

**BOLIVIA**

**PROGRAM TO SUPPORT EMPLOYMENT**

**(BO-L1051)**

**LOAN PROPOSAL**

This document was prepared by the project team consisting of: Consuelo Ricart (SCL/LMK), Project Team Leader; Verónica Alaimo (SCL/LMK); Susan Kolodin (SCL/SPH); Jacqueline Mazza (SCL/LMK); Sebastián Monroy (SCL/LMK); Diego Buchara (LEG/SGO); Javier Jimenez (LEG/SGO); Ethel Muhlstein (SCL/LMK); Roberto Laguado (CAN/CBO); Abel Cuba (CAN/CBO); and Nelly Cerón (CID/CME).

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Electronic Links
<b>REQUIRED</b>
1. Annual work plan (AWP) for the first 18 months of execution <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35224756">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35224756</a>
2. Monitoring and evaluation strategy <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35172041">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35172041</a>
3. Procurement plan <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35171921">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35171921</a>
<b>OPTIONAL</b>
1. The Bank's country strategy with Bolivia <a href="http://www.iadb.org/countries/strategy.cfm?id_country=BO&amp;lang=es">http://www.iadb.org/countries/strategy.cfm?id_country=BO&amp;lang=es</a>
2. Economic and Sector Outlook <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35173937">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35173937</a>
3. Public Employment Service Manual <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35211779">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35211779</a>
4. Operating Regulations <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35222933">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35222933</a>
5. World Bank Appraisal Document <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35222956">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35222956</a>
6. World Bank fiduciary and financial annexes <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35222962">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35222962</a>
7. MPED Operating Manual – World Bank <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35222943">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35222943</a>
8. MPED Component 2 Operating Manual – World Bank <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35222952">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35222952</a>
9. Aide-memoire of the missions <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35224202">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35224202</a>
10. Catalogue of activities and completed and proposed sectoral work <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35129464">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35129464</a>
11. Environmental safeguards forms <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35172113">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35172113</a> <a href="http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35172116">http://idbdocs.iadb.org/wsdocs/getDocument.aspx?DOCNUM=35172116</a>

## APPENDICES

Proposed resolution

## ABBREVIATIONS

AECID	Agencia Española de Cooperación Internacional para el Desarrollo [Spanish Agency for International Development Cooperation]
DGE	Dirección General de Empleo [Employment Division]
FSO	Fund for Special Operations
IDB	Inter-American Development Bank
MECOVI	Programa para el Mejoramiento de las Encuestas y la Medición de Condiciones de Vida [Program for Improving Surveys and the Measurement of Living Conditions]
MPED	Mi Primer Empleo Digno [My First Decent Job]
MTEPS	Ministry of Labor, Employment, and Social Security
OC	Ordinary Capital
OECD	Organization for Economic Cooperation and Development
PSE	Program to Support Employment for Adults
SCF	Single Currency Facility
UDAPE	Unidad de Análisis de Políticas Sociales y Económicas [Social and Economic Policy Analysis Division]

## PROJECT SUMMARY

### BOLIVIA PROGRAM TO SUPPORT EMPLOYMENT (BO-L1051)

Financial Terms and Conditions					
<b>Borrower:</b> Plurinational State of Bolivia				<b>OC</b>	<b>FSO</b>
			<b>Amortization period:</b>	30 years	40 years
			<b>Grace period:</b>	6 years	40 years
<b>Executing agency:</b> Ministry of Labor, Employment, and Social Security (MTEPS)			<b>Disbursement period:</b>	5 years	5 years
			<b>Interest rate:</b>	SCF-Fixed	0.25%
			<b>Inspection and supervision fee:</b>	*	N/A
<b>Source (US\$)</b>	<b>Project</b>	<b>%</b>	<b>Credit fee:</b>	*	N/A
IDB (OC)	14,000,000	70	<b>Currency:</b>	U.S. dollars	U.S. dollars
IDB (FSO)	6,000,000	30			
Local	0	0			
Total	20,000,000	100			
Project at a glance					
<b>Objective and description:</b> The objective of this operation is to support the MTEPS in its efforts to expand the coverage and effectiveness of its active employment policies, thereby helping to achieve better integration of workers into the labor market. This objective will be achieved through a program comprising the following three components: (i) expansion of the Employment Service; (ii) Program to Support Employment for Adults; and (iii) planning, analysis of employment policies, and evaluation.					
<b>Special contractual clauses.</b> As a condition precedent to the first disbursement, the Operating Regulations previously approved by the Bank will have entered into effect. In addition to the condition precedent to the first disbursement, as a condition precedent to the disbursement of resources to finance on-the-job training stipends under Component 2, the executing agency will present evidence of the entry into force of the legal instrument establishing the legal, institutional, operational, and financial framework for the payment of stipends to the individual beneficiaries of this program (see paragraph 3.4).					
<b>Exceptions to Bank policies:</b> None.					
<b>Project qualifies as:</b> SEQ <input checked="" type="checkbox"/> PTI <input type="checkbox"/> Sector <input type="checkbox"/> Geographic <input type="checkbox"/> Headcount <input type="checkbox"/>					

The credit fee and inspection and supervision fee will be established periodically by the Board of Executive Directors as part of its review of the Bank's lending charges, in accordance with the applicable provisions of the Bank's policy on lending rate methodology for Ordinary Capital loans. In no case will the credit fee exceed 0.75% or the inspection and supervision fee exceed, in a given six-month period, the amount that would result from applying 1% to the loan amount divided by the number of six-month periods included in the original disbursement period.

