**2016**

**Program Operations Manual**

**SKILLS FOR CURRENT AND FUTURE JOBS**

**BH-L1037**

**COUNTRY: BAHAMAS**

**SKILLS FOR CURRENT AND FUTURE JOBS**

**BH-L1037**

**PROGRAM OPERATIONS MANUAL (POM) - DRAFT**

**(October 2016)**

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**ABBREVIATIONS**

AOP Annual Operating Plan

ALMP Active Labour Market Policy

AWP Annual Work Plan

BCCEC Bahamas Chamber of Commerce and Employer’s Confederation

BTVI Bahamas Technical and Vocational Institute

CBB Central Bank of The Bahamas

DC Direct Contracting

DoL Department of Labour

DoS Department of Statistics

DPW Department of Public Works

EA Executing Agencies

GoBH Government of The Commonwealth of The Bahamas

GPN General Procurement Notice

ICB International Competitive Bidding

IDB Inter-American Development Bank

IICQ International Individual Consultant selection based on Qualifications

LAC Latin American and the Caribbean

LMIS Labour Market Information System

M&E Monitoring and Evaluation

MEP Monitoring and Evaluation Plan

MF Ministry of Finance

MLNI Ministry of Labour and National Insurance

MWUD Ministry of Works and Urban Development

MPS Ministry of Public Service

NCB National Competitive Bidding

NICQ National Individual Consultant Selection based on Qualifications

NTA National Training Agency

OC Ordinary Capital

PEU Project Execution Unit

PC Program Coordinator

PEP Program Execution Plan

PMR Progress Monitoring Report

POM Program Operations Manual

PP Procurement Plan

PS Permanent Secretary

PSC Project Steering Committee

QCBS Quality and Cost Based Selection

SAPR Semi-Annual Progress Report

SFTF Skills for the Future

SPN Specific Procurement Notice

SSS Single Source Selection

STC Special Tenders Committee

TA Technical Assistance

TOR Terms of Reference

TVET Technical and Vocational Education and Training

# PURPOSE AND DEFINITION

## Purpose

1.1 This document contains the Program Operations Manual (POM) for the project entitled “Skills for Current and Future Jobs” (BH-L1037), which is aimed at reducing unemployment by increasing and improving access to quality jobs. The Program will be implemented over a period of six years at a total cost of US$50,000,000.00 of which 50% will come from the resources of Ordinary Capital (OC) of the Inter-American Development Bank (IDB) and 50% from resources of the Government of The Commonwealth of The Bahamas.

1.2 The Program Operations Manual is intended to contribute to the efficient and effective implementation of the Program by providing clear and transparent operational guidelines and is designed for use for all participants involved in the implementation of the program. The strategic partners include:

|  |  |
| --- | --- |
| Project Executing Unit | PEU |
| Ministry of Labour and National Insurance  Department of Labour | MLNI  DoL |
| Ministry of Finance | MF |
| National Training Agency | NTA |
| Bahamas Technical and Vocational Institute  Department of Public Works | BTVI  DPW |
| Department of Statistics | DoS |
| Ministry of Public Works and Urban Development | MWUD |
| Ministry of Public Service | MPS |
| Bahamas Chamber of Commerce and Employers’ Confederation | BCCEC |
| Consultants (firms, individuals, contracted to prepare, design, develop, monitor or review any aspect or product of the program) and  Suppliers |  |

1.3 The PEU, responsible for the overall financial management and implementation of the program, will be housed within the MLNI. For Component 1, MLNI will execute activities in coordination with the NTA and BTVI, while for Component 3 it will do so with the DoS. Component 2, MLNI will execute activities in coordination with the MWUD through the DPW. For Component 2, the MLNI and the MWUD will sign an MOU for coordination and will contemplate that the MWUD assigns technical personnel for the drafting of the technical specifications of the procurement processes entailed in component 2 as well as the technical supervision of the works within the component.

1.4 The MLNI already has some operational experience with the Bank through the Citizen Security and Justice Program Loan (BH-L1033) – the loan recently entered its execution phase – and the MWUD has operational experience through the Supplementary Financing for New Providence Transport Program (BH-L1024) and the New Providence Transport Program Supplementary Financing II (BH-L1029). The DoS will gain operational experience through the Public Financial Management and Performance Monitoring Reform Loan (BH-L1035), which will start execution in the near future. Finally, currently the BTVI has no operational experience with the Bank nor does the NTA.

1.5 The program will involve the procurement of several contracts, which fall within the following categories:

a. *Works* (new building for DoL): US$22,380,950.00

b. *Goods* (hardware, software, office supplies, etc.): US$390,000.00

c. *Consulting Services* (including Technical Training services): US$4,849,050.00

d. *Non-Consulting Services* (including the provision of social services): US$1,600,000

e. *Training*: US$280,000.00

1.5 The Program Operations Manual may evolve with the experience in project implementation acquired as the project progresses. The users of this document are invited to forward their observations and recommendations arising from the application of these guidelines to the Program Coordinator, PEU. The Program Coordinator is responsible for incorporating suitable changes in the POM and in accordance with the procedures established in Section X: Modifications of the POM.

## Definitions

1.6 The following definitions are intended to clarify the meaning of key terms used throughout this document. Any ambiguity in the interpretation of the POM should be brought to the attention of the Program Coordinator for the purpose of clarification and, if necessary, adjustment of the POM.

|  |  |
| --- | --- |
| IDB or Bank | Inter-American Development Bank |
| Executing Agencies (EA) | MLNI |
| Permanent Secretary (PS), MLNI | The highest ranking person that officially represents the Executing Agency in all acts related to the execution of the Project. |
| Project Execution Unit (PEU) | The unit within the MLNI that has the responsibility of executing this Project |
| Program Coordinator | Head of the Project Execution Unit (PEU) |
| Program[[1]](#footnote-1) | The Program of activities to be carried out under the Program Skills for Current and Future Jobs (BH-L1037). |
| Key Results Indicators | The indicators which are used to measure the success of Program interventions, as defined in the Results Framework/matrix. |
| Program Operations Manual (POM) | The present document |

# PROJECT OBJECTIVE, COMPONENTS & FINANCING

## Objective

2.1 The objective of the program is to contribute to increase employability and quality of employment by increasing and improving access to quality jobs. The program will have the following specific objectives: (i) increase pertinent skills and employability in productive jobs of program beneficiaries; (ii) improve the effectiveness of public employment services; and (iii) enhancing Labour market Intelligence and improving monitoring and evaluation systems.

## Special contractual conditions prior to first disbursement

**Prior to the first disbursement of the resources of the loan, the MLNI shall provide evidence that: (i) the PEU has been created within the structure of MLNI and that, at least, the Programme coordinator, procurement specialist, and fiduciary specialist have been selected, pursuant to the terms of reference satisfactory to the Bank; (ii) the POM has been approved in the terms previously agreed with the Bank, including fiduciary management arrangements, Pluriannual Execution Plan (PEP), financial plan and execution plan; (iii) an agreement between the MLNI and the MWUD has been executed and entered into force, establishing the coordination aspects for the execution of Component 2, has been signed.**

**Additionally, for the Apprenticeships (component 1), prior to the first disbursement of the resources of the loan, the MLNI shall provide evidence that: (iv) an agreement signed between MLNI and participating firms has been signed for initial work for the Apprenticeship Programme while an amended version of the Apprenticeship Act is approved; and (v) an agreement signed between MLNI and a specific industry (maritime, medical services, or IT/telecommunications) has been signed agreeing on establishing a Sector Skills Council (SSC).**

## Components

2.2 **Component 1: Pre-apprenticeships + apprenticeships Programme + sector skills councils (US$12 million).[[2]](#footnote-2)** This component is targeted to the unemployed and school leavers between the *ages of 16-40 years*.[[3]](#footnote-3) It is expected that half of the Programme’s beneficiaries will be women[[4]](#footnote-4). The component will seek to fulfil two main objectives: firstly, to increase the employability, and thus the probability of youth employment in three strategic sectors[[5]](#footnote-5) for the economy; and second, to promote formal and systematic feedback mechanisms between training providers[[6]](#footnote-6) and employers in these three sectors, so as to ensure the development of Programmes that promote higher labour market productivity. Specifically, the component will finance the following:

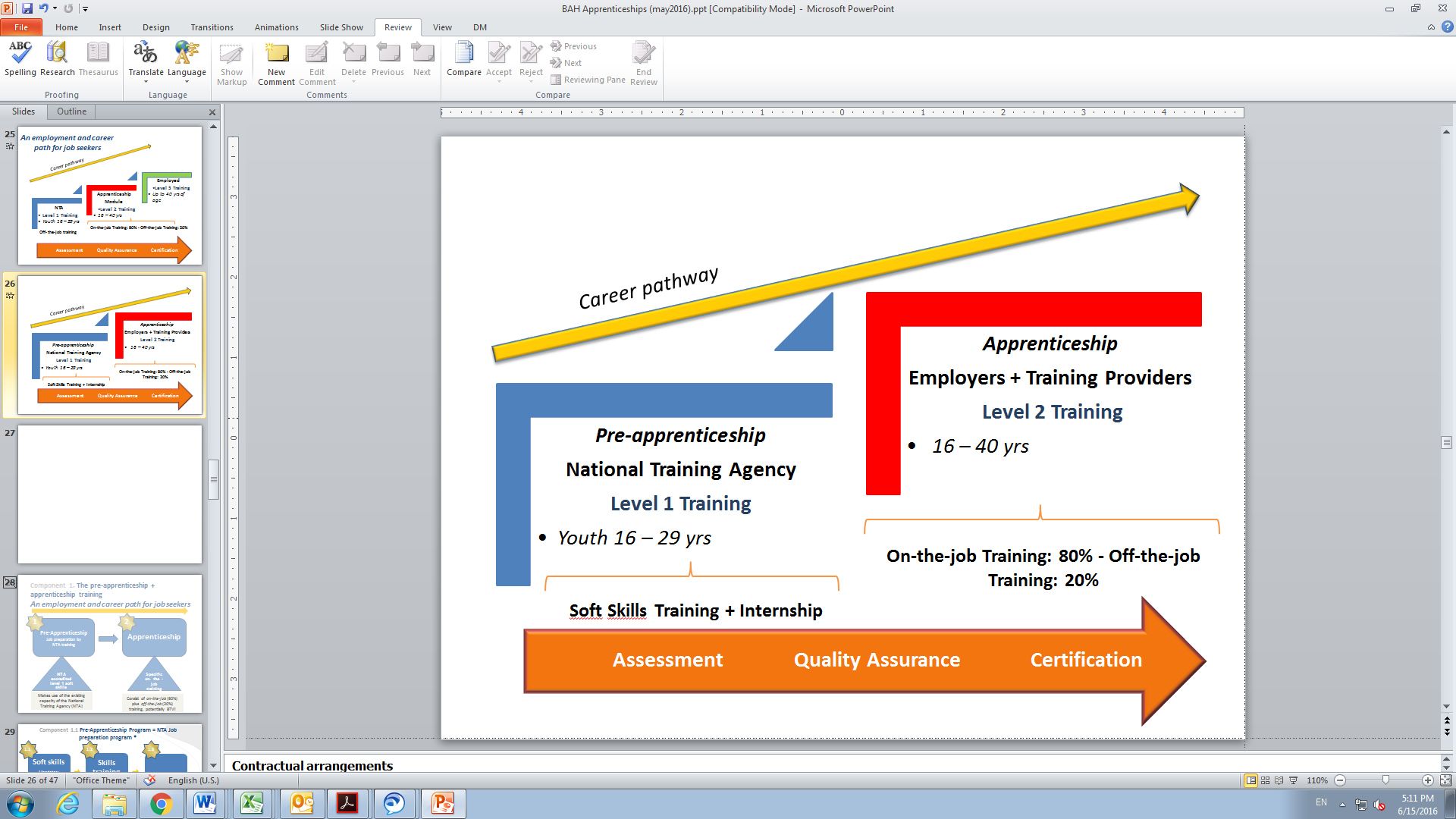
* (i) a job-readiness ***Pre-apprenticeship Programme*** for *1,100 beneficiaries*, making use of the existing capacity of the National Training Agency (NTA),[[7]](#footnote-7) to provide technical and soft skills training[[8]](#footnote-8);

