

## Consultancy for the collection of information on labor demand in the Bahamas

### **Background of this search:**

In the context of the Technical Cooperation: *Support to skills development in the Bahamas*, the Labor Markets Division at the Inter-American Development Bank (IDB) seeks to increase the availability of information on the demand of skills and competencies in Bahamas. In this sense, a professional is required to design and implement an instrument to collect information on labor demand from a representative sample of firms in Bahamas.

### **The team's mission:**

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

### **What you'll do:**

The general objective of this consultancy is to design and implement an instrument to collect labor demand information in Bahamas. In order to achieve this, the consultant should carry out the following activities:

1. Develop a diagnostic and assessment of existing instruments to collect labor demand information in Bahamas.
2. Co-create with stakeholders an online data instrument collection of labor demand information. This includes the desing of the questionarie, the methodology to define a representative sample of firms, and data collection protocols. The instrument should:
  - a. Identify cognitive, technical, socioemotional, and digital skill gaps.
  - b. Identify causes and consequences of these gaps.
  - c. Explore the strategies adopted by the firms to deal with these issues.
  - d. Inform training and intermediation programs, promoting the development of relevant skills for the productive sector
3. Apply the online data instrument to a representative sample of firms in Bahamas.
4. Develop a methodological note of results from the data collection exercise that includes analysis of skills and occupational demand of the productive sector and skills and competencies gaps.
5. Develop a proposal of policy recommendations to improve information systems to identify skills and competencies demands in Bahamas.
6. Participate in meetings with potential stakeholders of the data collection instrument.
7. Participate in meetings with the project team of the IDB.

### **Deliverables and Payments timeline:**

1. **Deliverable 1:** Workplan and methodology. This should include a schedule of activities to carry throughout the consultancy and describe the methodology that will be used in order to fulfil the objectives of the project in a timely manner.
2. **Deliverable 2:** Diagnostics and assessments of existing instruments. This should describe the research and analysis developed about the characteristics, benefits, improving opportunities and risks of each of the existing instruments in Bahamas to collect labor demand information.
3. **Deliverable 3:** Design of the data collection instrument. This should describe the final questionnaire, the methodology to select the representative sample of firms, and the data collection protocols.
4. **Deliverable 4:** Technical note of the data collection exercise. This document should present a thorough analysis of the results of the survey including the current skills and occupational demand of the productive sector, and skills and competencies gaps that were identified. Also, it should include a proposal of policy recommendations to improve information systems to identify skill and competencies demands in Bahamas.

All deliverables should be reviewed and approved by the technical team of the IDB before each payment. The payment schedule is as follows:

<b>Payment Schedule</b>	
<b><i>Deliverable</i></b>	<b>%</b>
1. <i>Product 1: workplan and schedule of activities</i>	10%
2. <i>Product 2: Diagnostics and assessments of existing instruments</i>	15%
3. <i>Product 3: Design of the data collection instrument</i>	45%
4. <i>Product 4: Technical note of the data collection exercise</i>	30%
<b>TOTAL</b>	<b>100%</b>

### **What you'll need:**

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

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

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

**Experience:** A minimum of 10 years of relevant professional experience in the field of design and evaluation of human capital interventions, including activities for the design and implementation of labor market surveys.

**Languages:** Spanish and English (advanced level).

**Core and Technical Competencies:** Experience in labor policy evaluations will be positively valued. Excellent ability to communicate both orally and written.

**Opportunity Summary:**

- Type of contract and modality: Product and External Services Consultancy (PEC)
- Length of contract: 12 months
- Starting date: March 2023.
- Location: External.
- Responsible person: Carolina González-Velosa, Specialist of the Labor Market and Social Security Division (SCL/LMK), [cagonzalez@iadb.org](mailto:cagonzalez@iadb.org).
- Requirements: You must be a citizen of one of the IDB's 48 member countries and have no family members currently working at the IDB Group.