## I. DESCRIPTION AND RESULTS MONITORING

### A. Background, problems addressed, and rationale

- 1.1 **Institutional framework of the Bolivian labor market.** Bolivia's labor market institutions do not have a strong presence in the sector owing to the institutional shortcomings of the Ministry of Labor, Employment, and Social Security (MTEPS) and the absence of the long-term active labor market policies that would lead to more dynamic labor policies. The principal contribution from the MTEPS in the near term should be to devise institutional mechanisms as part of a strategy to boost employment while developing and consolidating active labor market policies. At present, the MTEPS has a fledgling institutional structure consisting of an Employment Service with limited coverage and scant technical and operational capacity, and a pilot program to train undereducated youths and help them enter the labor market, called Mi Primer Empleo Digno [My First Decent Job] (MPED).
- 1.2 The MTEPS has a budget of US\$7.4 million for 2010, scarcely 0.1% of the total allocated to the executive branch. It is the ministry with the smallest budget allocation in Bolivia. Within the MTEPS, the Employment Division (DGE) receives an allocation of US\$315,700, about 4.3% of the total Ministry budget,<sup>1 2</sup> and the employment offices are allocated an annual budget of US\$104,400.
- 1.3 The Employment Service and the MPED program are a first step to strengthen the MTEPS as part of the government employment strategy. In keeping with this initiative, the MTEPS, with Bank support, has launched a process to consolidate its active labor market policies, with an emphasis on labor intermediation actions and the development of programs to increase the employability of vulnerable groups.
- 1.4 The MTEPS currently operates a network of offices that promote employment services in key municipios throughout the country, offering assistance to search for and obtain labor market information. The Ministry is also developing market information systems accessible to the general public over the Internet. However, it faces several organizational and operational challenges, such as: (i) lack of resources, staff, and instruments to generate in-person job placement services as part of the MPED program; (ii) limited information service to match job training to market demand; (iii) challenges of a technical, operational (decentralization of administrative, communications, and procedural control functions) and technological (data system development, maintenance, and updates) nature in the local and regional offices; and (iv) scarcity of work and logistical tools to match job supply and demand and provide labor training.
- 1.5 The MTEPS, through the DGE, began operating the MPED program in 2008 in four cities (La Paz, El Alto, Cochabamba, and Santa Cruz) for 2,800 beneficiaries,

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<sup>1</sup> This amount does not include the MPED program budget of about US\$1.5 million per year since 2008 from World Bank financing and a grant from the Spanish Agency for International Development Cooperation (AECID).

<sup>2</sup> In 2010, World Bank financing (US\$3.5 million) and an AECID grant (US\$0.5 million) were used to begin expanding program coverage.

first using its own resources and since 2009 with World Bank financing. The MPED is designed to promote training for young people (18 to 24 years) with scarce resources, through technical training courses in the classroom, followed by an internship with a company active in the field in which the young person was trained. An expected outcome of this initiative is that young people with little education will acquire the vocational training and work experience they need for a first job and become more employable. Also, the program is linking the MTEPS with the business sector for the first time, in order to help employers find skilled labor and to learn about their productive processes.

- 1.6 **Evidence of the effectiveness of national employment services in Latin America and the Caribbean and the Organization for Economic Cooperation and Development (OECD).** Employment services in Latin America and the Caribbean are a recent innovation whose principal function is to match employers and job seekers in a timely, effective, and relevant manner. However, evidence from OECD countries and the Latin American and Caribbean region indicates that employment services have a positive cost-effectiveness ratio in helping workers find jobs.<sup>3</sup> Individuals who take advantage of employment services have better chances of finding work than those who search by other means. In Latin America and the Caribbean in particular, the best employment services have the potential to become real assets for the labor market, addressing a number of operational issues. However, most employment services have simple structures and limited coverage, essentially providing brick-and-mortar job banks and online links. For this reason, Bolivia's employment service faces an enormous challenge, as only 2.4% of workers use the job bank.<sup>4</sup> There is evidence that the job placement services provided by employment services are of higher quality and more useful than those provided by relatives or friends.<sup>5</sup>
- 1.7 Among all active labor market policies, job training programs are among the most common in Latin America and the Caribbean countries as a means to support job placement for vulnerable groups (young people, women, and others) and provide the skills that will give them access to the best employment opportunities. Evaluations show that the effect of job training on employment varies by age, gender, and region, but frequently has a positive effect on employment rates. Aside from boosting job placement, it also has positive impacts in terms of the quality of employment.<sup>6</sup>

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<sup>3</sup> Mazza, Jacqueline (2001). "Labor intermediation services: Experience and considerations for Latin America," IDB, p. 7.

<sup>4</sup> Data calculated using the Household Survey, Program for Improving Surveys and the Measurement of Living Conditions (MECOVI), 2007.

<sup>5</sup> Flores Lima, Roberto (2007). "Innovaciones en Evaluación de Impacto del Servicio de Intermediación Laboral en México [Innovations in the Evaluation of the Impact of Labor Intermediation Services in Mexico]," IDB. Mimeo.

<sup>6</sup> Ibararán, Pablo and David Rosas-Shady (2009). "Evaluating the Impact of Job Training Programs in Latin America: Evidence from IDB-Funded Operations." Forthcoming in *Journal of Development Effectiveness*.

- 1.8 **The government's strategy.** The Bolivian government's National Development Plan states that social policies should help eradicate the structural causes of poverty and other forms of exclusion and marginalization. In this framework, the government is pursuing interventions to meet the needs of vulnerable groups, giving priority to actions that help break the cycle of poverty and increase employment opportunities. With this in mind, it has pursued initiatives to promote year-on-year job growth. The MTEPS contribution to this process consists in promoting intermediation mechanisms that facilitate access to better jobs, and actions to support on-the-job training.
- 1.9 Since 1993, Bolivia's Employment Service has operated a labor exchange, which it took nationwide in 2008 with the opening of 12 local job offices. The initial expansion of the labor exchange and the MPED program, which is currently in the implementation phase with support from the IDB (technical cooperation project BO-T1066) and other donors, will provide the foundation for implementation of this proposed operation, so as to further strengthen the service and its programs.
- 1.10 **Scope of the labor policy.** Supreme Decree N° 29894<sup>7</sup> states that the functions ascribed to the MTEPS include promoting employment policies, especially for young people, in order to generate and maintain conditions that guarantee decent work for women and men. However, for the labor intermediation program to work, job openings and job seekers are required. One of the principal problems affecting the Bolivian labor market is the shortage of new jobs in the formal sector and the sector's inability to absorb the growing working-age population. Data from the Enterprise Surveys and the World Bank's Doing Business rankings indicate that disincentives to creating good jobs will persist in Bolivia owing to the high economic and transaction costs associated with establishing and running a business, and the payroll contributions associated with hiring staff will limit the creation of new companies (see link to Economic and Sector Outlook).
- 1.11 **National context.** About 4.8 million of the country's almost 10 million inhabitants (65% in urban areas) are employed, although with a very high informality rate: 73.9% nationwide (Household Survey 2007).<sup>8</sup>
- 1.12 After five consecutive years of strong growth (including 6.2% in 2008), the Bolivian economy slowed in 2009 as a result of the global financial crisis. Nonetheless, the economy grew by 3.5% in 2009, and the projected growth for 2010 is 4%, indicating that the Bolivian economy has weathered the fallout of the crisis. This growth has not yet translated into new jobs; creating productive jobs is a medium-term challenge. The country's strategic sectors are hydrocarbons, mining, power, and environmental resources, all highly capital intensive sectors. Accordingly, the government has devised a strategy to promote the development of

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<sup>7</sup> Organizational Structure of the Executive Branch of the Plurinational State, issued on 7 February 2009.

