green sub-sector, through sector research and consultation on Ecuador's challenges, weaknesses and opportunities for micro and small enterprises to engage within the sector at the global level.
- 4.2.** Develop a 'TO-BE' strategy and action plan for competitively positioning micro and small enterprises in Ecuador in this green sub-sector, with a focus on adapting to global trends and future demand, attracting investments, identifying skills gaps, retaining skilled labour, and ensuring sustainability.
- 4.3.** Conduct an assessment of the current skills landscape for micro and small enterprises in Ecuador in this green sub-sector, using qualitative and quantitative techniques to: (a) understand the skills required now for entry level roles for key segments of the subsector, (b) clarify the pathways and additional skills requirements to move to more senior technical, administrative or supervisory and management roles, (c) identify the main assessment tools and methods used to select suitable candidates, (d) highlight the main reasons why people are selected/not selected for posts, (e) highlight the priority skills needed to help the subsector to transition towards higher value-added at all levels of the talent pipeline.
- 4.4.** Prepare a skills upgrade strategy for micro and small enterprises in Ecuador in this green sub-sector. This strategy should include recommendations on how the industry could focus on improving the quantity, quality and relevance of skills training and education; (v) design a competitive fund mechanism to assign resources to technical assistance and training to micro and small enterprises in this subsector in Ecuador.
- 4.5.** Pilot the delivery of the support to the reengineering of processes and human resources development so that micro and small enterprises develop higher value-added economic activities.
- 4.6.** Prepare a report on the upgrade strategy and review the proposed strategy based on the lessons learned from the pilot.
- 4.7.** Prepare a report that contains the business process review, the assessment of the current skills landscape, the upgrade strategy, including the lessons learned from the pilot. – making a special emphasis on women-led SMEs.

5. Expected Outcome and Deliverables

- 5.1.** Deliverable 1: Report: Business process review.
- 5.2.** Deliverable 2: Report: To-be strategy and action plan
- 5.3.** Deliverable 3: Report: Assessment of the current skills landscape and upgrade strategy
- 5.4.** Deliverable 4: Final Report containing the business process review, the assessment of the current skills landscape, the upgrade strategy, including the lessons learned from the pilot. – making a special emphasis on women-led SMEs

6. Project Schedule and Milestones

Details	Timeframe
Product 1	1 month into the consultancy
Product 2	6 months into the consultancy
Product 3	12 months into the consultancy
Product 4	By the end of the consultancy

7. Reporting Requirements

- 7.1. The consultancy requires that the firm present detailed reports, within the established timeframe. The format of the reports must be in Word format, and the databases in excel format, accompanied by a Power Point presentation to the team for validation and comments prior to the delivery of the report.

8. Acceptance Criteria

- 8.1. The reports will be accepted only after incorporating the changes and comments received in the different reviews, and approved, in writing, by the TC team leader.

9. Supervision and Reporting

- 9.1. The firm must report and present the results to the TC team leader, according to the different milestones or when one of the parties deems it necessary. 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 Firm's responsibility to ensure that such meetings are held, and the reports are presented 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.

Payment Schedule	
Deliverable	%
1. Product 1	20%
2. Product 2	25%
3. Product 3	25%
4. Product 4	30%
TOTAL	100%

TERMS OF REFERENCE

Consultancy 8: Technical training in green sectors (for 100 people), with special emphasis on priority groups (including women) to enable their rapid insertion into the formal labor market