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

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

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

## TERMS OF REFERENCE

*Consultancy for the design of a Sectorial Talent Pipeline and implementation of a pilot in the Bahamas*

Bahamas

TT-T1129

Support to skills development in the Bahamas

### **1. Background and Justification**

- 1.1.** The Labor Markets and Social Security Division (SCL/LMK) promotes more and better employment in Latin America and the Caribbean. The IDB works to achieve regional goals in poverty reduction, equality of opportunities and improvement of labor productivity, by strengthening employment and training services, improving the design and scope of social security, and the analysis of labor markets and labor information. To achieve these goals, LMK is currently focusing on analytical work and projects in the following four main areas: Labor Intermediation, Skills Developing, Workforce Migration, and Social Security.
- 1.2.** Labor market conditions in the Bahamas have been weak for many years. Throughout the previous decade, unemployment rates in The Bahamas remained in the double digits, largely due to a continued overhang after the global financial crisis. Youth unemployment rates have been persistently higher. For instance, in May 2019 the unemployment rate of individuals aged 15-25 reached 20%, exactly twice the national unemployment rate (Department of Statistics, Labor Force Report). This situation worsened in 2020 with the pandemic: according to IMF estimates, the unemployment rate in 2020 soared, reaching 25.5% in 2020. The extreme reliance of employment on the tourism sector, which is high even for Caribbean standards, made this shock especially dramatic.
- 1.3.** Even though the economy is recovering, with GDP expected to grow in 2022 in 8%, a full recovery to pre-pandemic levels is not expected before end-2023 (IMF, 2022). This recovery may not translate into an equitable rebound of the labor market. Structural changes in the labor market due to pandemic may have permanently affected the demand of certain occupations and skills and some workers may find limited opportunities for reemployment.
- 1.4.** Labor demand in the Bahamas will also be affected by global trends, such as technological transformation and climate change. While the adoption of new digital technologies can increase productivity and competitiveness, it can also reduce the demand of workers, particularly of those whose skills are substitutes of digital technologies (Acemoglu and Autor, 2011; Autor and

Restrepo, 2018). If adequate reskilling or upskilling policies are not implemented, the adoption of digital and/or cleaner technologies can have a negative impact on many workers.

**1.5.** In this context, the IADB is financing a Technical Cooperation (TC) which objective is to strengthen and systematize activities that are being held to identify skills needs in The Bahamas, and to design a talent pipeline that closes skill gaps in strategic and priority sectors. Thus, this TC will support workers who are vulnerable to structural and technological changes by orienting job training and labor intermediation programs in the relevant skills demanded by the productive sector.

**1.6.** The Bank is searching for a firm to design a Sectorial Talent Pipeline and to implement a pilot in the Bahamas. This work will include: (i) the assessment of a strategic productive sector; (ii) the definition of relevant professional profiles; (iii) the identification of existing training initiatives; and (iv) the Sectorial Talent Pipeline with estimation of costs and operational management.

## **2. Objectives**

**2.1.** The general objective of this consultancy is to design a Sectorial Talent Pipeline to develop human capital in a strategic productive sector that is affected by technological change in Bahamas and to implement a pilot and roadmap of scalability of the pipeline.

## **3. Scope of Services**

The consultancy will require:

- 3.1.** Design an action plan to develop human capital of a strategic productive sector of Bahamas from a thorough assessment of micro and macroeconomic data and a dialogue with main stakeholders.
- 3.2.** Implement a pilot of the Sectorial Talent Pipeline to put in practice the operational management design, professional profiles defined, and training courses/programs identified.
- 3.3.** Define a roadmap of scalability to implement the Sectorial Talent Pipeline at a national level.

## **4. Key Activities**

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

- 4.1.** Identify a strategic productive sector that has skill requirements affected by technological change (e.g., digital, climate change) in Bahamas.
- 4.2.** Identify skills and competencies that are required to fulfil the needs the strategic productive sector.
- 4.3.** Define relevant professional profiles and a medium length training program (150 to 600 hours) that is appropriate to the needs of the specific sector.
- 4.4.** Analyze and define training centers and/or existing training initiatives that meet the emerging

needs of the strategic productive sector to develop within the TC.