<sup>8</sup> Source: Own calculations based on the Household Survey, MECOVI, 2007.

specific labor-intensive sectors such as industry, manufacturing and cottage industries, tourism, agriculture, construction, trade, and other services.<sup>9</sup>

- 1.13 **Labor market assessment.** The working age and employed population is mostly concentrated in urban areas. According to 2007 data, Bolivia has 7.6 million people of working age,<sup>10</sup> 61% of whom are employed. In urban areas there are 5 million working-age people, and 2.7 million people are employed (53%). Among the urban employed, 52% have not completed secondary education, 19% have completed secondary education, and 28% have completed post-secondary studies.
- 1.14 More than 60% of the urban employed are informal workers,<sup>11</sup> a far higher proportion than in other countries of the region. Nationwide, nearly 90% of the employed have no pension coverage or other basic benefits.<sup>12</sup> Another related issue is underemployment, or the partial underutilization of labor, which affects 21% of the urban employed in Bolivia.
- 1.15 Over the past two decades, unemployment has been close to 7% in Bolivia, growing from 7.2% in 1999 to 7.7% in 2007 in urban areas. Although this is comparable to the regional average (8%), it obscures significant differences between groups based on age, gender, educational level, etc. In urban areas, for example, the unemployment rate for young people aged 18 to 24 is 10.6% for high school graduates versus 18% for those who graduated from higher education. The percentages are 6.5% and 10.6%, respectively, for people aged 25 to 35 years.
- 1.16 **Lessons learned from employment services and programs in Latin America and the Caribbean.** Based on empirical, systematic evidence, the Bank is supporting efforts to strengthen employment services in several countries in the region, developing labor observatories and employment portals and implementing job training and placement programs. In particular, the Bank supports in-house training programs, as they have proven to be highly effective. Currently, a technical cooperation project is being executed (RG-T1752) to create a regional network to strengthen the region's national employment services and provide a platform to share experiences and technical know-how. Bolivia is part of this network.
- 1.17 Since 1994, the Bank has worked with programs linking training with internships, specifically in Mexico, Central America, Chile, and Argentina. Bank-financed programs have encouraged private sector participation in the operation and cofinancing of such programs. Placement rates for beneficiaries have been shown to have increased as a result of this experience in the region, using evaluation methods

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<sup>9</sup> Source: National Development Plan of Bolivia.  
<http://www.planificacion.gov.bo/BANNER/PARA%20PAG%20WEB/pnd1.html>

<sup>10</sup> Population aged 10 or older. Official definition.

<sup>11</sup> UDAPE (2007) Working Paper "Informe Especial. La Informalidad en el Mercado Laboral Urbano 1996-2006 [Special Report: Informality in the Urban Labor Market 1996-2006]." [www.udape.gob.bo](http://www.udape.gob.bo).

<sup>12</sup> According to 2007 data, Bolivia is one of the countries with the highest proportion of informal workers (measured as the percentage of salaried workers with no social security contributions) at 68.2% for the population aged 15 and over, a percentage that would rise if the self-employed were factored in.

such as natural experiments and nonexperimental situations (pairing). The Job Training Grant Program (BECATE) in Mexico, currently financed by the Bank, is an example of the impact of on-the-job training programs. This program surpasses training programs that do not have this component, when the objective is to place beneficiaries in better paying and higher quality jobs. The basic premise is that the job seeker receives additional training specific to a position, so at the end of the on-the-job training the company has a greater interest in hiring the worker. This fulfills multiple functions, such as lowering barriers to entry, redressing the lack of information, and improving job-worker matching. The experience gained in implementing projects to develop employment services and training programs underscores the importance of having a single window providing comprehensive and efficient services for job seekers and improving their opportunities for finding productive jobs. This underscores the merit of developing services using this model.

- 1.18 **The Bank's sector strategy and country strategy.** The proposed program is consistent with the Bank's country strategy with Bolivia, the main objective of which is poverty reduction. The strategy is structured around four lines of activities: (i) productivity, competitiveness, and productive infrastructure as needed to promote balanced and sustained economic growth; (ii) social welfare and development of the water and sanitation sector; (iii) opportunities for the majority and development with identity; and (iv) strengthening the State apparatus through institutional development at the national and decentralized levels. Improving labor intermediation and workforce entry and technical training on the job are part of the competitiveness, social welfare, and social inclusion and cohesion pillars. Improving competitiveness requires, among other things, a more highly skilled workforce trained to work in activities with greater value added.
- 1.19 The Bank began to participate in labor issues in Bolivia in 1997 with a series of technical cooperation operations, including the current request by the Government of Bolivia to develop a comprehensive employment program aimed at strengthening its employment policies. Through the Multilateral Investment Fund (MIF), the Bank has financed initiatives that specifically address employment issues. In particular, the Labor Relations Modernization Program (ATN/MH-5524-BO), the Program to Strengthen Technical and Technological Training (1093/SF-BO), and Financing Best Practices in the Prevention of Child Labor (ATN/EA-7912-RG-2) are evidence of the first efforts in this sector. In 2009, Bolivia joined 10 countries in the region to form a Network of Employment Services (RG-T1752). With the Program to Support Employment, the Government of Bolivia is, for the first time, requesting a loan to support the three key aspects described in paragraph 1.21. It should be noted that technical cooperation project BO-T1066 is supporting the analytical work and the development of instruments and basic systems that will advance these efforts.

## **B. Loan rationale**

- 1.20 **Program to Support Employment.** The approach adopted for this proposed loan is to help develop active employment policies and labor market information, and

address a number of institutional weaknesses, such as lack of information about vacancies, the barriers confronting job seekers, and lack of receptiveness among employers to job candidates via nontraditional channels (i.e. other than personal contacts through relatives and friends). The program is expected to have a positive social benefit as it will help enhance the quality of workforce integration and productivity.