ECUADOR

EC-T1469

SUPPORTING THE STRENGTHENING OF THE MINISTRY OF LABOR FOR THE PROMOTION OF GREEN JOBS

1. Background and Justification

- 1.1. The labor market in Latin America and the Caribbean is currently facing an unprecedented job loss scenario. The economic crisis has had significant impacts on the country's labor market. Unemployment has increased significantly from 3.9% in December 2019 to 5.7% in February 2021. Women are disproportionately affected. For example, between December 2019 and September 2020, unemployment increased by 58% for men and 89% for women.
- 1.2. One way to recover employment in Ecuador is the promotion of green jobs. While a recovery of green and resilient employment depends on multiple factors (for example, the evolution of the pandemic, the investment climate, etc.), it is expected that, working with sectors linked to environmental objectives, such as agriculture, forestry, energy, transport, tourism, construction and waste management, contribute significantly to job creation. It is estimated that transformations in these green sectors (which make decarbonization possible during the transition to a net zero emissions economy) could create 15 million net jobs in the region by 2030.
- 1.3. In this context, the IDB is supporting the country with a Technical Cooperation (TC) that seeks to improve the capacity of the Ministry of Labor to promote environmental and green jobs through the strengthening of the Public Employment Service (SPE) and the office of the Undersecretary of Qualifications. Among the activities contemplated in this TC, the redesign of the digital platform of the PES and the development of a multi-screen portal that incorporates the services required for the promotion of green jobs is included.

2. Objectives

- 2.1. The overall objective is to implement and in-classroom training program and internship process development.

3. Scope of Services

- 3.1. This consultancy requires hiring the services of a training firm, able to implement a training program including mentoring, internship and activities related to payment of beneficiaries.

4. Key Activities

In order to fulfill these objectives, the following activities must be developed:

Planning Phase

- 4.1.** Develop and implement a participation strategy with the private sector to identify and secure internship and employment opportunities for beneficiaries in relation to training, ensuring that at least 30% of beneficiaries are women.
- 4.2.** Establishment of the Advisory Board.
- 4.3.** Establish, with the Advisory Board, the training program and its characteristics.
- 4.4.** Establish the number of modules, hours/weeks of the training.
- 4.5.** Adapt the training exercises from real company data (real cases).
- 4.6.** Attend all preparatory meetings and workshops, at the request of Ministry of Labor (ML), in terms of: security and risks, monitoring and reporting mechanisms, communication strategy, program progress, IDB safeguarding policy, among others.
- 4.7.** Establish the communication strategy using the main messages and materials provided by ML to ensure consistent communication.
- 4.8.** Carry out, in coordination with ML and municipalities, the promotion, awareness-raising and dissemination of activities aimed at potential participants.
- 4.9.** Register interested people and identify eligible candidates who meet the criteria of the target population.
- 4.10.** Carry out a diagnosis of the training needs of eligible candidates and submit to ML the report containing the final list of beneficiaries and the training plan. If the number of eligible applicants is greater than the number of places available, support the random selection process (if necessary) for the final selection of beneficiaries.

Prior approval of the Ministry of Labor

- 4.11.** Prepare the project document including the schedule, the intervention strategy and the detailed budget.
- 4.12.** Facilitate the implementation of the mechanism established with stakeholders and register interested candidates and select beneficiaries.
- 4.13.** Collect beneficiaries' data, following ML instructions.
- 4.14.** Plan the implementation of the training program, the engagement strategy with employers to identify internship and labor market insertion opportunities.
- 4.15.** Carry out the disbursement request, as well as the planning of quarterly activities.
- 4.16.** Establish a database of beneficiaries.

Preparation and execution phase of training

- 4.17.** Coordinate and implement training courses and inform ML of its progress.
- 4.18.** Coordinate and supervise tutoring, complementary skills training, internship and professional intermediation process and report to ML.
- 4.19.** Verify that beneficiaries are participating in the training.
- 4.20.** Calculate the amounts of payments to be made twice a month per beneficiary, send the list of

beneficiaries and the amounts to the ML and ensure its approval.

- 4.21.** Once the list of beneficiaries and amounts has been approved by the ML, submit the same list to the mobile payment companies accompanied by the supporting documents, and ensure that the operation is carried out.
- 4.22.** Accompany beneficiaries for six months after the end of the last phase of training, in order to support their labor market insertion; This will require follow-up, mentoring and ongoing life skills training to help them to get a job.