- 4.5. Develop a Sectorial Talent Pipeline detailing a proposal for operational management, governance framework, and estimation of costs of training, certification, intermediation, monitoring, and evaluation of results.
- 4.6. Define specific strategies to achieve a high employability (above 70%) of the participants of the Sectorial Talent Pipeline that include: demand coordination, quantitative and qualitative demand estimates, development of training suppliers, target of beneficiaries, quality management, and intermediation management.
- 4.7. Implement a pilot of the Sectorial Talent Pipeline.
- 4.8. Develop a roadmap of scalability for the Sectorial Talent Pipeline at a national level defining operational management, a governance framework, and estimation of costs.
- 4.9. Have regular meetings with the team of the project from the IADB.
- 4.10. Have meetings or develop workshops with main stakeholders of the Sectorial Talent Pipeline (firms with skill and competencies demands from the strategic productive sector, and potential training centers or suppliers)
- 4.11. Develop reports and deliverables according to what is established in the following section.

## 5. **Expected Outcome and Deliverables**

The expected outcomes and deliverables of this consultancy are:

### **5.1. Workplan and methodology**

The firm should define a workplan with a schedule of roles and activities and propose a methodology in order to achieve the objectives of the consultancy in the estimated time.

### **5.2. Diagnostics of the strategic productive sector**

The firm should identify a strategic productive sector that has skill requirements affected by technological change (e.g., digital, climate change) in Bahamas. This should include a thorough analysis of micro and macroeconomic data related with the competitive and sustainable development of the economic sector and quality employment opportunities for economically active population that live in vulnerable conditions.

### **5.3. Definition of relevant professional profiles and estimation of vacancies**

The firm should carry out meetings or develop workshops with firms from the strategic productive sector in order to identify the emerging occupations, skills and competencies that are required by the sector. Here the strategic sector should validate professional profiles, recruitment requirements and training programs. Also, the availability of vacancies for the specific professional profile should be estimated. For this, the firm should make a literature review, analyze micro and macroeconomic information, and develop interviews with key actors from the labor market (public sector, private sector, international organizations, and training centers).

#### **5.4. Assessment of relevant training offers**

The firm should identify and analyze the potential suppliers of training and the relevance of the different courses/programs/initiatives that they offer for the professional profiles defined and the needs of the strategic productive sector. This would include the validation of previous experience or potential competence in the training of the specific skills and professional profiles, the compliance of quality standards and the compliance of standardized training.

#### **5.5. Proposal of Sectorial Talent Pipeline**

This deliverable should propose a strategy to develop human capital that will boost the growth and development of a strategic productive sector in Bahamas that has skill requirements affected by technological change (e.g., digital or climate change). This includes the thorough planning of the different stages of its implementation, the operational management, the training management, the governance framework, certifications, intermediation, monitoring, and evaluation of results. Also, it should have the estimation of costs associated with the implementation of the model, training, and the evaluation of the pipeline according to the estimates of demand.

#### **5.6. Implementation of pilot of the Sectorial Talent Pipeline**

The firm should carry out a pilot of the Sectorial Talent Pipeline for a small sample, coordinating the roles and activities that each stakeholder of the initiative should have. The pilot should put in practice all the characteristics defined in the previous deliverable: operational management, governance framework, certifications, intermediation, monitoring, and evaluation of results. It is key that the firm collects relevant information of each stage of the Pipeline in order to inform the findings and policy recommendations of the exercise. All this information should be documented in a methodological note of the pilot.

#### **5.7. Definition of roadmap of scalability of the Sectorial Talent Pipeline**

Form the pilot experience, the firm should propose an action plan to broaden the Sectorial Talent Pipeline at a national level. This should include a sustainable governance framework and financial model of the Sectorial Talent Pipeline, a design of a permanent management process of call and selection of beneficiaries, private sector communication, training, certification, labor intermediation, and evaluation of results.

### **6. Project Schedule and Milestones**

The consultancy will have a duration of twelve months:

**6.1. Milestone 1:** Definition of workplan with schedule of activities and proposed methodology. This activity and the respective product (5.1) will have to be delivered within the first month of the consultancy.