- 1.21 A decision was made to opt for a program that could be easily implemented given Bolivia's limited institutional capacity to develop labor market policies for labor intermediation and training. These are areas in which the MTEPS has been acquiring experience thanks to the MPED program. The intention is to draw on that experience to consolidate a comprehensive training and employment program built around three objectives: (i) scale up the intermediation between employers and job seekers through enhanced dissemination of information on labor supply and demand and access to higher quality job opportunities; (ii) develop and consolidate a new program to support employment for adults; and (iii) strengthen aspects of planning, employment policy analysis, and evaluation. Consolidation of the MPED program is an integral component of the DGE employment program, but since it receives financing from the World Bank and the AECID there is no need to provide additional funding under this operation. Nonetheless, in cooperation with other donors and the MTEPS, the Bank will use this program to develop a comprehensive system that will enable all the programs to be managed under a single mechanism, namely the DGE Employment Service. Supervision activities will be coordinated jointly with the donor project teams in close communication with staff responsible for the operation at the IDB and the World Bank country offices in Bolivia and the AECID.
- 1.22 As previously noted, the shortage of productive job placements affects a significant proportion of the employed population in Bolivia, giving rise to social problems and adversely affecting their work life with lasting effects. Another problem seen in Bolivia is that certain segments such as professional young people and adults and nonprofessional adults have few opportunities to improve their working conditions. The private sector tends to hire high school graduates and university students because there are more job seekers than jobs, so employers can be selective and recruit the more educated workers at entry level salaries. In a survey on the demand for professional and technical workers conducted in urban Bolivia, businesses asserted that their recruiting efforts in 2008 would lean strongly towards high school and university graduates.<sup>13</sup> Many companies recruit graduates directly from the schools, selecting only the best pupils or those with informal information mechanisms at their disposal (such as contacts through relatives or friends). On the other hand, nonprofessional adults skilled in a trade usually obtain informal or poorly paid jobs.

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<sup>13</sup> UDAPE (2009). "Demanda de profesionales y técnicos en Bolivia [Demand for professional and technical workers in Bolivia]," Mimeo.

- 1.23 According to 2007 data, informality rates in urban areas vary inversely to the level of education. For example, although informality rates are similar for young people aged 18 to 24 compared to the aged 25 to 35 group, there is a marked difference when it comes to those who completed higher education, with the aged 25 to 35 group experiencing twice the informality rate of the younger group.<sup>14</sup> Based on the foregoing, a pilot project to support employment for adults (PSE) will be launched in the cities where the Employment Service will operate and where the MPED program is being expanded. After 18 months of the pilot project, the PSE will be scaled up and consolidated based on a review of the processes, making any necessary adjustments.<sup>15</sup> The program will target the same cities as the MPED program because these have (i) the largest concentration of companies with the capacity to offer jobs; and (ii) the necessary experience to coordinate efforts among key players (business associations, universities).

**C. Objectives, components, and cost**

- 1.24 The general objective of the program is to support the MTEPS in its efforts to expand the coverage and effectiveness of its active employment policies, thereby helping to achieve better integration of workers into the labor market. This objective will be achieved through the following three components:
- 1.25 **Component 1. Expansion of the Employment Service (US\$6.4 million).** Support will be provided to the MTEPS areas involved in the development of employment policies, programs, and projects, with special emphasis on providing the Employment Service with resources to develop: (i) intermediation systems over the Internet (employment portal), market information, and an 800 number to assist users and provide customer service to the public; (ii) personalized job counseling and referral services; (iii) recruitment, selection, and supervision of the PSE (see Component 2) and MPED (World Bank-financed) beneficiaries, among others; and (iv) employment promotion activities such as job fairs and workshops. The IDB will finance expansion of the Employment Service offices. The service is provided through a one-stop window that refers the job seeker to the most appropriate support area or service. Resources provided under this component will finance the aforementioned investment costs associated with establishing the Employment Service offices, as well as the costs associated with providing job counseling services, which constitute investment costs in accordance with the Bank's experience and international experience with labor market programs.

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<sup>14</sup> Own calculations based on MECOVI (2007) data. Statistically significant differences at 5%. The Program to Support Employment will be executed by the Employment Service through the local offices in the country's principal cities. These offices are already receiving staffing requests from companies and job requests from workers in general, and have staff who will work on the expansion of the MPED program. The local offices of the Employment Service are well positioned to provide one-stop services to all job seekers who attend the programs run by the Service: labor exchange, program to support employment for adults, the MPED program, and others.

<sup>15</sup> The program will continue to operate as the processes are evaluated, incorporating any changes resulting from the evaluation, as required.

- 1.26 Financing will be provided to develop and implement systems and instruments to facilitate labor intermediation, job training, job counseling, and other actions including the employment portal, a labor information system, and operating and administrative systems to manage and deliver economic assistance to beneficiaries of the programs run by the Employment Service (training stipends, insurance, vouchers, etc.).<sup>16</sup>
- 1.27 The existing 12 offices will receive a basic complement of technical and other specialists, equipment, and data systems for proper execution of the program. In addition to these offices, other points of service may be outfitted, with the Bank's prior agreement. Furthermore, some of the existing offices will be relocated to more accessible sites. For relocation purposes, eligible expenditures will include leases, furnishings, and remodeling expenses to facilitate the work flow, as well as equipment and other work-related materials.
- 1.28 Financing will also be provided to hire the technical and administrative personnel needed to operate the program. This includes technical specialists needed in the local offices and those who will join the Employment Service at the central level in order to coordinate the program at the national, departmental, and local levels. Program financing will also provide resources for the DGE and the MPED coordinating offices to offer employment services and ensure that the PSE has the resources required for effective program management.
- 1.29 At the local Employment Service offices, the program will finance employment counselors and employer coordinators to provide job counseling, promote the program, and arrange employment opportunities in key sectors with special emphasis on identifying the largest possible number of productive jobs. All job seekers will be referred to the most appropriate service or program for their situation as determined by the counselors at the employment offices. Job seekers will be steered either towards the MPED program, the program proposed under Component 2 (program to support employment for adults), or directly to a vacancy not associated with either of the two aforementioned programs, based on the assessment made by the employment counselor during the applicant intake phase. The counselor will evaluate which program operated by the Employment Service is best suited to the worker's credentials and needs (see the Operating Regulations for the eligibility criteria).
- 1.30 In addition, one person will be specifically appointed at the national level to focus on people with disabilities. Loan resources will also finance operational and administrative staff, including procurement and financial management specialists, a computer specialist, and a statistician to ensure the program databases are current. Financing will be used to set up an 800 telephone number for the Employment Service to provide intermediation and technical support. To ensure the long-term

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<sup>16</sup> The MTEPS has been classified as low risk because its operating systems were implemented with World Bank financing. The procedure agreed on with the MTEPS for handling the payment of training stipends is based on the MPED experience and technical advice from experts who have operated a similar system with a similar program.

sustainability of the service, the MTEPS will gradually contribute a larger proportion of own resources as the program becomes a sector priority. Consultants hired to perform any of the above-described duties will be contracted in accordance with Bank policies. This component will also finance job fairs and workshops and other activities involving employers. Given that this is a program that only recently began operating in key cities and the Employment Service has just started to reach out to employers with programs such as this, the operation will also finance promotion, publicity, and social marketing efforts to position the program at the national level and in all localities.