(ii) an ***Apprenticeship Programme*** that will consist of on-the-job (80%) plus off-the-job (20%) training for *1,350 beneficiaries* that either have: (a) successfully completed the pre-apprenticeship Programme; or (b) proven to already have the necessary skills to enter the apprenticeship Programme;

(iii) the establishment of employer-led sector skills councils[[9]](#footnote-9) that will facilitate the provision of relevant training curricula and the development of training quality standards; and

(iv) the operation of a Matching Grant Facility (MGF) as a tool for the GoBH to establish a mechanism to put in place an apprenticeship Programme directly linked with the participant firms providing apprenticeship training.

**Figure 1. An employment and career path for job seekers**



2.3 **Component 2: Promoting better job matching (US$11.8 million).** This component will support the modernization of labour intermediation services. Improvement in software, hardware, and infrastructure will help to provide targeted quality services to the unemployed (with special emphasis on youth services) and more closely engage with employers within a 21st century setting promoting a better placement of the job seekers and a better match with employers. Currently, the DoL is promoting the concept of one-stop-shops,[[10]](#footnote-10) where its clients receive centralized information about the array of services available to improve their prospects of employment. This component will finance: (i) purchase of hardware and software, based on technical assessments of the IT environment of the DoL; and (ii) the re-furbishing or construction of a LEED[[11]](#footnote-11) certified 30,000 sq. ft. area of a new building to house the DoL and the country’s “flagship” one-stop-shop centre that will serve as the national standard for other islands’ one-stop-shops, and to provide a new, modernized, and LEED certified environment best suited to the needs of job-seekers.[[12]](#footnote-12)

2.4 Additional to Bank funding, the GoBH will allocate US$12.7 million to complement the funding of the new infrastructure to modernize labour intermediation services to promote better job matching for a total of US$24.5 million for this component. The Ministry of Works and Urban Development will provide technical assistance to the MLNI in the execution of this component given its expertise in carrying out infrastructure projects on behalf of the GoBH.

2.5 **Component 3: Labour markets information system (US$0.9 million).** The objective of this component is to contribute to the development of a robust Labour Market Information System (LMIS) by coordinating efforts of different government agencies involved in collecting labour market intelligence data that help monitor the country’s labour market’s performance.This component will particularly seek to strengthen the Department of Statistics’ (DoS) capacity[[13]](#footnote-13) to make use of this labour market intelligence to (i)  deliver useful information on both the demand side (through employers’ surveys and data on work permits from the Department of Immigration) and supply side (through information on training provision and number of graduates); and (ii) process and disseminate it in ways that will be useful for evidence-based decision-making for job seekers, employers, and the GoBH. These efforts will complement those of an existing project financed by the IDB[[14]](#footnote-14) that aims to strengthen the institutional capacity of the National Statistics System (NSS) and provide the DoS with the technical and institutional tools to coordinate, direct, and regulate the NSS. This component will finance: (i) a technical assessment of the current LMIS and software/hardware needs of ministries and related agencies; (ii) refinement of the design and application of the Employer Survey; (iii) data harmonization framework; (iv) set up, testing and maintenance of an LMIS dashboard to communicate labour market intelligence information to the general public and (v) training for staff. Finally, the component will also finance the development of a labour markets monitoring and evaluation system.

## Project Cost and Financing

2.6 The total project cost is estimated at US$50 million, which will be financed through a loan of which 50% will come from the resources of Ordinary Capital (OC) of the Inter-American Development Bank (IDB) and 50% from funds of the Government of The Commonwealth of The Bahamas. The resources of the program will be devoted to the three components under which the Executing Agencies (EA) will execute the program according to the Pluri-Annual Execution Plan (ANNEX 3). The following table shows the project’s summary cost table.

**Table 1. Summary Cost Table (U$S)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Component** | **IDB** | **GoBH** | **Total Funding** |
| 1) Component I. Apprenticeship Program. | 12,033,950.00 | 12,300,000.00 | 24,333,950.00 |
| 2) Component II. Promoting Better Job Matching. | 11,800,000.00 | 12,700,000.00 | 24,500,000.00 |
| 3) Component III. Labour Force Information System. | 900,000.00 | - | 900,000.00 |
| Other costs: Audits & Contingencies | 266,050.00 | - | 266,050.00 |
| **TOTAL** | **25,000,000.00** | **25,000,000.00** | **50,000,000.00** |

# PROGRAM EXECUTION

## Execution Scheme

3.1 The beneficiary country for the Program is The Commonwealth of The Bahamas, and the Program’s Executing Agency (EA) is the MLNI. The NTA, BTVI, MWUD, and DoS are also participating in the project.

3.2 **Key Responsibilities -Execution:** The PEU within the MLNI will be the sole entity responsible for the coordination, administration and supervision of the program in its entirety including Procurement, Financial and Results management. Specific responsibilities will include, but not be limited to the following:

(i) Fulfilling the conditions prior to first disbursement specified in the Loan Agreements;

(ii) Preparing and submitting disbursement requests to the Bank based on projected cash flow requirements in accordance with the Annual Operating Plans (AOP);

(iii) Financial administration of the Program according to generally accepted accounting principles and presenting audited financial statements;

(iii) Ensuring the quality and efficacy of procurement processes and their compliance with both the policies of the Bank and that of the GoBH;

(iv) Verifying the quality of the goods and services provided by contracted parties and making the corresponding payments;

(v) Preparing the required monitoring and evaluation reports, submitting them to the Bank, and making them available to the public as required;

(vi) Ensuring the consistent alignment of expected project results with day-to-day program implementation.

(vii) Creating and maintaining accurate records and consolidating accounting information;

(viii) Ensuring compliance with all conditions of the Loan Agreements with the Bank, including contractual clauses.

(viii) Creating and maintaining productive and transparent relationships with all stakeholders.

Ultimate responsibility for the program *vis-a-vis* the Bank, including the approval of Annual Work/Operation Plans, progress reports, financial reports and internal evaluations, rests with the Permanent Secretary of the MLNI, meaning the highest-ranking person that officially represents the PEU in all acts related to the implementation of the project and for whom the Bank has copies of his or her signature on file.

3.3 **PEU Structure**: The day-to-day management of the program will be the responsibility of the PEU led by the Program Coordinator. The daily management of the Program will be the responsibility of the Program Coordinator with technical support of the Apprenticeship Specialist Project Officer[[15]](#footnote-15) and the fiduciary and administrative support of the Financial Specialist, Procurement Specialist, and Administrative Assistant/Accountant. The proposed structure of the PEU is shown in Figure 2. The full Program Execution Structure for the Executing Agency, which includes the Permanent Secretary (MLNI) and the Program Steering Committee (PSC) is illustrated in ANNEX 1.

3.4 The duties of the Apprenticeship Specialist Project Officer will primarily be the implementation requirements of Component 1 (Pre-apprenticeships + Apprenticeships Program + Sector Skills Councils).

3.5 **Responsibility for Administrative and Fiduciary Procedures:** Administrative and fiduciary procedures including the procurement of goods and services for the execution of the program, and accounting, will be managed by the PEU.

**FIGURE 2**

**PROJECT EXECUTION UNIT (PEU) ORGANOGRAM**

## Execution Mechanism

3.6 The **Program Coordinator** will work closely with the MLNI, the MWUD, the DOS, the IDB and other strategic partners (including the NTA, BTVI, COB and BCCEC) to implement the Program for Skills for Current and Future Jobs in The Bahamas. He/she will manage the PEU and ensure that all responsibilities and deliverables of the PEU are consistently met in a timely manner. The Program Coordinator will also:

1. Be responsible for the daily supervision of the service providers (individual consultants, consulting firms etc.) supporting project implementation.
2. Be responsible for directly liaising with the MWUD and DoS for the implementation of Components 2 and 3, respectively (there will be an Apprenticeship Specialist Project Officer solely responsible for this function for Component 1).
3. Direct and monitor project implementation and identify and address implementation issues.
4. Perform monitoring of all activities through all stages of the project and report regularly to the Permanent Secretary (MLNI), and the IDB on all aspects of project implementation.
5. Ensure that all accounting and financial administration requirements are met.
6. Be responsible for the supervision of all the technical, fiduciary and administrative staff of the PEU.

3.7 The **Financial Specialist** shall utilize administrative, financial, and accounting systems as stipulated by the Government of The Bahamas (GoBH) and IDB and consistent with Financial Management best practices. He/she will also utilize computer systems and accounting software that is able to record financial transactions in accordance with international standards.