Project Follow-up

- 4.23.** Regular updating of the register of beneficiaries throughout the implementation with the necessary quality to carry out the monitoring and evaluation of the programme.
- 4.24.** Share the list of graduates with ML for registration in the job seeker register.
- 4.25.** Carry out the certification of the beneficiaries who have concluded the program, during a ceremony in the presence of ML and other actors.
- 4.26.** Support the process of evaluating the ex ante and ex post results of the programme.
- 4.27.** Monitor and communicate placement results to ML three and six months after the end of the participation in the program.
- 4.28.** Share lessons learned from training activities implemented with ML, with the aim of strengthening local knowledge.
- 4.29.** Prepare follow-up reports on the progress of training and internships.
- 4.30.** Conduct workshops to share lessons learned from the program with ML, with the aim of strengthening local know-how.
- 4.31.** Prepare a final report of the trainings and internships including the presentation of the database of beneficiaries and employers.

Payment to Beneficiaries

- 4.32.** Ensure that payments to beneficiaries are made in accordance with the terms of the contract.
- 4.33.** Coordinate with ML and/or mobile payment operators to report problems related to payments or system functionality.
- 4.34.** Inform the ML and postpone payment disputes;

Reporting and Monitoring

- 4.35.** Prepare technical and financial reports in an accurate and timely manner with the level of detail required by the ML and the IDB.
- 4.36.** Facilitate supervisory visits by ML staff.
- 4.37.** Keep the ML project team informed (head of central and regional office)
- 4.38.** Facilitate and support any other visits that may be necessary (supervision, audit, etc.) to ML or IDB.

5. Expected Outcome and Deliverables

- 5.1.** Deliverable 1. Report containing a work plan, a detailed budget and a record of all planning and preparation activities and their results.
- 5.2.** Deliverable 2. Report containing the accounting of the program, in classroom training phase,

with a record of all implementation and monitoring activities and their results.

- 5.3. Deliverable 3. Report containing the accounting of the Program, the phase of internship, with the recording of all activities.
- 5.4. Deliverable 4. Report containing program accounting, conclusions and lessons learned from the program.

6. Project Schedule and Milestones

Details	Timeframe
Product 1	1 month into the consultancy
Product 2	6 months into the consultancy
Product 3	12 months into the consultancy
Product 4	By the end of the consultancy

7. Reporting Requirements

- 7.1. The consultancy requires that the firm present detailed reports, within the established timeframe. The format of the reports must be in Word format, and the databases in excel format, accompanied by a Power Point presentation to the team for validation and comments prior to the delivery of the report.

8. Acceptance Criteria

- 8.1. The reports will be accepted only after incorporating the changes and comments received in the different reviews, and approved, in writing, by the TC team leader.

9. Supervision and Reporting

- 9.1. The firm must report and present the results to the TC team leader, according to the different milestones or when one of the parties deems it necessary. 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 Firm's responsibility to ensure that such meetings are held, and the reports are presented 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.

Payment Schedule	%
Deliverable	%
1. Product 1	20%
2. Product 2	25%
3. Product 3	25%
4. Product 4	30%
TOTAL	100%

TERMS OF REFERENCE

Consultancy 11: Multi-screen web portal and redesign of the PES's digital platform, to offer services for the promotion of green jobs