- 1.31 Financing will also be provided to arrange short-term consulting assignments<sup>17</sup> for capacity-building in planning, analysis, and evaluation of employment programs, including the capacity to analyze employment and wage trends in the area served by each local Employment Service office.
- 1.32 Finally, this component will finance training vouchers (for short courses) only to meet the specific needs for placement in certain fields (information technology, for example). The corresponding budget is expected to be under US\$725,000.
- 1.33 **Component 2. Employment support for adults (US\$11.9 million).** This component will facilitate the placement of job seekers who have the required credentials but do not have access to an employment opportunity that would give them the on-the-job training and experience they need to land a permanent job. The objective of this component is to give working-age job seekers better access to job opportunities, measured in terms of access to better jobs (higher wages and benefits compared to an observable comparable group), than they would otherwise have if they had to look on their own. Job seekers who meet the basic qualifications and other requirements for the vacancy and who do not require extensive training such as that offered under the MPED program will be eligible to receive support. The program primarily targets professional adults who have graduated from technical schools and universities, but job seekers who are having a hard time finding work despite having the right credentials for specific positions will also be eligible.
- 1.34 Job seekers who qualify for on-the-job training at a company will receive economic assistance (a stipend) to cover transportation and other miscellaneous expenses during the on-the-job training period. The economic assistance for job seekers will cover a period of no more than three months of on-the-job training at companies with actual vacancies. All beneficiaries will take a 12-hour workforce induction course offered at the Employment Service offices in each locality. Companies accepting program beneficiaries will agree on a training plan with the Employment Service, to include a short orientation period and the technical training to be provided to the beneficiary. The training method will reflect the best way to learn the specific skills. Technical training may include workshops, practical rotations through workstations, or assignment to tasks specific to a given position.

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<sup>17</sup> Short consulting assignments not requiring permanent staff, to support the preparation of studies and/or statistical analyses as required during the loan execution period.

- 1.35 Resources allocated to this component will benefit some 20,000 job seekers by the end of project execution. During their internships, these workers will receive training stipends and accident insurance coverage. Based on preliminary analyses, the stipends will be one to one and a half times the current monthly minimum wage depending on the wage band of the vacancy for which the worker is being trained (Operating Regulations link, section III.B). Since the minimum wage in Bolivia is currently Bs 680 (US\$100), at present the stipend would be between Bs 680 and Bs 1020 per month (US\$150).<sup>18</sup> The amount of the stipend is a self-selecting measure as it discourages the participation of beneficiaries who do not require the support of a program such as this because of their socioeconomic status. The control procedures (attendance, completion of tasks) that will be implemented for payment of the training stipends are described in the Operating Regulations (Section III.H).
- 1.36 **Component 3. Planning, analysis of employment policies, and evaluation (US\$1 million).** This component will finance the development of monitoring systems, operational assessment studies, and the impact evaluation of the job placement program for adults and other activities targeting specific groups (for example, users of local Employment Service offices). At least 70% of financing under this component will be used to develop and, in some cases, improve monitoring records and systems. The possibility of establishing a permanent observable control group is under consideration, as this would make it easier to measure the impacts of the Employment Service and PSE activities (see Monitoring and Evaluation link).
- 1.37 **Other activities.** At the request of the MTEPS, consideration will be given to including actions to identify internship opportunities at companies in growing agro-industrial sectors in rural areas. The corresponding analytical work will be financed under technical cooperation operation BO-T1066.
- 1.38 **Cost and financing.** The total program cost is US\$20 million, to be fully financed by the Bank with resources from the Ordinary Capital (OC) and the Fund for Special Operations (FSO).

**Table I.1 – Amount by component and cost category**

<b>Cost category (US\$)</b>	<b>IDB</b>
I. Expansion of the Employment Service	6,442,314
II. Support for employment for adults	11,942,382
III. Planning, analysis of employment policies, and evaluation	1,010,000
Administrative expenses	515,304
Audits	90,000
<b>Total</b>	<b>20,000,000</b>

<sup>18</sup> In accordance with the government's wage policy, the minimum wage increases on average 5% per year, so in years four and five of project execution, the range is projected to be between Bs 868 and Bs 1,302.

## II. FINANCING STRUCTURE AND MAIN RISKS

### A. Financing instruments

- 2.1 The Bank will support this operation through an investment loan financed in part with Ordinary Capital resources (US\$14 million) and in part with FSO resources (US\$6 million). The program is expected to have a disbursement period of five years.

**Table II.1 – Disbursement Schedule (US\$)**

Year					Total
1	2	3	4	5	
3,423,200	4,566,750	4,646,720	4,386,690	2,976,640	20,000,000

### B. Environmental and social safeguard risks

- 2.2 **Environmental and social risks.** This program does not call for any activities that will cause negative environmental and/or social impacts. It has been classified as a category “C” operation. The program includes activities to mitigate factors limiting the productivity of the poorest workers and the barriers facing certain groups, such as women and people with disabilities. The computer, monitoring, and evaluation systems are not expected to produce negative impacts.

### C. Fiduciary risks

- 2.3 **Procurement.** The MTEPS Procurement Unit is deemed to be institutionally strong in procurement, to the extent that it presents a low risk for the Bank. This assessment is based on the following: (i) its staff is experienced in managing procurements financed with resources from multilateral agencies; (ii) the electronic reporting systems used to monitor procurements are effective; and (iii) the procurement plan is reviewed quarterly. However, inasmuch as the procurement workload will increase as its lines of activity are expanded under this program, an additional procurement specialist will be needed to tend to this operation.
- 2.4 **Implementation capacity and sustainability.** Prior labor-related operations executed in Bolivia enjoyed a good spirit of cooperation between the parties. However, this is the first time the Bolivian government will receive support for a comprehensive large-scale program. To mitigate this risk, it was agreed that the current technical staff (experienced in implementing the MPED program and running the existing local Employment Service offices) would be retained, and sufficient resources (physical, human, and technological) as envisaged by the loan would be provided.