The Financial Specialist will be responsible for ensuring that an adequate internal control, financial management and reporting system for the project is developed and maintained. Key duties will include, but not be limited to, acting as close liaison with the Accounts Department of the Ministry of Finance regarding payments related to the project; accounting; reconciliation of project accounts (with Central Bank statements; government systems and IDB records); follow-up and management of budgets and financial plans/projections; financial reporting (annual, semi-annual and monthly) and financial management related records management. The Financial Specialist will also play an important role in ensuring that the Matching Grant Facility is functioning well as a platform to facilitate fund disbursement to participating firms in the Apprenticeships Program. He or she will work under the direction of the Program Coordinator and will also undertake any other tasks as reasonably identified by the Program Coordinator.

3.8 The **Accountant/Administrative Assistant** will be a PEU staff position and will work closely with the Financial Specialist in carrying out tasks associated with the financial execution and disbursements of the Program. He or she will also provide administrative support to the PEU and carry out activities as designated by the Program Coordinator.

3.9 The **Procurement Specialist** will be a PEU staff position for the duration of the Program, unless otherwise agreed by the Bank. He/she will be responsible for all procurements for the program and must ensure that these are in accordance with the relevant GoBH and IDB procurement guidelines and fiduciary policies.

3.10 The **Project Officer – Apprenticeship Specialist** shall support the day-to-day planning and development of Component 1 (Pre-apprenticeships + Apprenticeships + Sector Skills Councils), which will include the implementation of the Pre-apprenticeships and the Apprenticeships Program and the Communications proposal for the targeted population. His/her responsibilities shall include, but will not be limited to the following:

* Reviewing and monitoring of all consultants, such as the marketing and communications campaign and the private sector engagement components of the project, inclusive of work plans and progress;
* Support the overall administration of the Pre-apprenticeships and the Apprenticeships program, inclusive of training providers, participating households, partnering Government agencies and private sector representatives.
* Conduct site visits or otherwise interim reviews to monitor development of Component 1 and verification of consultants’ deliverables and verification of training services provided as necessary;
* Acting as liaison between the Government of The Bahamas, the Program Coordinator and all project consultants as needed.
* Support progress reporting and the preparation of contractual and/or interim reports as needed.
* Support team meetings and meetings of the Project Steering Committee (PSC), Partnering organizations and stakeholders, as well as the development and management of Stakeholder and Communications management plans.
* Support the implementation of the overall project inclusive of interconnected areas among all project components and sub-components including those of Promoting Better Job Matching, development of the Labour Market Information System, and Marketing and Communications campaign.
* In conjunction with the Financial Specialist, ensure the well-functioning of the Matching Grant Facility such that it fits the Apprenticeships Program’s technical needs for delivery.
* Review and approve firms’ training proposals to participate in the Apprenticeships Program.
* Other relevant responsibilities as identified by the Program Coordinator.

3.11 The **Program Steering Committee** (PSC) will be established to ensure coordination among Government agencies and will oversee and guide the implementation of the Program. This committee will consist of public sector and statutory professionals with decision-making authority and be led by the Permanent Secretary of the MLNI. In addition to the Program Coordinator, other members include representatives from the NTA, BTVI, MUWD, DoS, MF, and relevant employer associations including, but not limited to the BCCEC. The PSC’s responsibility will include but not be limited to: (i) overseeing the overall planning and implementation of the project; (ii) approval of periodic consultants’ reports and evaluations; (iii) review proposed changes in program objectives, strategies or components for approval by Cabinet and submission to the Bank; (iv) establish sub-committees, as necessary, to give guidance on specific technical areas, and review their recommendations; and (v) review and approve the progress reports prepared by the PEU. The full Program Execution Structure for the Executing Agency, which includes the Program Steering committee (PSC) is illustrated in ANNEX 1.

3.12 The Ministry of Finance (MF) will play an advisory and monitoring role with respect to the utilization of Loan funds. The MF will make recommendations regarding annual budgetary allocations for the Project.

3.13 In accordance with the PEU's management structure, the Permanent Secretary (MLNI) will have the right to sign contracts for consulting services, and goods on behalf of the MLNI. The Procurement Specialist will ensure that the procurement procedures of services and goods are in accordance with the policies of the GoBH and the Bank. However, final responsibility for the adequacy of these goods and services will rest with the Program Coordinator.

3.14 For consultant contracts, the PEU will finalize the relevant Terms of Reference (TORs). If the values of the consultant contracts exceed US$100,000.00 then the consultants must be procured using International Competitive Bidding (ICB) and approved by Special Tenders Committee.

# FINANCIAL RESOURCES & ELIGIBILITY OF EXPENSES

4.1 Project resources should be used in an effective, efficient and transparent manner for achieving the objectives, products, intermediate results and results specified in the Program Results Framework (ANNEX 2). Use of resources is guided by the agreements and the project design specified in the Loan Contract and associated Annexes. The eligibility of expenses is to be established through the Program Procurement Plan, which is to be periodically updated.

# KEY GUIDELINES FOR EXECUTION OF COMPONENT 1: Pre-apprenticeships + apprenticeships program + sector skills councils

## Focus and Summary of Activities

5.1 Component 1 will finance (i) a job-readiness pre-apprenticeship program for 1,100 beneficiaries, making use of the existing capacity of the National Training Agency (NTA) to provide soft skills and technical training; (ii) an apprenticeship program for that will consist of on-the-job (80%) plus off-the-job (20%) training for 1,350 beneficiaries that either have: (a) successfully completed the pre-apprenticeship program; or (b) proven to already have the necessary skills to enter the apprenticeship program[[16]](#footnote-16); (iii) the establishment of employer-led sector skills councils[[17]](#footnote-17) that will facilitate the provision of relevant training curricula and the development of training quality standards; and (iv) the operation of a Matching Grant Facility (MGF) as a tool for the GoBH to establish a mechanism to put in place an apprenticeship program directly linked with the productive sectors.

5.2 **Key activities:** The following key activities will be executed under this component:

1. Development of the funding model for the Apprenticeships Program
2. Definition of training standards for quality assurance
3. Design and implementation of support mechanisms for SMEs
4. Design and launch of the program’s strategic communications and marketing strategy for employers/young people/parents
5. Design of the M&E model for apprenticeships, baseline definition
6. Setting up of the Matching Grant Facility (IT development and testing) – Operations Manual and Governance Structure to be developed under BH-T1051
7. Establishment of 3 sector skills councils to carry out research and curriculum development activities
8. Training of trainers and mentors for the off-the-job and on-the-job training
9. Set-up and delivery of four pre-apprenticeship cohorts, of 275 students each, which include 4 weeks of soft skills training and 10 weeks of on-the-job training through internships
10. Set-up and delivery of four apprenticeships cohorts lasting a year with on and off-the-job training

5.3 **Indicators:** The following results indicators will be used to measure the progress of the component’s objective:

1. % of individuals that benefited from a program that promotes higher labor market productivity (pre-apprenticeship)
2. % of individuals that benefited from a program that promotes higher labor market productivity (apprenticeship)
3. % of apprenticeship beneficiaries that have the pre-apprenticeship program
4. Job placement rate of beneficiaries from the apprenticeship program
5. Average wage of the certified apprentices

5.4 **Inter-Institutional Co-operations & Stakeholder Participation:** The successful execution of Component 1 implies close collaboration between the different stakeholders that will be involved in the delivery of the Pre-apprenticeships and Apprenticeships Programs as follows:

**Pre-Apprenticeships:**

* National Training Agency
* Employers for the on-the-job internship portion of the pre-apprenticeship

**Apprenticeships:**

* Bahamas Technical and Vocational Institute
* Private training providers
* Employers and employer representatives

Given that the Apprenticeships Program is closely linked to the development and functioning of the Sector Skills Councils in terms of the engagement of employers to participate in the Programme as well as in the development of occupational and training standards and curricula, it will be necessary for the chair of the SSCs to coordinate with the Programme Coordinator of the PEU. This will help ensure the pertinence of training programs provided through the Apprenticeship Program to fit employers’ needs.

# KEY GUIDELINES FOR EXECUTION OF COMPONENT 2: Promoting Better Job Matching

## Focus and Summary of Activities

6.1 Component 2 will finance: (i) purchase of hardware and software, based on technical assessments of the IT environment of the country and the computer resources of ministries and related agencies involved in the process; and (ii) the re-furbishing or construction of a LEED[[18]](#footnote-18) certified 43,500 sq. ft. area of a new building to house the Department of Labour (DoL) and the country’s “flagship” one-stop-shop centre that will serve as the national standard for other islands’ one-stop-shops, and to provide a new, modernized, and LEED certified environment best suited to the needs of job-seekers.[[19]](#footnote-19)

6.2 **Key Activities:**

The following key activities will be executed under this Component:

1. Development and implementation of an architectural design competition for a new building that will modernize the image of the Public Employment Services (PES) and the DoL more generally
2. Demolition of Clarence A. Bain building
3. Construction of new building (turn-key) at old site of Clarence A. Bain building

6.3 **Indicators:** The following results indicators will be used to measure the progress of the component’s objective:

1. Job placement rate by PES
2. Percentage of vacancies filled by the labour intermediation services
3. Number of participants in the pre-apprenticeship and apprenticeship program that were referred by the PES

6.4 **Inter-Institutional Co-operations & Stakeholder Participation:** The successful execution of Component 2 implies close collaboration between the Department of Public Works under the Ministry of Works and Urban Development and the Department of Labour under the Ministry of Labour and National Insurance. The Executing Agency for this Component will be the MLNI and will sign an MOU with the MWUD so that the MWUD assigns technical personnel to guide the drafting of the technical specifications of the procurement processes, as well as the technical supervision of the works entailed in this component.

# KEY GUIDELINES FOR EXECUTION OF COMPONENT 3: Enhancing Institutional Capacity through a Labour Market Information System (LMIS)

## Focus of Activities

7.1 This component will finance: (i) a technical assessment of the current LMIS and software/hardware needs of ministries and related agencies; (ii) refinement of the design and application of the Employer Survey; (iii) data harmonization framework; (iv) set up, testing and maintenance of an LMIS dashboard to communicate labour market intelligence information to the general public and (v) training for staff. Finally, the component will also finance the development of a labour markets monitoring and evaluation system.