**6.2. Milestone 2:** Identification of strategic productive sector affected by technological change (e.g.,

digital, climate change). This activity and the respective product (5.2) will have to be delivered within the fourth month of the consultancy.

- 6.3.** Milestone 3: Definition of professional profiles of the strategic productive sector. This activity and the respective product (5.3) will have to be delivered within the sixth month of this consultancy.
- 6.4.** Milestone 4: Identification of training offers (e.g., centers, programs, initiatives) relevant to the strategic productive sector. This activity and the respective product (5.4) will have to be delivered within the seventh month of this consultancy.
- 6.5.** Milestone 5: Proposal of Sectorial Talent Pipeline for Bahamas. This activity and the respective product (5.5) will have to be delivered within the eighth month of this consultancy.
- 6.6.** Milestone 6: Implementation of pilot of the Sectorial Talent Pipeline with a small sample. This activity will have to be delivered within the ninth and eleventh month of this consultancy.
- 6.7.** Milestone 7: Methodological note with results from the pilot and proposal of roadmap for scalability at a national level. These activities and the respective products (5.6 and 5.7) will have to be delivered within the twelfth month of this consultancy.

## **7. Reporting Requirements**

- 7.1.** Product 1: Includes deliverable 5.1 “Workplan, schedule of activities and methodology proposed”. This product can be sent in Word, PDF or Excel format and should be written in English. It should provide information about the team of the project with each specific roles, a list of activities to carry out throughout the consultancy and describe the methodology that will be used in order to fulfil the objectives of the project in a timely manner.
- 7.2.** Product 2: Includes deliverables 5.2 “Diagnostics of strategic productive sector”, 5.3 “Definition of relevant professional profiles”, and 5.4 “Assessment of training offers”. This product can be sent in Word or PDF format and should be written in English. It should provide all diagnostics and assessments developed around the strategic productive sector of Bahamas, highlighting the micro and macroeconomic data that was used, the conclusions from meetings and workshops with potential stakeholders of the initiative and results from the research done around the professional profiles and training offers.
- 7.3.** Product 3: Includes deliverable 5.5 “Proposal of Sectorial Talent Pipeline”. This product can be sent in Word or PDF format and should be written in English. It should provide all operational, financial, strategic, and managerial characteristics of the Sectorial Talent Pipeline. It should detail the phases for its implementation and identify critical factors for its success.



- 7.4.** Product 4: Includes deliverable 5.6 “Implementation of pilot of Sectorial Talent Pipeline”, and 5.7 “Roadmap of scalability of Sectorial Talent Pipeline”. This product can be sent in Word or PDF format and should be written in English. It should describe the main characteristics and conditions in which the pilot took place, provide information about relevant results on employment indicators, and propose a roadmap with specific activities, actors, and roles to escalate the Sectorial Talent Pipeline.

## **8. Acceptance Criteria**

- 8.1.** The approval of the products will be determined by the IADB. Carolina González-Velosa specialist of the Labor Markets and Social Security Division is the authorized person to accept the work.

## **9. Other Requirements**

- 9.1.** Not applicable.

## **10. Supervision and Reporting**

- 10.1.** Carolina González-Velosa will be supervising the products of this consultancy. She will approve, give feedback, or instructions for modifications. For this, she will collect the comments and requirements from the project team, from the beneficiary entity of this TC, and in some cases, from main stakeholders of the initiative.

## **11. Schedule of Payments**

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

<b>Payment Schedule</b>	
<b><i>Deliverable</i></b>	<b>%</b>
5. <i>Product 1: workplan and schedule of activities</i>	10%
6. <i>Product 2: Diagnosis and assessment of strategic productive sector</i>	20%
7. <i>Product 3: Proposal of Sectorial Talent Pipeline</i>	40%
8. <i>Product 4: Methodological note of pilot and roadmap of scalability</i>	30%
<b>TOTAL</b>	<b>100%</b>