### D. Other risks

- 2.5 **Macroeconomic framework.** One constant risk for active labor market policies is that results ultimately depend on the macroeconomic environment. Thus, an

important risk is that the structural reforms and the investment program announced by the Bolivian government may not bring about the expected outcomes in terms of job creation.

- 2.6 **Governance and the political climate of the sector.** The governance and political climate of the labor sector may be undermined due to lack of clear communication with the private production sectors, growing concern over the uncertainty of labor laws, and political instability at the ministerial level. Mitigating this risk depends on the effectiveness of the employment counselors and employer coordinators. To this end, the project will apply a rigorous selection method for these specialists to ensure they have business-oriented credentials and will provide continuing training for them.

### III. IMPLEMENTATION AND MANAGEMENT PLAN

#### A. Summary of implementation arrangements

- 3.1 **Executing agency.** The MTEPS will be the executing agency. Overall responsibility for program administration and execution will be entrusted to the Employment Division (DGE) supported by the national coordinators, the departmental agencies, and the local Employment Service offices.
- 3.2 For purposes of program execution, the DGE will be supported by the national coordinators, who will be in charge of the day-to-day operation and administration of this program: (i) the PSE; (ii) the Employment Service; and (iii) the MPED program.
- 3.3 At present, the Employment Service operates 12 local offices throughout the country, which are housed in the departmental headquarters in the provincial capitals and the city of El Alto, with financing from the National Treasury. In the framework of the proposed program and to enhance the delivery of services, it was agreed that these local offices would be relocated to make them more accessible, and additional points of service may be opened with the Bank's prior agreement.
- 3.4 **Conditions precedent.** As a condition precedent to the first disbursement, the Operating Regulations previously approved by the Bank will have entered into effect. In addition to the condition precedent to the first disbursement, as a condition precedent to the disbursement of Component 2 resources, the executing agency will present evidence of the entry into force of the legal instrument establishing the legal, institutional, operational, and financial framework for the payment of stipends to the individual beneficiaries of this program.

#### B. Stipends for on-the-job training

- 3.5 The execution mechanism for the payment of training stipends calls for a signed letter of agreement between the MTEPS and the selected companies, as well as a mutually agreed training plan. These companies will offer internships to beneficiaries referred by the Employment Service. Monthly payments will be made through the Integrated Administrative Management and Modernization System

upon receipt of requests from local offices issued upon review of the beneficiary's attendance record, in compliance with the authorization process described in the Operating Regulations (section III.H).

**C. Procurement of goods and services**

- 3.6 **Procurement.** Program procurement will be governed by Bank policies (documents GN-2349-7 and GN-2350-7). International competitive bidding (ICB) will be required for procurements of goods or services other than consulting services costing US\$200,000 equivalent or more, and for works costing US\$3 million equivalent or more. National competitive bidding (NCB) will be required for goods and consulting services costing US\$50,000 equivalent or more, and for works costing US\$350,000 equivalent or more. Shopping may be used for goods or services costing US\$50,000 equivalent or less, and works costing US\$350,000 equivalent or less. Shortlists of consultants for contracts valued at less than US\$200,000 equivalent may comprise entirely national consultants. Bolivia's public procurement system has been evaluated and accepted by the Bank (see Annex III, Procurement Plan) and may be used for this operation.
- 3.7 **Direct contracting.** Direct contracting may be used for certain consulting services given the prior experience executing programs with external financing, in accordance with paragraphs 3.9 to 3.13 of the Bank's policies on consulting services, and with the procurement plan. The justification for the direct contracting of the specified consulting services is consistent with the provisions contained in the Bank policies (see the procurement plan).

**IV. AUDITS**

- 4.1 **Audits.** The executing agency will present annual financial statements for the program audited by an independent firm of auditors deemed eligible and selected in accordance with the Bank's policies and procedures. During the execution period, the audited financial statements will be delivered annually within 120 days after the end of each fiscal year. Audit costs will be covered with proceeds from the Bank's loan.
- 4.2 **Summary of arrangements for monitoring results – monitoring and evaluation.** Components 1 and 2 will be evaluated 18 months into project execution, immediately following which the program will be scaled up and consolidated. In addition, there are plans to implement a continuous monitoring system in order to generate relevant information to monitor the program under its three modalities (Employment Service, PSE, and MPED). The Bank is cooperating with World Bank and Government of Bolivia experts to develop a method for evaluating the impact of the MPED program and the PSE. The PSE evaluation will be based on a longitudinal design to explore the temporal variance in access to the program so as to measure the impact on wages and post-program job transitions. Monitoring of the Employment Service will be based on the record of applicants and businesses posting vacancies through the employment service. In both cases,

records may include specific questions for the beneficiaries and business participating in the MPED program or the PSE. Indicators to measure outcomes were developed for the system (see [Monitoring and Evaluation link](#)).

**Program to Support Employment  
(BO-L1051)  
Development Effectiveness Matrix  
Summary**

Criteria	Score	Maximum score
<b>I. Strategic relevance</b>	<b>Low</b>	
<b>Section 1. IDB strategic development objectives</b>	<b>3.5</b>	<b>10</b>
Country diversification	2.0	2
Corporate initiatives	0.0	2.5
Harmonization and alignment	0.5	3.5
Beneficiary target population	1.0	2
<b>Section 2. Country strategy development objectives</b>	<b>4.0</b>	<b>10</b>
Country strategy sector diagnosis	3.6	6
Country strategy sector objective and indicator	0.4	4
<b>II. Development outcomes - Evaluability</b>	<b>Partially Satisfactory</b>	
<b>3. Evidence-based assessment and solution</b>	<b>4.3</b>	<b>10</b>
<b>4. Evaluation and monitoring plan</b>	<b>7.6</b>	<b>10</b>
<b>5. Cost-benefit or cost-effectiveness</b>	<b>0.0</b>	<b>10</b>
<b>6. Risks and mitigation monitoring matrix</b>	<b>7.5</b>	<b>10</b>
<b>III. IDB's role - Additionality</b>		
<b>Section 7. Additionality</b>	<b>7.0</b>	<b>10</b>
Technical assistance provided prior the project	3.0	3
Improvements in management of financial, procurement, monitoring or statistics internal controls	4.0	4
Improvements in environmental, health, and labor performance	0.0	3

**I. Strategic relevance:** This operation will be executed through an investment loan. Its objective is linked to expanding and strengthening the coverage and effectiveness of the active employment policies of Bolivia, a Group C/D country in South America. The project will use country financial administration systems and will strengthen the MTEPS monitoring system.