7.2 **Key Activities:**

The following are Key activities to be implemented under this component:

1. Assessment of current labour market information system needs
2. Refinement, application, and processing of data of two employer surveys
3. Development of a database framework to harmonize available databases from different government agencies
4. Development and launch of LMIS electronic dashboard to enable user-friendly data access to a wide group of users
5. Training for staff as users of the LMIS and the electronic dashboard
6. Performance Management Training for M&E officers on staff
7. Development of a labour markets monitoring and evaluation system

7.3 **Indicators:** The following result indicators will be used to measure the progress of the component’s objective:

1. Job occupations identified from the demand side based on the labour market information system
2. Number of sectors that identified their skills demands based on the labour market information system

7.4 **Inter-Institutional Co-operations & Stakeholder Participation:** The successful execution of Component 3 implies close collaboration between the Department of Statistics, the Department of Labour under the MLNI, the Department of Immigration, and the National Insurance Board, among others as necessary. Close coordination with the Sector Skills Councils will be particularly important, as generation of demand-driven labour market information in terms of current and future skills needs by employers will be a key component of the LMIS.

# PROJECT PLANNING, PROCUREMENT & FINANCIAL ADMINISTRATION

The main administrative functions to be undertaken by the PEU relate to project planning, procurement, disbursement and financial management.

## Annual Operating Plan (AOP)

8.1 The Program Coordinator will lead the development of detailed Annual Operating Plans (AOPs), prior to the beginning of each project calendar year. As a guideline, this could be done in tandem with the annual budget planning. These AOPs will be used both for planning and for monitoring and evaluation. The AOPs will be developed with the full participation of the project team, as well as with inputs from the Strategic Project Partners. The AOP will span 18 months of implementation from the beginning of the respective calendar year and will include the following:

1. Progress achieved to date at the activity, output and outcome levels.
2. Expected results and deliverables within the next 18 months at the output and outcome levels.
3. Project Implementation schedule, which includes all the necessary activities to achieve the expected results.
4. The Unit responsible for each activity.
5. Fiduciary information, such as the procurement plan, financial plan and disbursement projections of the project.

A single Annual Operations Plan will be developed for each year of the entire Project. In addition, the Borrower, either directly or through the Executing Agency, as the case may be, shall have presented to the Bank an Initial Report prepared in the form indicated by the Bank which, in addition to such other information as the Bank may reasonably request pursuant to the provisions of the Loan Contract, shall set forth among other things, a plan for implementation of the project including the plans and specifications deemed necessary by the Bank, except with respect to a Program for the granting of credits.

## Procurement Management

* 1. **Procurement Policies and Procedures:** The procurements for the program will be carried out in accordance with the Policies and Procedures of the IDB pursuant to documents GN-2349-9 (Procurement for goods and works) and GN-2350-9 (Policies for the Selection and contracting of Consultants) of March 2011 ([www.iadb.org/procurement](http://www.iadb.org/procurement)) and with the provisions established in the Skills for Current and Future Jobs Program loan contract and procurement plan. The key steps for procurements are summarised in the following Table 2. In addition, for any procurement being initiated for this program, the MLNI is required to prepare and submit to the Bank a draft General Procurement Notice (GPN).
  2. The draft General Procurement Plan is to be approved by the IDB prior to negotiations setting out the following points:

1. the particular contracts for the goods and services required to carry out the program during the initial period of 18 months.

ii) the proposed methods for procurement, and

iii) the related Bank review procedures.

**Table 2: Summary of Procurement Process**

|  |  |  |
| --- | --- | --- |
| Key Actions | Consulting Services | Goods |
| Procurement Planning | * Identification of Needs * Terms of reference (TOR) * Schedule for Delivery | * Nature of goods required * Specifications for each * Schedule for delivery |
| Advertising and prequalification | * Request for expressions of interest * Shortlist firms to be invited to bid | * Prepare Specific Procurement Notice (SPN) |
| Bidding | * Request for Proposals * Provide clarification as required * Proposal submissions * Proposal opening | * Provide bidding documents * Provide clarification as required * Bid submission * Public Bid Opening |
| Evaluation | * Evaluation of Proposal * Proposal results and notification * Negotiation | * Bid evaluation * Negotiation * Bid results and notification |
| Issuance of Contract | * Signing | * Signing |
| Contract execution | * Contract administration | * Contract administration |
| Contract closure | * Finalisation of Payments * Acceptance of services | * Finalisation of payments * Acceptance of goods |

8.4 **Procurement Responsibility**: The Procurement Specialist-PEU will be hired by the Executing Agency at project initiation unless otherwise agreed by the IDB/GoBH Project Team. The Executing Agency will ensure that the Procurement Specialist-PEU is fully knowledgeable of the procurement policies of both the Bank and the GoBH. In the case of the former, targeted Procurement training can be provided to the Executing Agency. The Procurement specialist-PEU will be responsible for finalising the packages and determining the appropriate procurement procedures after each AOP review or as otherwise required.

8.5 **Procurement Methods and Thresholds:** The Procurement methods that will be used are:

* NCB - National Competitive Bidding
* ICB - International Competitive Bidding
* PC - Price Comparison (Shopping)
* Direct Contracting (DC)/Sole Source Selection (SSS)

8.6 The Program anticipates contracting approximately eight (8) consulting firms and/or individuals and one (1) supplier of goods. The various contracts and the key tasks to be performed by each goods/service provider are detailed in the Project Execution Plan (PEP in ANNEX 3), which is complimentary to the Procurement Plan (ANNEX 4), and the Program Cost Structure (ANNEX 5). For the Sector Skills Councils, specifically, these bodies will establish agreements with the PEU Executing Agency under the MLNI as the operation progresses. The methods and thresholds are summarized in the following Table 3:

**Table 3: Country Procurement Thresholds (US$)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **ICB\*** | **NCB\*** | **Price Comparison** |
| Works | > 3,000,000 | 150,000 – 3,000,000 | <150,000 |
| Goods | > 150,000 | 50,000 – 150,000 | <50,000 |
| Consulting services | ≥ 200,000 | <200,000 | n/a |

\* When procuring simple works and common goods and their amount is under the International Competitive Bidding thresholds, Shopping may be used.

\*\* When procuring complex works and non-common goods with amounts under the NCB range, Shopping shall be used.

8.7 P**rocurement Supervision**: Procurements will be reviewed on an ex-ante basis for all procurement activities enumerated in the procurement plan. Based on supervision visits, an assessment of the review modality will be conducted on the procurement documentation management system to incorporate ex-post review.

8.8 All individual consultants, consulting firms and suppliers to be contracted are subject to the review and approval of the Project Steering Committee (PSC) consisting, *inter alia*, of Program Coordinator, MLNI, MWUD, MF, DoS, NTA, BTVI, employer representatives including BCCEC, and others as appropriate according to the expertise required for the specific consultancy to be contracted and/or the goods to be supplied.

8.9 The Bank will be consulted for ‘no-objection’ when the contract is subject to Ex-Ante review. This review process will include the Bank providing periodic ‘no-objection’ at predetermined stages of the Procurement Process or otherwise as needed.

8.10 The formal appointment of the consulting firm, consultant or goods supplier will be made through the Special Tenders Committee (STC) for contracts exceeding US$100,000.

8.11 **The Procurement Plan:** for the life of the project (6 years) was developed as part of the project preparation process. The Procurement plan outlines the specific contracts for the goods and consulting services required to carry out the project and proposed method of selection for suppliers and consultant services. As part of the preparation of the project, the EA will be required to submit a Procurement Plan to the Bank for the initial period of 18 months during implementation. Subsequently, the procurement plan will be reviewed and up-dated by the PEU and the Bank every 6 months or as necessary. The PEU will implement the Procurement Plan in a manner that is aligned with the Bank’s approval.

8.12 **Procurement Planning:** During Procurement Planning, the PEU will prepare the relevant i) Terms of Reference (TOR’s) for consultant contracts and ii) Specifications of Goods for supplier contracts, outlining the required scope, timing and associated costs for which are compatible with the available budget outlined in the approved Procurement Plan.

8.13 **Procurement of Goods and Services:** The procurement plan for the Program is included in the ANNEX 4 of this Operations Manual. Generally, the review and approval of the specifications in all procurement cases, during the process of selection is the responsibility of the IDB sector specialist. The MLNI, through the PEU, will be responsible for the implementation of the program, which includes the preparation of TORs, short lists, selection of suppliers and service providers and for awarding these contracts.

8.14 **Procurement of Consulting Services**: The Selection and contracting of consultants and consulting firms must follow the GoBH and Bank tendering and procurement procedures. The Banks Procurement Policy is available on [www.iadb.org/procuremen](http://www.iadb.org/procuremen)t and where applicable includes pre-qualification; short-list selection; invitation to submit tenders; tender submission; evaluation of tenders; negotiation of selected tender and award of contract. The process for QCBS can take up to six to eight months to be completed and as such provisions should be made in the PEP.

8.15 **Selection of Individual Consultants**: Individual consultants will be employed on assignments for which: (a) teams of personnel are not required; (b) no additional outside (home office) professional support is required; and (c) the experience and qualifications of the individual are the paramount requirement. Individual consultants will be selected on the basis of their qualifications for the assignment. Advertisement is not required and consultants do not need to submit proposals. Consultants shall be selected through comparison of qualifications of at least three candidates. When coordination, administration or collective responsibility may become difficult because of the number of individuals, it would be advisable to employ a firm.

8.16 **Sole Source Selection:** Individual consultants may be selected on a sole source basis with due justification in exceptional cases such as a) tasks that are a continuation of previous work that the consultant has carried out and for which the consultant was selected competitively, b) assignment with the total expected duration of less than six months c) emergency situations resulting from natural disasters; and d) when the individual is an only consultant qualified for the assignment.

## Financial Management

8.17 Financial Management of the project will be guided by international best practices in accounting; the Governments’ Financial Management and Audit Act; IDB’s financial management policies (namely, The Financial Management Guidelines, Disbursement Handbook, Financial Reports and Audit Handbook), and the Loan Contract.

8.18 **Programming and Budget:** The Borrower has committed to allocate, for each fiscal year of the program implementation, adequate financial resources to guarantee the effective execution of the project.

8.19 **Accounting and Information Systems:** Program accounting will be performed mainly using the Government’s Financial Management system.  Accounting of transactions will be guided by the Government’s Financial Management and Audit Act.

Prior to the commencement of the Program, **t**he PEU will work with the Treasury Department in the Ministry of Finance, to ensure that the budget of the project is mapped to the appropriate government chart of account codes and entered into the Government’s Financial Management system. To the extent that the Government Financial System is capable of adequately facilitating reporting on the project in a manner that is acceptable to the Bank, it will be supplemented with the use of software to facilitate financial management and reporting under the project (e.g. QuickBooks). It is expected that the system will permit accounting and financial recording (classification, at a minimum, should be according to source of funding and categories of investments), budget management, and the issuance of financial and other reports relating to the use of the resources financed by the Bank and other sources of project.