ECUADOR

EC-T1469

SUPPORTING THE STRENGTHENING OF THE MINISTRY OF LABOR FOR THE PROMOTION OF GREEN JOBS

1. Background and Justification

- 1.1. The labor market in Latin America and the Caribbean is currently facing an unprecedented job loss scenario. The economic crisis has had significant impacts on the country's labor market. Unemployment has increased significantly from 3.9% in December 2019 to 5.7% in February 2021. Women are disproportionately affected. For example, between December 2019 and September 2020, unemployment increased by 58% for men and 89% for women.
- 1.2. One way to recover employment in Ecuador is the promotion of green jobs. While a recovery of green and resilient employment depends on multiple factors (for example, the evolution of the pandemic, the investment climate, etc.), it is expected that, working with sectors linked to environmental objectives, such as agriculture, forestry, energy, transport, tourism, construction and waste management, contribute significantly to job creation. It is estimated that transformations in these green sectors (which make decarbonization possible during the transition to a net zero emissions economy) could create 15 million net jobs in the region by 2030.
- 1.3. In this context, the IDB is supporting the country with a Technical Cooperation (TC) that seeks to improve the capacity of the Ministry of Labor to promote environmental and green jobs through the strengthening of the Public Employment Service (SPE) and the office of the Undersecretary of Qualifications. Among the activities contemplated in this TC, the redesign of the digital platform of the PES and the development of a multi-screen portal that incorporates the services required for the promotion of green jobs is included.

2. Objectives

- 2.1. The first objective of this consultancy is to redesign the PES's digital platform that incorporates the services required for the promotion of green jobs, in such a way that the computer systems and digital services available to job seekers in green sectors are improved.
- 2.2. The second objective refers to developing and implementing a multi-screen (responsive) portal, for the PES, that incorporates the services required for the promotion of green jobs.

3. Scope of Services

Redesign of digital platform:

- 3.1. We seek to hire a company to support the definition of the technological aspects of a project that allows to improve the management of the PES's digital platform, improving its general

performance and incorporating services for the promotion of green jobs.

- 3.2.** In particular, this consultancy has the following specific objectives: (i) to identify the needs and opportunities for improvement in the computer systems used by the PES; (ii) identify the needs and opportunities for improvement in the management systems of the Ministry of Labor (MT); (iii) identification of key beneficiaries in the event of an improvement in the labor intermediation system, emphasizing job seekers in green sectors; (iv) design a high-level architecture that can be used as a guide for later obtaining an executive design that ends in a project to improve the management of information systems and incorporation of services for job seekers in green sectors; (v) identify the needs for improvement in information management, including recommendations for good practices in data curation and generation of reports with performance metrics; (vi) prepare an estimate of a high-level time schedule accompanied by a high-level budget detailing the activities necessary for the design and implementation of the project, once its implementation has been decided by the parties; (vii) design a high-level architecture that allows improving the efficiency and effectiveness of the PES's current labor intermediation system by matching applicants with vacancies (viii) Identification of quick achievements using existing IT components in the PES and / or in the MT for job placement; (ix) identification of high-level components for a management system of the Ministry of Labor of Ecuador.

Multi-screen portal development:

- 3.3.** Develop an architecture for the solution that includes the high-level design of the infrastructure and technology components included in the solution. Applicable language, cloud storage and other relevant regulations must be met.
- 3.4.** With regards to UX / UI and design, all the business requirements should be collected. This will make it possible to collect the necessary information and convert this information into a list of functional and non-functional specifications. Based on the approved style, the firm shall produce the agreed template designs for the different devices, including the style or component guides that will be applied during development.
- 3.5.** Front-end development: Development of the front of the platform according to the architecture, design and approved functional specifications.
- 3.6.** Backend Development: Consists of the development of the backend of the platform according to the architecture, design and approved functional specifications.
- 3.7.** Automation and DevOps: design of an automated pipeline for putting the platform into production, including staging and pre-production stages.
- 3.8.** Quality assurance and automation including unit, functional, stress, and regression tests as a minimum.

4. Key Activities

In order to fulfill these objectives, the following activities must be developed:

Redesign of digital platform:

- 4.1.** Activities for the technological strengthening of the PES information system:
- 4.1.1.** Carrying out a trip to Quito (or a virtual mission) by the consultants to the

Headquarters of the MT and the PES in order to carry out the following activities: (i) Gathering of information on the operation of the current labor intermediation system. (ii) Gathering of information on hardware equipment currently in use to support the labor intermediation system. (iii) Gathering of information about the opportunities for quick achievements that can be generated in the short term with the objective of contributing to institutional strengthening, communication, and visibility. (iv) Identification of key actors that intervene in the processes of defining data management policies.