**II. Evaluability:** The project describes the labor market in Bolivia and indicates several challenges, such as informality, job insecurity, and underemployment. Given the absence of strong institutions, the proposal is to expand the strengthen the Employment Service, in order to improve information for job seekers and the functioning of the labor market. The project will also provide incentives to hire workers. The proposed solutions, particularly the delivery of incentives, have not been sufficiently justified or substantiated by the diagnostic assessment, which presents labor market data but does not provide an analysis that would justify these interventions. However, the project has a sound evaluation component, and it will be possible to evaluate its components to confirm the hypotheses underlying the interventions to be financed.

**III. Additionality:** The operation's additionality lies primarily in the improvements that will come about in the use of information and monitoring in areas within the sector but beyond the project itself. In addition, a technical cooperation project has provided support in various sector planning areas that support but go beyond this operation.

RESULTS MATRIX PROGRAM TO SUPPORT EMPLOYMENT (BO-L1051)			
PROJECT OBJECTIVE	To support the MTEPS in its efforts to expand the coverage and effectiveness of its active employment policies, thereby helping to achieve better integration of workers into Bolivia's labor market.		
EXPECTED IMPACT	Everybody (men, women, and young people) who will benefit from an efficient employment system in Bolivia.		
OUTCOME INDICATORS	Base level (2010)	Target level (2015)	Comments
<b>Outcome 1: Enhanced capacity to design, execute, analyze, and evaluate active employment policies at the Ministry of Labor, Employment, and Social Security (MTEPS)</b> <b>Indicators:</b> <ol style="list-style-type: none"> <li>Number of job seekers served per year</li> <li>Number of vacancy announcements posted annually by employers through the service</li> </ol>	10,000 (2009) 3,000 (2008 data)	20,000 6,000	
<b>Outcome 2: Enhanced insertion in the labor market of active program-supported adult job seekers</b> <b>Indicators:</b> <ol style="list-style-type: none"> <li>Placement rate for beneficiaries of the program to support adults (monitoring data).</li> <li>Percentage of beneficiaries of the program to support adults who remain employed three months after the stipend ends (monitoring data for a beneficiary sample)</li> <li>Percentage of beneficiaries of the program to support adults who find jobs compared to the control group (determined by strategies controlling for observable characteristics) (evaluation study data)</li> </ol>	0  0	60%  40%  To be determined (TBD)	New program; expected to serve 2,000 beneficiaries in 2012.   Indicators 3, 4, and 5 will be estimated using data from the studies carried out as part of technical cooperation project BO-T1066.

RESULTS MATRIX PROGRAM TO SUPPORT EMPLOYMENT (BO-L1051)							
PROJECT OBJECTIVE	To support the MTEPS in its efforts to expand the coverage and effectiveness of its active employment policies, thereby helping to achieve better integration of workers into Bolivia’s labor market.						
EXPECTED IMPACT	Everybody (men, women, and young people) who will benefit from an efficient employment system in Bolivia.						
4. Percentage of beneficiaries of the program to support adults with similar credentials who obtain a better paying job compared to the control group (determined by strategies controlling for observable characteristics) (evaluation study data)			TBD				
5. Percentage of beneficiaries of the program to support adults with a shorter search period compared to persons with similar credentials in the control group (determined by strategies controlling for observable characteristics) (evaluation study data)			TBD				
COMPONENT 1: EXPANSION OF THE EMPLOYMENT SERVICE							
Outputs	Base	Year 1	Year 2	Year 3	Year 4	Year 5	Source of data / Comments
1. Number of national and local employment service offices strengthened	0	0	9	3			Projection prepared by the MTEPS-supported Employment Service offices: national office and local offices in La Paz, El Alto, Cochabamba, Quillacollo, Santa Cruz, Montero, Oruro, Potosí, Tarija, Trinidad, Cobija, Sucre
2. Employment portal operational	0	0	1				MTEPS projection based on the existence of studies prepared by consultants under technical cooperation project BO-T1066 to help design the data system and the required IT support
3. New companies posting their vacancy announcements to the system	0	200	200	200	200	200	

<b>RESULTS MATRIX</b> <b>PROGRAM TO SUPPORT EMPLOYMENT</b> <b>(BO-L1051)</b>							
<b>PROJECT OBJECTIVE</b>	To support the MTEPS in its efforts to expand the coverage and effectiveness of its active employment policies, thereby helping to achieve better integration of workers into Bolivia's labor market.						
<b>EXPECTED IMPACT</b>	Everybody (men, women, and young people) who will benefit from an efficient employment system in Bolivia.						
<b>Intermediate outcomes</b>							
1. Increased capacity to provide assistance to Employment Service users, measured in terms of: --- Access to the 800 line --- Online access to the labor exchange --- Trained employment counselors --- Trained employer coordinators	0 0 0 0	1 0 12 12	1 10 10	3 3			At present, there are 12 employment counselors, one per office. At the end of the project, there are expected to be 25 employment counselors, and both current and new agents will be trained. At present, the employment offices have no employer coordinators. There are expected to be 25 at the end of the project.
<b>Outcomes</b>							
1. Expanded institutional capacity at the Employment Service to manage and deliver assistance services to workers and employers, measured in terms of: --- Number of job seekers served per year --- Number of vacancy announcements posted annually by employers through the service	10,000 3,000	10,000 3,000	12,000 3,500	15,000 4,500	18,000 5,500	20,000 6,000	Employment Service information system Satisfaction survey of employers and workers
<b>COMPONENT 2: EMPLOYMENT SUPPORT FOR ADULTS</b>							
<b>Outputs</b>	<b>Base</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Comments</b>
1. Number of people receiving a stipend	0	2,000	4,000	5,000	6,000	3,000	Estimates based on MTEPS projections, considering the number of beneficiaries served by the MPED program
<b>Intermediate outcomes</b>							
Placement rate for beneficiaries of the program to support adults (monitoring data).	0	40%	50%	50%	60%	60%	
Percentage of beneficiaries of the program to support adults who remain employed three months after the stipend ends (monitoring data)		20%	25%	25%	30%	30%	