8.20 **Internal Control**: The borrower and/or PEU will undertake to ensure that the project funds will be managed in an adequate internal control environment acceptable to the Bank, which provides reasonable assurance, including: (i) the effective use of the project’s resources; (ii) reliability of financial reporting; (iii) compliance with the legal agreement(s) entered into with the Bank, and applicable laws and regulations. In addition, as part of internal control, the borrower and/or EA will retain all documents and records of the project in accordance with the Bank’s policies and the applicable legal agreement(s), and will allow its internal auditors (i.e., the entity that performs the internal audit function), the Bank, its consultants, and the appointed external auditors to access its staff, records and financial management systems.

8.21 **External Controls and Reports:** For each fiscal year during the program execution, the MLNI will be responsible for producing semi-annual unaudited financial reports for the program, annual audited financial statements and one final Audited Financial Statement at the end of the program. Audited Financial Statements are due for submission within 120 days following the closing of each fiscal year of the PEU, and at the closing of the project.

At project initiation, the PEU will contract an audit firm acceptable to the Bank or request The Commonwealth of The Bahamas’ Audit Office to audit the financial statements. Whichever methodology is selected, the Bank’s non-objections have to be requested prior, as well as to the Terms of Reference to be used. The Firm for auditing the program, if the Commonwealth of The Bahamas’ Audit office is not used, will be selected according to the IDB’s procurement procedures for audit firms (Document AF-200).

8.22 **Disbursements:** The intention of this section is to support and guide the disbursement procedure that the MLNI will have to implement to fulfill the conditions of the Loan Contract and the IDB policies. All disbursements made under the present operation will be governed by the guidelines set forth by the IDB in the documents “IDB Disbursement Handbook”. The project may use one or more disbursement methods. The disbursement methodologies are:

* 1. *Advances* (Requests will be based on the liquidity needs of the project for a time period of 6 months;
  2. *Direct Payments* made by the Bank to third parties on behalf and at the request of the borrower and/or EA;
  3. *Reimbursements* of expenditures incurred by the executing agency or borrower, with their own resources; and
  4. Reimbursements of Guarantee *Letters of Credit (only applicable to reimbursable operations).*

**Justification of advances:** The borrower/PEU will submit justifications of all the amounts advanced under their responsibility. These justifications will be submitted to and accepted by the Bank, prior to receiving any subsequent advances of funds. Subsequent advance of funds may be requested when at least 80% of the total accumulated balance pending justification is made.

8.22 **Requests for Disbursements:** The Executing Agency, specifically the PEU, will be responsible for the submission of all disbursement requests to the Bank. The funds will be deposited into a Special Account denominated in US Dollars, established exclusively for the Program at the Central Bank of The Bahamas (CBB).

8.23 **Disbursement forms and documents:** In order to request disbursements from the IDB, The Executing Agency, specifically the PEU will present the following forms and supporting documents (see following Table):

**Table 4: Disbursement Types and Supporting documents**

|  | Disbursement Type | Required documentation |
| --- | --- | --- |
| 1. | Advance of Funds | Forms:   1. The Disbursement Request form 2. Financial Plan 3. List of commitments. |
| 2. | Justification of Advances | Forms:   1. The Disbursement Request form. 2. Statement of Expenses or Payments Form 3. Project Execution Status *(Can be generated from financial system)* 4. Reconciliation of Bank Resources   Supporting Documents  Documents to substantiate the payment e.g. accounting receipts, canceled invoices, receipts for fees, legible canceled checks, customs duties certificates, certificates of works, employment contracts, shipping, unloading, and storage documents, receipt reports, and any other payment support document acceptable to the Bank. The Bank may request certain original documentation |
| 3. | Reimbursement of Payments Made | Forms:   1. The Disbursement Request form. 2. Statement of Expenses or Payments Form. 3. Project Execution Status. *(Can be generated from the PEUs financial system)* 4. Reconciliation of Bank Resources   Supporting Documents:  *Documents to substantiate the payment e.g. accounting receipts, canceled invoices, receipts for fees, legible canceled checks, customs duties certificates, certificates of works, employment contracts, shipping, unloading, and storage documents, receipt reports, and any other payment support document acceptable to the Bank. The Bank may request certain original documentation* |
| 4. | Direct Payment to Supplier | Forms:   1. The Disbursement Request form. 2. Statement of Expenses or Payments form.   Supporting documentation acceptable to the Bank e.g.:   * + *invoice or payment document*   + *evidence of receipt, of the good , or service*   + *Correspondence from supplier with banking information* |

* 1. **Payments for Goods and Services:** All payments will be made through the PEU and all requests must be certified by the Program Coordinator. The PS, the MLNI or his/her assignee is the only official authorized to approve the release of the Program funds through the PEU.
  2. The PEU will be responsible for ensuring compliance with the financial management, fiduciary obligations and the environmental safeguards during the management and implementation of the Program. The general process for payments is summarized below:

a. An invoice is submitted for payment, to the PEU, by the goods or services provider.

b. The invoice is verified, to ensure that the services have been performed or the goods delivered, by the Program Coordinator and/or Procurement Specialist-PEU.

c. Data entry is then made to the GoBH’s financial application, by the Project Accountant.

d. Approval is granted within the GoBH’s financial application, by the Project Accountant.

e. A check is prepared by the Treasury or a wire transfer arranged, also by the Treasury.

In general, good coordination among the Project Manager, the Project Accountant and the Bank’s Financial Management Specialist is recommended in order to ensure the efficient disbursement of resources and compliance with all reporting requirements.

* 1. **Financing supply side investments for Component 1 for the Pre-Apprenticeships and Apprenticeships Program and for Component 2 Promoting Better Job Matching:** The financial arrangements between the MLNI and the participating government entities (NTA, BTVI, DOS, MWUD), other training organizations and private service providers are to be governed by a Cabinet approved Inter-Ministerial Protocol. This Cabinet approved [Inter-Ministerial Protocol](http://idbdocs.iadb.org/wsdocs/getDocument.aspx?Docnum=39654452) (MOU), which sets forth the basic commitments of the entities that participate in the Program is one of the Special Contractual Clauses prior to the first disbursement.
  2. **With respect to the execution of the Apprenticeships Program within Component 1, the project contemplates the use of a Matching Grant Facility (MGF), which will be exclusively developed to carry out the financial management of payments associated with the delivery of the Apprenticeships Program by firms.** Specifically, the MGF will establish an online platform where firms within the three pre-selected sectors contemplated under Component 1 of the project can submit their proposals to train apprentices in order to receive financial support from loan resources. To do this, firms must justify their eligibility to participate in the program, outline their training plans for the number of apprentices they would like to train, and specify their commitment to co-finance part of the on-the-job training costs. The MGF is geared at enhancing credibility and interaction between the GoBH and firms for the execution of the Apprenticeship Program through a reduction of bureaucracy and response times. It seeks to establish a transparent, credible yet quick-response mechanism addressing firms’ needs with clear financial management of IDB funds. See ANNEX 6 for Matching Grant Facility Application Cycle and general operational functioning.**[[20]](#footnote-20)**

# PROJECT SUPERVISION, MONITORING AND EVALUATION

* 1. This section summarises the key administration aspects of the Monitoring and Evaluation Plan (MEP) for the Program. The detailed MEP, which will be drafted in the first year of program execution, will present the information that needs to be collected in relation to the Results Framework, and will explain the mechanisms and procedures that should be followed to collect, analyse, and report on implementation progress, including through the indicators of the Results Matrix, and to evaluate the program. The reporting requirements and the entities of the PEU responsible for implementing the MEP are summarised in the following reporting schedule:

## Reporting Schedule

|  |  |  |  |
| --- | --- | --- | --- |
| Schedule | Type of Report | Responsible Agent | Submitted to |
| Monthly | Record of Meeting by PEU and supporting team | Admin officer PEU | Program Coordinator (PC), PEU  Technical or supporting units |
|  | Financial Statement – summaries of funds committed and disbursed by component | PC, PEU | PS-MLNI |
|  | Financial Plan | PC, PEU | PS- MLNI |
| Bi-monthly | Progress report to Project Steering Committee (PSC) | PC, PEU | PSC |
| Semi-Annual | Semi-Annual Progress report:  -physical progress  -financial progress in terms of commitments, payments and disbursements under the loan;  -outcomes measured against program indicators, and  -work plan and related budgets for the next 6 months  -Unaudited financial statements | PC, PEU | PS, MLNI, and IDB |
|  | Procurement Plan- updated every 6 months | Procurement Specialist, PEU | PC, PEU, PS, MLNI, and IDB |
| Annual | Annual Progress report detailing achievements in relation to planned activities, budget analysis, disbursement, work plan for the following year and financial plan | PC, PEU | PS, MSCD, PSC & IDB |
|  | Annual Operations Plan (AOP) | PC, PEU | PS, MLNI, PSC & IDB |
|  | Audited Project financial statements | Auditors | PS, MLNI, PSC & IDB |

## Inspection and Supervision

* 1. The project’s execution will be supervised by a designated staff member (Program Coordinator and/or Project Officer and/or Specialist) of the PEU, who may be assisted in these duties by Bank staff or consultants. The Executing Agency will be informed of the relevant contact person(s), including their respective responsibilities.
  2. As part of this supervision, the Bank will conduct periodic supervision visits to The Bahamas and maintain a Progress Monitoring Report (PMR), the Bank’s main system tool for day-to-day monitoring of projects and for tracking the project’s progress toward achieving the milestones specified in the Results Framework (ANNEX 2). Supervision activities carried out by the Bank, including staff time and supervision visits, are financed by the Bank.