4.1.2. Preparation of a report in which the main needs and opportunities that should be addressed by the project in regard to the areas of information systems, software and hardware are identified.

4.1.3. Preparation of a report identifying the main needs and opportunities that should be addressed by the project in the areas of: information management processes, governance, adoption and management of change, institutional strengthening, communication and visibility.

4.1.4. Carrying out, on a continuous basis, working minutes virtually and in person with representatives of the PES and the IDB team in order to identify potential barriers to resolve for the implementation of the project.

4.2. Activities for the design of the enterprise architecture and planning of quick achievements of the CSR Information System:

4.2.1. Design of computer and related elements that are required to advance in rapid achievements using existing components in the PES for labor intermediation.

4.2.2. Definition of the architecture of the new labor intermediation system in such a way as to ensure integrity, scalability and comprehensiveness or interoperability with the external system.

4.2.3. Design of the necessary elements to advance with the purchases of computer components that as a whole make up the start-up of the new information system.

4.2.4. Carrying out, on a continuous basis, working minutes virtually and in person with representatives of the PES and the IDB team in order to identify potential barriers to resolve for the implementation of the project

4.3. Activities for the high-level design of a management system for the Ministry of Labor:

4.3.1. Meeting in Quito (face-to-face or virtual) with members of the Ministry of Labor to gather information on management needs in the Ministry of Labor and the identification of key actors involved in the processes of defining data management policies.

4.3.2. Preparation of a report in which the main needs and opportunities that should be addressed by the project in relation to the information systems areas are identified.

Multi-screen portal development:

4.4. Survey and analysis of functional and non-functional requirements. From the analysis, the methodology to be used for the design of the technological architecture in coordination with the institutions and interested areas will be defined.

4.5. Make a general and global architecture for the project based on the previously proposed architecture with the following components: deployment pipes, API connections and

exposures, system description, architecture documentation, production environment, development environment, staging environment, definition of the connection and availability of the system, and data flow.

- 4.6.** To align with the needs of the platform, a high-level flow will have to be defined. Depending on the project, this could be a sitemap, website flow, or user journey. This would be the first step towards information architecture. The key functional flows will be designed in detail to show exactly how the user performs the main tasks within the product. These will be the blueprints of the design scheme that will illustrate by means of gray boxes the design structure of the page and its types of content components. A deck that will include prototypes (wireframes) and the components of the sketch files should also be verified. Finally, it should be presented using wireflows for a better understanding of the main site's flows and funnels.
- 4.7.** Ensure that all functional flow design requirements are met for different types of media (cellular, desktop and mobile computers, and tablets). Likewise, there must be a template design that has as its scope: Home page; 4 equal sections of text + images + video + PDF link; payroll for workers; page of results, profile for the company and the workers; and frequently asked questions.
- 4.8.** Important Notes for Prototypes (Wireframes) and UI Mockups: Before starting front-end development, it is necessary that the design of the UI mockups (not final deliverable) be approved by the Bank and by the IT team (or the person responsible for integrating the front-end with the back end).
- 4.9.** Validate the infrastructure components to be used by the System. The result of the validation should be presented with a mitigation plan in the event of additional observations or requirements.
- 4.10.** Validate the functional specifications, UX / UI presented to ensure the development in a timely manner, as well as the quality assurance plan (Quality Assurance).
- 4.11.** Preparation of a matrix of responsibilities between the supplier and those responsible for the project by the contractor and the governance.
- 4.12.** Deliver a plan for compliance with the minimum levels of the specified services, as well as the requirements for the participation of technicians in the system implementation process.
- 4.13.** Have all the technical documentation, its critical path, and quality assurance standards through constant review throughout the project, through a quality control matrix.
- 4.14.** Ensure that all functional flow design requirements are met for different types of media (cellular, desktop and mobile computers, and tablets).
- 4.15.** Establish a training plan for officials-users of the System once the latter has been launched. A trained user should be considered when he or she is able to do the functions that fall within the proposed solution on a recurring basis and without help. Additionally, a system operations manual must be prepared.
- 4.16.** Have all the technical documentation, its critical path, logical development and its scripts, automation tests for local and cloud implementation, and implementation of scripts for the system and its components, and quality assurance standards through the constant review throughout the project, a QA matrix, test and script development rules, automation script test for production implementation, and automation and test technical documentation.