<b>RESULTS MATRIX</b> <b>PROGRAM TO SUPPORT EMPLOYMENT</b> <b>(BO-L1051)</b>							
<b>PROJECT OBJECTIVE</b>	To support the MTEPS in its efforts to expand the coverage and effectiveness of its active employment policies, thereby helping to achieve better integration of workers into Bolivia's labor market.						
<b>EXPECTED IMPACT</b>	Everybody (men, women, and young people) who will benefit from an efficient employment system in Bolivia.						
<b>Outcomes</b>							
Percentage of beneficiaries of the program to support adults who find jobs compared to the control group (determined by strategies controlling for observable characteristics) (evaluation study data)	0	TBD	TBD	TBD	TBD	TBD	The indicators will be estimated using data from the studies carried out as part of technical cooperation project BO-T1066.
Percentage of beneficiaries of the program to support adults with similar credentials who obtain a better paying job compared to the control group (determined by strategies controlling for observable characteristics) (evaluation study data)	0	TBD	TBD	TBD	TBD	TBD	The indicators will be estimated using data from the studies carried out as part of technical cooperation project BO-T1066.
Percentage of beneficiaries of the program to support adults with a shorter search period compared to persons with a similar profile in the control group (determined by strategies controlling for observable characteristics) (evaluation study data)	0	TBD	TBD	TBD	TBD	TBD	The indicators will be estimated using data from the studies carried out as part of technical cooperation project BO-T1066.
<b>COMPONENT 3: PLANNING, ANALYSIS OF EMPLOYMENT POLICIES, AND EVALUATION</b>							
<b>Outputs</b>	<b>Base</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Comments</b>
Monitoring and evaluation system up and running	0	0	1				
Evaluation of the program to support employment for adults ---- Evaluation of processes ---- Impact evaluation			1			1	
Employment Service evaluation --- Evaluation of processes --- Impact evaluation			1			1	
<b>Intermediate outcomes</b>							
<b>Outcomes</b>							

**Project: Program to Support Employment**

Project number: BO-L1051

Loan Contract:

Period covered by this Procurement Plan:

From:

To:

No. Ref. (1)	Category and description of the procurement contract	Estimated cost of procurement (US\$)	Procurement method (2)	Review (ex ante or ex post)	Source of financing and percentage		Prequalification (Yes/No) (3)	Estimated dates		Status (pending, in process, awarded, canceled) (4)	Comments
					IDB %	Local / Other %		Publication of specific procurement notice	Completion of contract		
1	GOODS										
1.1	Computer equipment	530,700	NCB	EX ANTE	100%		NO	N/A	N/A	Pending	
1.2	Servers	20,000	S	EX POST	100%		NO	N/A	N/A	Pending	
1.3	Television equipment	20,000	S	EX POST	100%		NO	N/A	N/A	Pending	
1.4	Furnishings	440,000	NCB	EX ANTE	100%		NO	N/A	N/A	Pending	
2	CIVIL WORKS										
	Refurbishment of execution unit office	TBD	TBD	N/A	N/A		NO	N/A	N/A	Pending	
3	NON-CONSULTING SERVICES										
											Includes several contracts under US\$200,000
3.1	Dissemination services	2,000,000	NCB	EX ANTE	100%		NO	N/A	N/A	Pending	
4	CONSULTING SERVICES										
	Individual consultant										
4.1	National Employment Service coordinator (Component 2)	70,000	DC	EX ANTE	100%		NO	N/A	N/A	Pending	

No. Ref. (1)	Category and description of the procurement contract	Estimated cost of procurement (US\$)	Procurement method (2)	Review (ex ante or ex post)	Source of financing and percentage		Prequalification (Yes/No) (3)	Estimated dates		Status (pending, in process, awarded, canceled) (4)	Comments
					IDB %	Local / Other %		Publication of specific procurement notice	Completion of contract		
4.2	Individual consultant  National coordinator - Employment for Adults (Component1)	70,000	DC	EX ANTE	100%		NO	N/A	N/A	Pending	
4.3	Individual Consultant – National labor intermediation specialist	60,000	NICQ	EX POST	100%		NO	N/A	N/A	Pending	
4.4	Individual consultant  National IT specialist	60,000	DC	EX ANTE	100%		NO	N/A	N/A	Pending	
4.5	Individual consultant  National specialist for people with disabilities	60,000	NICQ	EX POST	100%		NO	N/A	N/A	Pending	
4.6	Individual consultant  National job counseling and training specialist	60,000	NICQ	EX POST	100%		NO	N/A	N/A	Pending	
4.7	Individual consultant  National statistics specialist	51,000	NICQ	EX POST	100%		NO	N/A	N/A	Pending	
4.8	Individual consultant  National administrative and financial specialist	54,000	NICQ	EX POST	100%		NO	N/A	N/A	Pending	

No. Ref. (1)	Category and description of the procurement contract	Estimated cost of procurement (US\$)	Procurement method (2)	Review (ex ante or ex post)	Source of financing and percentage		Prequalification (Yes/No) (3)	Estimated dates		Status (pending, in process, awarded, canceled) (4)	Comments
					IDB %	Local / Other %		Publication of specific procurement notice	Completion of contract		
4.9	Individual consultant National communications specialist	51,000	NICQ	EX POST	100%		NO	N/A	N/A	Pending	
4.10	Individual consultant Departmental officials (9)	48,000	NICQ	EX POST	100%		NO	N/A	N/A	Pending	
4.11	Individual consultant Supervisors for the local Employment Service offices (9)	42,000	NICQ	EX POST	100%		NO	N/A	N/A	Pending	
4.12	Individual consultant Supervisor for Adults program	42,000	NICQ	EX POST	100%		NO	N/A	N/A	Pending	
4.13	Individual consultant Employer coordinator	40,000	NICQ	EX POST	100%		NO	N/A	N/A	Pending	
4.14	Individual consultant Operations specialists	28,000	NICQ	EX POST	100%		NO	N/A	N/A	Pending	
4.15	Individual consultant Accountant	48,000	DC	EX ANTE	100%		NO	N/A	N/A	Pending	
4.16	Individual consultant Procurement specialist	48,000	NICQ	EX POST	100%		NO	N/A	N/A	Pending	
4.17	Individual consultant Procurement specialist	28,000	NICQ	EX POST	100%		NO	N/A	N/A	Pending	

[illegible]