## Internal Evaluations, Monitoring, Control and Reporting

* 1. Monitoring and evaluation at the project level, including the day-to-day monitoring of project activities, will be the responsibility of the Program Coordinator, with support from the Apprenticeship Specialist (Project Officer), Procurement Specialist, Financial Specialist, and the Administrative Assistant/Accountant. The Program Coordinator will produce the following reports to facilitate monitoring and evaluation of general project progress and the fulfillment of the indicators identified in the Results Matrix: (i) a proposed Annual Operations Plan (AOP) at the beginning of each year of Program execution; (ii) a semi-annual progress report within 60 days after the end of each six-month period during project execution. The semi-annual reports will focus on the fulfillment of output indicators and progress towards achieving the outcomes proposed in the Results Framework; they will also analyze the problems encountered and propose corrective measures. The reports in the second half of the year will also contain the annual work plan for the following calendar year, together with a forecast of disbursements and an updated Procurement Plan. Adjustments to the program arising from the discussion of these reports will be agreed upon with the Bank in the semi-annual meetings with the PEU.
  2. 9.5 Within the first 6 months of the Program, the Program Coordinator will also be responsible for consolidating all baseline information required for the indicators identified in the Results Framework and for maintaining up-to-date statistics on the indicators. The Annual Operations Plan (AOP) should follow the format of the AOP that is prepared for the first 18 months of the Program.
  3. A systematic approach to self-evaluation should be established, which should include internal control mechanisms to provide on-going monitoring and feedback of Program operations.
  4. Formal procedures for the protection of computer applications, documentation and equipment should be developed.
  5. A comprehensive administrative and operational procedures manual, including identification of functions and procedures for the supervision of key processes, should be developed.

## Independent Evaluations

* 1. As part of Program evaluation, the PEU will submit to the Bank a preliminary review 18 months after the Loan Contract becomes effective; a mid**-**term review when the project reaches its third year of execution; and a final evaluation report 90 days after the date on which 90% has been disbursed. These reports will include:

(i) Analysis of the program’s financial execution, by component and financing source;

(ii) Progress in achieving the outputs, outcomes and impacts in the Results Framework, and the results of a comparative analysis against the program baseline;

(iii) Effectiveness in applying the program’s Operations Manual;

(iv) The degree of fulfillment of contractual commitments; and

(v) A summary of the audit reports on the program’s financial statements, procurement processes, disbursement requests, and internal control systems.

* 1. These evaluations will be performed independently by specialists who will be contracted by the EA and financed from the loan. The reports, including supporting documentation and statistical data, will be kept available for use should the GoBH or the Bank decides to conduct an ex-post evaluation after the end of the program.

# MODIFICATIONS OF THE PROJECT OPERATIONS MANUAL (POM)

10.1 The MLNI, on its own initiative and/or after consultation with project partners, may suggest changes to the POM in order to adapt it to new conditions or circumstances that may arise during the Project’s execution. Suggested changes should be communicated to the Bank’s staff in charge of supervising the Project **and will take effect upon the Bank’s formal approval.** Suggested changes should also be reviewed and approved by the Permanent Secretary of the MLNI (PS).

# ANNEXES

## 11.1ANNEX 1: Program Execution Structure

MLNI

(Executing

Agency)

Permanent Secretary (PS)

MLNI

Project Executing Unit (PEU)

MLNI

Program Coordinator

Project Steering Committee

(PSC)

Technical

Administrative

Procurement

Financial

Apprenticeship Specialist (Project Officer)

Accountant/

Administrative Assistant

Procurement Specialist

Financial Specialist

## 11.2 ANNEX 2: Program Results Framework

**Results Matrix**

|  |  |
| --- | --- |
| **Project Objective:** | This operation will contribute to increase employability and quality of employment of beneficiaries of the programme, by improving access to quality jobs in the Bahamas, especially for youth. The programme will have the following specific objectives: (i) increase pertinent skills and employability in productive jobs of programme beneficiaries; (ii) improve the effectiveness of public employment services; and (iii) enhancing Labour market Intelligence and improving monitoring and evaluation systems. |

**Expected Impact**

| **Indicators** | **Unit** | **Baseline** | | **Goals** | | **Means of verification** | **Observations** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Value** | **Year** | **Value** | **Year** |
| **Expected Impact:** To increase employability and quality of employment of beneficiaries of the programme, improving access to quality jobs in the Bahamas, especially for youth. | | | | | | | |
| 1. Employment rate of the apprenticeship graduates | Difference between employment rate of treatment versus control groups (in percentage points) | 0 | 2017 | 5pp | 2022 | Follow up evaluation survey | The indicator for the treatment group (apprenticeship graduates) versus the control group will be measured through the follow up survey. The programme will establish the required mechanisms to implement a National Apprenticeship Programme for the 1st time; therefore, there is no baseline. The Department of Statistics’ definition of “Employment” will be used. See M&E Plan ([40407350](PCDOCS://IDBDOCS/40407350/R)). |
| * 1. Youth employment rate of the apprenticeship graduates | Difference between employment rate of treatment versus control groups for youth 16-29 (in percentage points) | 0 | 2017 | 10pp | 2022 | Follow up evaluation survey | The indicator for the treatment group versus the control group will be measured through the follow up survey. See M&E Plan ([40407350](PCDOCS://IDBDOCS/40407350/R)). |
| * 1. Female employment rate of the apprenticeship graduates | Difference between employment rate of treatment versus control groups for women (in percentage points) | 0 | 2017 | 10pp | 2022 | Follow up evaluation survey | The indicator for the treatment group versus the control group will be measured through the follow up survey. See M&E Plan ([40407350](PCDOCS://IDBDOCS/40407350/R)). |
| 1. Formality rate of the apprenticeship graduates | Difference between people with written contract in treatment versus control groups (in percentage points) | 0 | 2017 | 10pp | 2022 | Follow up evaluation survey | This indicator will use the legal definition of formality as the probability of having a written contract. It will be measured through the follow up survey. See M&E Plan ([40407350](PCDOCS://IDBDOCS/40407350/R)). |
| * 1. Formality rate of the young apprenticeship graduates | Difference between people with written contract in treatment versus control groups for youth 16-29 (in percentage points) | 0 | 2017 | 10pp | 2022 | Follow up evaluation survey | Same as indicator 2. See M&E Plan ([40407350](PCDOCS://IDBDOCS/40407350/R)). |
| * 1. Formality rate of the female apprenticeship graduates | Difference between people with written contract in treatment versus control groups for women (in percentage points) | 0 | 2017 | 10pp | 2022 | Follow up evaluation survey | Same as indicator 2. See M&E Plan ([40407350](PCDOCS://IDBDOCS/40407350/R)). |
| 1. Average earnings differential of apprenticeship graduates | Difference between earnings in treatment versus control groups (in percentage points) | 0 | 2017 | 20pp | 2022 | Follow up evaluation survey | The earnings differential of the treatment group versus the control group will be measured through the follow up survey. See M&E Plan ([40407350](PCDOCS://IDBDOCS/40407350/R)). |
| * 1. Average earnings differential of youth apprenticeship graduates | Difference between earnings in treatment versus control groups for youth 16-29 (in percentage points) | 0 | 2017 | 20pp | 2022 | Follow up evaluation survey | Same as indicator 3. See M&E Plan ([40407350](PCDOCS://IDBDOCS/40407350/R)). |
| * 1. Average earnings differential of female apprenticeship graduates | Difference between earnings in treatment versus control groups for women (in percentage points) | 0 | 2017 | 20pp | 2022 | Follow up evaluation survey | Same as indicator 3. See M&E Plan ([40407350](PCDOCS://IDBDOCS/40407350/R)). |

**Expected Results**

| **Expected Results** | **Unit** | **Baseline** | | **Intermediate** | | **Goals** | | **Means of verification** | **Observations** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Value** | **Year** | **Value** | **Year** | **Value** | **Year** |
| **Expected Result 1: Increase pertinent skills and employability in productive jobs of programme beneficiaries** | | | | | | | | | |
| 1. % of participants that are certified by the pre-apprenticeship programme | Rate (#pre-apprenticeship certified participants at t2019 and at t2022/# total pre-apprenticeship participant at t2019 and at t2022) | 0 | 2017 | 90% | 2019 | 90% | 2022 | Mid-term and/or final report based on administrative data | The participants will receive a certification after the successful completion of an assessment. This assessment will prove that the participant has the most basic job skills. Since the pre-apprenticeship won’t be part of the evaluation, we won’t have the evidence to attribute this indicator to the programme, and it will only be measured before-and-after using the administrative data. The indicator will measure the results of the available participants at the moment of the evaluation. |
| 1. % of participants that are certified by the apprenticeship programme | Rate (#apprenticeship certified participants/# total apprenticeship participant at t2019 and at t2022) | 0 | 2017 | 90% | 2019 | 90% | 2022 | Mid-term and/or final report based on follow up survey | The participants will receive a certification after the successful completion of an assessment. This assessment will prove that the participant has the needed occupational skills. It is expected that some apprentices will get a job before completing the programme successfully. The indicator will be measured through a follow up survey that will be implemented at the end of the programme delivery. The indicator will measure the results of the available participants at the moment of the evaluation. See M&E Plan ([40407350](PCDOCS://IDBDOCS/40407350/R)). |
| 1. Skills assessment index differential | Difference on the average “Skills assessment index” between treatment and control groups (in standard deviations at t2019 and at t2022) | 0 | 2017 | 0,1 SD | 2019 | **0,1 SD** | 2022 | Mid-term and/or final report based on the assessment results | The participants will receive a certification after the successful completion of an assessment. The same assessment will be given to the control group. This assessment will determine whether the individuals have the needed occupational skills through an index. The indicator will measure the results of the available participants at the moment of the evaluation. Index of soft and hard skills standardized following Kling et al (2006)[[21]](#footnote-21). Difference based in Soft Skills Index in Acevedo, et al (2016)[[22]](#footnote-22). See M&E Plan ([40407350](PCDOCS://IDBDOCS/40407350/R)). |
| **Expected Result 2: Improve the effectiveness of Public Employment Services (PES)** | | | | | | | | | |
| 1. Number of firms that registered their vacancies in the PES | # firms using the PES system | 793 | 2013 | 793 | 2019 | 952 | 2023 | Mid-term and/or final report based on PES Administrative data | The new facilities are expected to attract and provide services to more companies, which will increase the use of the service. The building is expected to be finalized in 2022, and an increase of 20% of more users (firms) will be showed after one year of functioning. |
| 1. Number of job seekers attended by the PES | # job seekers attended | 13,200 | 2016 | 13,200 | 2019 | 15,840 | 2013 | Mid-term and/or final report based on PES Administrative data | The new facilities are expected to attract and provide services to more individuals, which will increase the use of the service. The building is expected to be finalized in 2022, and an increase of 20% of more users (job seekers) will be showed then. |
| **Expected Result 3: Enhance the capacity of the labour market’s intelligence and monitoring and evaluation systems** | | | | | | | | | |
| 1. Number of dashboard consultations made by the different public and private stakeholders | # consultations via dashboard | Na | 2017 | 20 | 2019 | 75 | 2022 | Mid-term and/or final report with the Dashboard’ end of year system report | The Labour Market Information system will allow the public sector (such as the Department of Immigration) and the private sector to be informed about the Bahamian labour market and the skills demand and offer yearly. It is expected that by 2019, the different entities will have access to the dashboard. |