HRD Terms of Reference, New Template 2018

For PEC consultancies

5. Expected Outcome and Deliverables

Redesign of digital platform:

- 5.1.** Product 1: Work Plan
- 5.2.** Product 2: A document based on the results of the survey carried out during the mission in Quito, including the diagnosis of the PES's Labor Intermediation System, and the identification of functional technological needs to improve these systems.
- 5.3.** Product 3: A document containing a proposal for the disaggregated work structure (WBS) of the project accompanied by a proposal for the physical and financial programming of the activities, deliverables and products framed in the disaggregated work structure.
- 5.4.** Product 4: A document based on the results of the survey carried out during the mission in Quito with a proposal for quick achievements that can be achieved in the short term.
- 5.5.** Product 5: A document containing a High-Level Architecture proposal for the project that ensures integrity, scalability, and interoperability with the external system.
- 5.6.** Product 6: A document containing the record of the working minutes carried out in person and virtually with representatives of the PES and the IDB team, in which potential barriers to be resolved for the implementation of the project were identified.

Multi-screen portal development:

- 5.7.** Product 7: Work plan and analysis of functional and non-functional requirements. Specify the phases of the project and additionally present the functional and non-functional requirements.
- 5.8.** Product 8: Document that presents the technological Architecture of the Project, all its technical documentation, critical path, logical development and scripts that comply with quality standards.
- 5.9.** Product 9: Design of the high-level flow and its key functional flows, as well as the structures for different technological supports.
- 5.10.** Product 10: Technical Documentation.
- 5.11.** Technical Documentation of the Project and all its components.
- 5.12.** Readme document with implementation and maintenance instructions
- 5.13.** Data Dictionary
- 5.14.** Product 11: Front-End Development
- 5.15.** HTML model
- 5.16.** Backend connection
- 5.17.** Design Implementation
- 5.18.** Micro-interactions and animations
- 5.19.** Product 12: Model Development
- 5.20.** A landing page with static information: text, images, YouTube links, and PDF links.
- 5.21.** Internal pages with Backend integration

HRD Terms of Reference, New Template 2018

For PEC consultancies

- 5.22.** Form Template
- 5.23.** Product 13: Backend Development
- 5.24.** Database schemes
- 5.25.** Databases for information storage
- 5.26.** The logical business model for implementation
- 5.27.** Deployment scripts

6. Project Schedule and Milestones

Details	Timeframe
Product 1 y 7	1 month into the consultancy
Products 2, 3, 8, 9 and 10	6 months into the consultancy
Product 4, 5, 6 , 11, 12 and 13	By the end of the consultancy

7. Reporting Requirements

7.1. The consultancy requires that the firm present detailed reports, within the established timeframe. The format of the reports must be in Word format, and the databases in excel format, accompanied by a Power Point presentation to the team for validation and comments prior to the delivery of the report.

8. Acceptance Criteria

8.1. The reports will be accepted only after incorporating the changes and comments received in the different reviews, and approved, in writing, by the TC team leader.

9. Supervision and Reporting

9.1. The firm must report and present the results to the TC team leader, according to the different milestones or when one of the parties deems it necessary. 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 Firm's responsibility to ensure that such meetings are held, and the reports are presented 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

HRD Terms of Reference, New Template 2018
For PEC consultancies

conversionsof local currency payments.

Payment Schedule	
Deliverable	%
1. Product 1 y 7	30%
2. Products 2, 3, 8, 9 and 10	30%
3. Product 4, 5, 6, 11, 12 and 13	40%
TOTAL	100%