**Products**

| **Products** | **Estimated Cost (US$)** | **Unit** | **Baseline** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Final Goal** | **Means of verification** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Component I: Pre-apprenticeships + apprenticeships programme + sector skills councils** | | | | | | | | | | | |
| Number of beneficiaries who participated in the pre-apprenticeship training | 800,000 | # of trained beneficiaries who completed the pre-apprenticeship programme | 0 | 275 | 275 | 275 | 275 | - | - | 1100 | Mid-term and/or final report based on the National Training Agency administrative data. It will be considered that a beneficiary has participated in the programme once he/she reaches the assessment stage. |
| Number of beneficiaries who participated in the apprenticeship training | 18,705,950 | # of trained beneficiaries who completed the apprenticeship programme | 0 | - | 300 | 350 | 350 | 350 | - | 1350 | Mid-term and/or final report based on administrative data. It will be considered that a beneficiary has participated in the programme if he/she reaches the assessment stage. |
| Number of skills councils activated and holding meetings | 1,728,000 | # councils/ #firms | 0 | 1 | 1 | 1 | - | - | - | 3 | Minutes of the first meeting that the Skills Council holds signed by all its members and with the description of the discussed agenda |
| Quality guidelines for the Apprenticeship programme developed and approved by the Skills Council | 50,000 | # guidelines | 0 | 1 | - | - | - | - | - | 1 | Document with the guidelines |
| Matching Gran Facility (MGF) platform developed and active | 100,000 | # platform | 0 | 1 | - | - | - | - | - | 1 | Document with the operational manual developed and a report with the number of MGF requests |
| Communications strategy including the design of the Communication strategy on year 1 and the implementation for other years. Design includes an annual implementation plan and its yearly implementation will be measured with an end-of-year report detailing activities fulfilled in relation to the year’s implementation plan. | 350,000 | # strategies | 0 | - | - | - | - | 1 | - | 1 | Final report including the strategy design and the compilation of all the yearly reports. |
| Small & Medium Enterprise (SMEs) grants to support apprentice training delivery granted | 600,000 | # grants | 0 | - | 5 | 5 | 5 | 5 | 5 | 25 | Mid-term and/or final report with the acceptance letters of the grant signed by the SMEs |
| **Component II: Enhancing Institutional Capacity of the Department of Labour (DoL)** | | | | | | | | | | | |
| 43,500 square feet building with high speed internet connectivity and LEED certification to house the Department of Labour designed & built | 24,500,000 | # buildings | 0 | - | - | - | - | - | 1 | 1 | Official reception document of finished infrastructure validating that the building has the required characteristics signed by the Ministry of Works and Urban Development |
| **Component III: Labour markets information system** | | | | | | | | | | | |
| Employer surveys for specific sectors to identify skills/training gaps designed, collected, digitalized, analysed and ready to use for external users. | 210,000 | # surveys | 0 | 1 | - | - | - | 1 | - | 2 | Mid-term and/or final report with the main results of the survey attached |
| Data base assessment and analysis of the current available information developed | 70,000 | # assessments | 0 | 1 | - | - | - | - | - | 1 | Final report of the data base assessment and analysis |
| Data base framework with labour market information from the different government entities consolidated and harmonized | 200,000 | #DBs | 0 | - | - | - | 1 | - | - | 1 | Final report of the harmonization process and a screen shot of the consolidated and harmonized data base. |
| Labour market information dashboard | 340,000 | # platform | 0 | - | - | - | - | 1 | - | 1 | Final report with a capture of the dashboard with the information |
| Trained staff including agencies that interact with the dashboard | 80,000 | # trainings | 0 | 7 | 7 | 10 | 12 | 10 | 10 | 56 | Mid-term and/or final report with the training survey results |

## 11.3: ANNEX 3: Project Execution Plan

## 





## 11.4: ANNEX 4: Procurement Plan

\*For a breakdown of procurement plan by category (works, goods, non-consulting services, consulting firms, individual consultants, training, and transfers) please see Procurement Plan Annex in POD.

|  |  |  |
| --- | --- | --- |
| **INFORMATION FOR PROCUREMENT PLAN INITIAL UPLOAD  ONGOING AND/OR LAST PRESENTED** | | |
| **1. Procurement Plan Coverage** | | |
| **Data** | **From** | **Until** |
| **Procurement Plan Coverage:** | **Jan-17** | **Dec-22** |
|  |  |  |
| **2. Procurement Plan Details** | | |
| **Version (1-june 2016 ) :** | **QRR** | |
|  | | |
| **3. Amounts by Investment Category** | | |
| **Investment Category** | **Amount Financed by the Bank** | **Total Amount (Including counterpart)** |
| Works | USD 11,800,000.00 | USD 22,380,950.00 |
| Goods | USD 390,000.00 | USD 390,000.00 |
| Non Consulting Services | USD 1,100,000.00 | USD 1,600,000.00 |
| Training | USD 280,000.00 | USD 280,000.00 |
| Other (Audits, Contingencies) | USD 266,050.00 | USD 266,050.00 |
| Consulting Services (Firms + Individuals) | USD 3,230,000.00 | USD 4,849,050.00 |
| Transfers | USD 0.00 | USD 0.00 |
| Community Participation | USD 0.00 | USD 0.00 |
| **Unassigned** | **USD 7,933,950.00** | **USD 20,233,950.00** |
| Sector Skills Council Costs | USD 1,128,000.00 | USD 1,128,000.00 |
| Apprentices | USD 6,205,950.00 | USD 14,305,950.00 |
| Small & Medium Enterprise (SMEs) Support | USD 600,000.00 | USD 600,000.00 |
| Off the job provider costs | USD 0.00 | USD 4,200,000.00 |
|  |  |  |
| **Total** | **USD 25,000,000.00** | **USD 50,000,000.00** |

|  |  |  |
| --- | --- | --- |
| **Skills for Current and Future Jobs in The Bahamas BH-L1037** |  |  |
|  |  |  |
|  |  |  |
| **3. Amounts by Component** | | |
| **Component** | **Amount Financed by the Bank** | **Total Amount (Including counterpart)** |
| **Component 1: Apprenticeship Program.** | **USD 12,033,950.00** | **USD 24,333,950.00** |
| Apprenticeship | USD 4,100,000.00 | USD 4,100,000.00 |
| Sector Skills Council Costs | USD 1,128,000.00 | USD 1,128,000.00 |
| Apprentices | USD 6,205,950.00 | USD 14,305,950.00 |
| Small & Medium Enterprise (SMEs) Support | USD 600,000.00 | USD 600,000.00 |
| Off the job provider costs | USD 0.00 | USD 4,200,000.00 |
| **Component 2: Promoting Better Job Matching.** | **USD 11,800,000.00** | **USD 24,500,000.00** |
| New Building | USD 11,800,000.00 | USD 22,380,950.00 |
| Building Design | USD 0.00 | USD 1,619,050.00 |
| Demolition old Infrastructure | USD 0.00 | USD 500,000.00 |
| **Component 3: Labor Market Information System (LMIS).** | **USD 900,000.00** | **USD 900,000.00** |
| **Other (Audits, Contingencies)** | **USD 266,050.00** | **USD 266,050.00** |
| **Total** | **USD 25,000,000.00** | **USD 50,000,000.00** |
|  |  |  |
|  |  |  |
| **4. Methods / Levels of Performance and Process Types Deadlines** | **This information will be uploaded in the system during the training session.** | |
|  | | |
| **5. Procurement Plan Details** | **This data depend on the investment category and is desegregated on this file's last tab** | |
|  |  |  |

## 11.5: ANNEX 5: Program Cost Structure

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |
| **Skills for current and future jobs in The Bahamas (BH-L10347)** | | |  |  |
|  |  |  |  |  |
| **Component** | **IDB\*** | **%** | **GoBH\*\*** | **Total Funding** |
|  | **1,100 Pre apprentices + 1,350 Apprentices** |  | **Building Complement + Wage Stipend (50%)** | **IDB + GoBH** |
| **1) Component I. Apprenticeship Program.** | **12,033,950.00** | **48%** | **12,300,000.00** | **24,333,950.00** |
| i) pre-Apprenticeship Module: Job preparation module, *soft-skills:* ***1,100 beneficiaries*** | 800,000.00 | 3% | - | 800,000.00 |
| ii) Apprenticeship: **1,350 *Apprentices*** | 6,405,950.00 | 26% | 8,100,000.00 | **14,505,950.00** |
| Off the job training provider costs | - |  | 4,200,000.00 |  |
| Matching Grant Facility (MGF) | 150,000.00 |  |  |  |
| Sector Skills Councils | 1,728,000.00 |  | - | 1,728,000.00 |
| SMEs Support | 600,000.00 |  | - | 600,000.00 |
| Project Management | 1,500,000.00 |  | - | 1,500,000.00 |
| Monitoring and Evaluation | 500,000.00 |  | - | 500,000.00 |
| Strategic Comunication | 350,000.00 |  | - | 350,000.00 |
| **2) Component II. Promoting Better Job Matching.** | **11,800,000.00** | **47%** | **12,700,000.00** | **24,500,000.00** |
| New Building (Turn-Key area of 43,500 sq. ft.) | 10,495,000.00 |  | 10,580,950.00 | 21,075,950.00 |
| Project design fees | - |  | 1,619,050.00 |  |
| Demolition old infrastructure | - |  | 500,000.00 |  |
| Contingencies | 1,305,000.00 |  | - |  |
| **3) Component III. Labor Force Information System.** | **900,000.00** | **4%** | **-** | **900,000.00** |
| Assessment, design and implementation of LFIS | 900,000.00 |  | - | 900,000.00 |
| Assessment of Current MIS Needs & Supervision | 70,000.00 |  |  |  |
| Employer Survey | 210,000.00 |  |  |  |
| LFIS Dashboard Design & Implementation | 340,000.00 |  |  |  |
| Data Base Framework | 200,000.00 |  |  |  |
| Training for Staff | 80,000.00 |  |  |  |
| **Other costs** | **266,050.00** | **1%** | **-** | **266,050.00** |
| Audits | 120,000.00 |  | - | 120,000.00 |
| Contingencies | 146,050.00 |  | - | 146,050.00 |
| **TOTAL** | **25,000,000.00** |  | **25,000,000.00** | **50,000,000.00** |
|  |  |  |  |  |
| (amounts in USD) |  |  |  |  |

## 11.6: ANNEX 6: Matching Grant Facility Application Cycle and Activities

|  |  |  |
| --- | --- | --- |
| **Step #** |  | **Activities** |
| **1** | PEU posts Grant Facility Application Online | * Project Execution Unit (PEU) publishes call for proposals on a rolling basis   The online platform will include:   * Pre-established selection criteria * Application form * Checklist for application requirements * Letter of Agreement * General Regulations * Proposal guidelines * MGF Weighted Scoring Sheet * Eligible/Ineligible Activities * Client Satisfaction Survey * Guidelines for support to SMEs |
| **2** | Firms (employers) define training plans | * Firms define training plans based on their needs   + - **Option A:** *external entity (outsourced).*     - **Option B:** *sector/sector led (thru skills council).*     - **Option A:** *tailored made (in-house). Need to justify. Minimum number of trainees and vacancies needed for approval.* * Firms establish a training plan that meets sector standards (skills councils) and that abide by quality assurance standards set by the Program |
| **3** | Firms select apprenticeships prospects based on eligibility criteria | * Beneficiary (apprentice) eligibility criteria clearly established by Program * Apprenticeships eligibility criteria posted @ MGF online platform   + Include level of education/skills and sector specific requirements     - Beneficiaries’ assessment results included online     - Certification by NTA/City and Guilds a plus |
| **4** | Firms submit online application for approval | * Firms are required to be registered with the MGF online platform prior to application process * Firms need to have Bank information within system as part of registration (disbursement purposes) * Complete application is needed before system allows for it to be submitted (training plan, traineeship cohort info, etc) |
| **5** | PEU reviews application, informs firms of result. | * Project Execution Unit (PEU) receives notification from system that proposal has been submitted. * Firms receive “receipt confirmation”   + The PEU will review submitted eApplications on a *first come, first serve* basis upon availability of funds * A set number of days are established for response. * Firms can log on to system to check on their proposal status: *in review, incomplete….* * *Proposals are reviewed by* ***MGF Review Committee*** |
| **6** | PEU forwards approved proposals to financial entity for disbursements | * PEU notifies firms of approval status.   + Rejected proposals are notified as well. * PEU forwards approved proposals to Trust Fund Management for disbursements   + Establishes firms receive funds to finance 6 months of cost-sharing to each cohort (mid-term review required) or 12 months based on prior cycles and current standing with the MGF   + Establishes if firm has met yearly cap of apprentices (this to prevent crowding out of small firms by large firms) |
| **7** | Financial entity proceeds for disbursements. | * Wire transfer generates payment confirmation for eFile for fiduciary purposes * Funds are never transferred to a third party |
| **8** | Firms submit midterm progress for PEU review. | * Firms are required to submit a mid-term review via the MGF online platform   + Mid-term review is based on pre-established format   + Required to notify of progress of all apprenticeships   + Required to notify of desertion of apprenticeships   + Required to clear outstanding stipends (desertion) * Received mid-term reviews via the platform clears system for second payment * Electronic submission of Mid-term review and final report of apprenticeship cohorts allows for system statistic report * It also allows for eFile server to generate reports. |

1. A “program” is “a group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually. Programs may include elements of related work outside of the scope of discrete projects in the program.” Definition by Project Management Institute (PMI). [↑](#footnote-ref-1)
2. The total number of beneficiaries for this component (2,450) represents around 9% of the total unemployed population based on own calculations from the 2014 Labour Force Survey. [↑](#footnote-ref-2)
3. The Department of Statistics defines youth as people ages 15-24. However, the target population for the project, defined through consultations with stakeholders, includes youth and young adults (25-29) to broaden the scope. [↑](#footnote-ref-3)
4. Women often suffer from occupational and sectoral segregation, which affects the degree to which they can benefit from training programs like those of apprenticeships (Ryan, 1998). However, evaluation of training programs such as *Juventud y Empleo* in the Dominican Republic show that even though greater impact is found for men, women also experience higher earnings in the long term (Ibarraran et al, 2015). [↑](#footnote-ref-4)
5. The sectors that were identified with the government will include: (i) maritime sector (i.e. ship repair, welding, painting, mechanic engine repair, smaller ship repair and other occupations); (ii) medical sector (patient care, lab technicians); (iii) IT and telecommunications. [↑](#footnote-ref-5)
6. Vocational skills development in The Bahamas relies primarily on two public institutions, the College of the Bahamas (COB) and the Bahamas Technical and Vocational Institute (BTVI). These are supplemented by the NTA, the University of the West Indies (UWI) - which offers a range of distance learning programs -and a number of small private colleges which tend to focus on business, law and administration skills. Large employers from the hotel and tourism industry, like Atlantis, also have their own training institutes that cater to the needs of the industry. [↑](#footnote-ref-6)
7. The NTA, established in 2013, provides short-term job preparation skills for persons aged 16 to 26 by means of a 16 to18 week program that includes 4 weeks of mandatory soft skills training plus 10 weeks of specific skills training and 2 to 4 weeks of internship in select companies. The program, certified and assessed by City and Guilds, has presence in New Providence, Grand Bahama, Exuma and Eleuthera. [↑](#footnote-ref-7)
8. Studies have found that the soft, non-cognitive skills associated with self-esteem, perseverance and self‑control (Cunha and Heckman, 2010; Carneiro and Heckman, 2003; Heckman et al., 2006) and those related to motivation, responsibility, and commitment (Bassi et al., 2011, and World Bank, 2011), have a significant impact on employability. An impact evaluation of the "Juventud y Empleo" employability training program for disadvantaged youth in the Dominican Republic found a positive impact on quality of employment (on job formality for men of about 17% and 7% increase in monthly earnings among those employed) as well as on the development of soft skills (Ibarrarán et al, 2014). [↑](#footnote-ref-8)
9. Many developed countries have carried out efforts to ensure the provision of skills at the sector level. In countries like the United Kingdom, there has been great emphasis for creating institutional structures that ensure the participation of both the public and private sector in the form of sector skills councils. These councils are independent organizations led by employers that serve several functions, including: (i) representing the interests of employers in the development of skills training policies; (ii) designing and implementing strategies to identify and satisfy the skills needs of specific sectors; and (iii) developing occupational standards and qualifications. [↑](#footnote-ref-9)
10. The one-stop shop model has been implemented in developed countries as it has proven to increase efficiency in the provision of public employment services (Mazza, 2011). The IDB has provided support to Peru (PE-L1152) and Mexico (ME-L1004) to develop one-stop shop centers that provide a variety of services including access to employment exchange, job search assistance, certification of labour competencies, vocational orientation and occupational information, and engagement with employers, among others. [↑](#footnote-ref-10)
11. LEED is an acronym for Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ certification. It designates environmentally responsible—sometimes referred to as ”green” or “sustainable”—commercial buildings designed, built and operated to use the building location optimally, minimize non-renewable energy use, reduce water consumption, while offering healthy settings in which to work and live. Reductions in consumption of resources like water, energy are believed to provide economic gains of up to 25% of the operational cost of LEED-certified buildings, what implies economic gains on the overall lifespan of the infrastructure that compensate initial setup costs. [↑](#footnote-ref-11)
12. The LEED building will also improve the environment conditions of the DoL staff. Evidence between the relation between work environment and productivity is extensive. An analysis of US improved buildings showed extensive productivity earning and savings resulting from: i) reduced respiratory diseases; ii) reduced allergies and asthma; iii) reduced sick building syndrome symptoms; and iv) direct improvements in worker performance unrelated to health (Fisk & Rosenfeld, 1997). [↑](#footnote-ref-12)
13. Research has indicated the connection between statistical capacity and government effectiveness, finding that countries with higher statistical capacity also enjoy higher quality government institutions, in addition to improved effectiveness on development outcomes. Data has the most value when action can be taken in response to the information produced (Laxminarayan, Ramanan, eds). [↑](#footnote-ref-13)
14. Public Financial Management and Performance Monitoring Reform (BH-L1035). Component II of the loan operation, amounting to US$3 million, intends to respond to increased demand from the government to plan, budget, monitor and evaluate priority projects and programs by strengthening the capacity of the DoS and other agencies that collect data to produce quality statistics. [↑](#footnote-ref-14)
15. Component 2 of the loan has US$200,000 allocated within the budget that could be used towards the hiring of an infrastructure Project Officer if deemed appropriate. [↑](#footnote-ref-15)
16. The total number of beneficiaries (2,450) represents around 9% of the total unemployed population. [↑](#footnote-ref-16)
17. Many developed countries have carried out efforts to ensure the provision of skills at the sector level. In countries like the United Kingdom, there has been great emphasis for creating institutional structures that ensure the participation of both the public and private sector in the form of sector skills councils. These councils are independent organizations led by employers that serve several functions, including: (i) representing the interests of employers in the development of skills training policies; (ii) designing and implementing strategies to identify and satisfy the skills needs of specific sectors; and (iii) developing occupational standards and qualifications. [↑](#footnote-ref-17)
18. LEED is an acronym for Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ certification. It designates environmentally responsible—sometimes referred to as ”green” or “sustainable”—commercial buildings designed, built and operated to use the building location optimally, minimize non-renewable energy use, reduce water consumption, while offering healthy settings in which to work and live. Reductions in consumption of resources like water, energy are believed to provide economic gains of up to 25% of the operational cost of LEED-certified buildings, what implies economic gains on the overall lifespan of the infrastructure that compensate initial setup costs. [↑](#footnote-ref-18)
19. The LEED building will also improve the environment conditions of the DoL staff. Evidence between the relation between work environment and productivity is extensive. An analysis of US improved buildings showed extensive productivity earning and savings resulting from: i) reduced respiratory diseases; ii) reduced allergies and asthma; iii) reduced sick building syndrome symptoms; and iv) direct improvements in worker performance unrelated to health (Fisk & Rosenfeld, 1997). [↑](#footnote-ref-19)
20. The MGF Review Committee governance and MGF Operations/Process Manual will be designed under BH-T1051 financing. [↑](#footnote-ref-20)
21. Acevedo, P., Cruces, G., Gertler, P., & Martinez, S. (n.d.). Soft Skills and Hard Skills in Youth Training Programs: Long Term Experimental Evidence from the Dominican Republic. Mimeo. [↑](#footnote-ref-21)
22. Kling JR, Liebman JB, Katz LF. “Experimental Analysis of Neighborhood Effects”. Econométrica. 2007;75 (1) :83-119 [↑](#footnote-ref-22)