

Risk Management Consultant

SCL/LMK

Strengthening Implementation and Risk Response of the Skills Development for GSS in Jamaica (Risk Management Consultant): JA-T1198

TERMS OF REFERENCE

BACKGROUND

The GSS is one of the fastest growing and resilient segments of the services export sector worldwide, with digitization and automation being two of the most important trends influencing it. This segment's share has grown from 15% of total global services exports in 2010 to 22% in 2014. The global market for the BPO industry alone is projected to reach US\$262.2 billion by 2022, an increase of 74.8% from 2017, while for ITO, analysts expect it to reach US\$481 billion by 2022. KPO is projected to reach US\$124.2 billion by 2025. The introduction of artificial intelligence and other technologies is already impacting the GSS. Furthermore, as artificial intelligence increasingly handles more basic customer requests in the BPO segment, tasks handled by human agents will become more complex, requiring workers to develop more advanced skills that leverage uniquely human characteristics like creativity and empathy.

Following worldwide trends, the Global Services Sector in Jamaica has experienced rapid growth over the past few years and has generated high levels of employment. Exports of global services have increased from nearly US\$52 million to US\$223 million between 2011 and 2016, an increase of 331 percent.² The share of global services has grown from almost 2 percent of total services exports in 2011 to nearly 7 percent in 2016.³ With this growth came an increase in employment from approximately 14,000 persons in 2015 to over 22,000 in 2016⁴ (57 percent growth) - the highest for any economic sector within the last decade. In 2019, the sector employs 4300 persons an increase of 6800 from the previous year. The estimated economic contribution of the sector to the economy in 2020 was US\$774B, with each employed worker contributing at least USD\$18,000 annually to the economy and represents the third-largest source of foreign exchange inflows after tourism and remittance inflows.

In this context, the skills development system has a key role to play. A skills development system that allows for a timely anticipation of skills can contribute to a more relevant skill formation policy.⁵ As technology evolves, and labour markets become more dynamic, the skills that are in high demand will shift and there will be increasing demand for skills complementary to technology, including digital skills, high level cognitive skills (such as creative thinking, the ability to learn, and problem resolution), and soft skills.⁶

Similarly, a strong investment ecosystem is critical to attracting investments in value-added segments. Surveys confirm that firms value a strong business environment when selecting a location to base their outsourcing operations.⁷ Critical selection criteria include the availability of incentives and the overall operating environment (regulations, quality of institutions, transparency and timeliness of accessing government approvals, and Investment Promotion Agencies "IPAs").⁸

The Government of Jamaica (GoJ) and the Inter-American Development Bank (IDB) have negotiated a US\$15M financing agreements to address the workforce's skills gap and the limited capacity of the Investment Promotion Agency (IPA)-JAMPRO to attract investment and promote exports in value-added and digital segments. The objective of the GSS Project is to promote the growth of the Global Services Sector (GSS) in Jamaica particularly in higher value-added segments. Specifically, it intends to (i) provide the sector with better-skilled workers; and (ii) increase Jamaica's institutional capacity to attract Foreign Direct Investment (FDI) and increase its exports.

The onset of COVID-19 occasioned a contraction in economic activities in Jamaica, ranging from 1.5 percent to 2.5 percent in the March 2020 quarter¹⁰. Real GDP (Gross Domestic Product) contracted by 0.1 percent in FY2019/20, reflecting a significant decline in economic activity due to the strict measures implemented by the Government of Jamaica through the Disaster Risk Management Act (DRMA) to manage the spread of COVID-19 disease. The Global Services Sector (GSS) experienced a 15 percent decline in employment from 43000 persons in December 2019 to 36000 persons in April 2020, due to the strict measures and temporary closures of some of the major firms in the industry due to outbreaks, even as some firms transitioned to work-from-home. Despite a promising outlook on the sector, strong business confidence and improved employment levels, the execution of many of the activities remains uniquely challenged because of the reliance on in-person activities.

The resultant effect of COVID-19 is a reprioritizing and replanning of some key targets under the Skills Project that were programmed for implementation in 2020 and 2021 to 2022 and in some cases in 2023. The ability of key beneficiary agencies to navigate the pandemic and while also responding to a rapidly rebounding sector are also stymied with competing priorities. Changes to the Government of Jamaica's (GoJ's) supplementary budget (in May and October 2020, as well as January 2021) for FY2020/21 have resulted in fiscal space limitations which could further curtail implementation activities under the Skills Project (JA-L1079). As the pandemic wears on, the need to support the GSS ecosystem -including the executing agency and the PEU, has never been greater, considering its importance in improving the economy, increasing employment levels, and productive and export capacities.

To address these needs and in response to a request from the GoJ, the IDB is providing non-reimbursable technical support to GoJ, through the technical cooperation JA-T1198. The main objective of the TC is to strengthen the institutional capacity of Jamaica Promotions Corporation (JAMPRO) as it navigates the additional execution challenges of the loan brought about by the ongoing global pandemic. This TC will also help to close the capacity support gap to the Executing Agency and the Project Executing Unit, that was otherwise supported under JA-T1151⁹, which expired in August 2021, and help to support the operationalization of the disaster risk management framework that was developed to support business continuity.

OBJECTIVE

The objective of the consultancy is to support the development and implementation of risk management tools to support JAMPRO and the PEU to strengthen implementation, risk response planning, and execution through the preparation. Specifically, the consultant will be responsible for the preparation of an integrated GSS risk management plan and operationalization of the disaster risk management framework to support business continuity of the industry.

MAIN ACTIVITIES

In summary, the selected individual will conduct the following activities:

Activity/Component	Description
1. Undertake detailed risk assessment of Skills project including operationalization of the GSS DRMA	Conduct thorough assessment of macro-economic situation/country context, political context, legal issue; the overall project's execution system, governance, project outputs including agreements, assumptions and stakeholders involved.
2. Development of integrated risk management and action plan	Utilize risk analysis tools to perform qualitative and quantitative risk analysis; Develop multivariate action plan to improve opportunities and reduce threat to the Skills Project including operationalization of the DRMA that was developed for the GSS industry.
3. Conduct Risk review and validation workshop	Facilitate risk workshop to review risk management plan and agreed-upon risk response plans with JAMPRO, PEU, and other key project stakeholders.
4. Coordinate Follow-up and Risk Monitoring workshops	Work closely with JAMPRO and the PEU to review, update and monitor risk.

REPORT /DELIVERABLES

1. Undertake a detailed risk assessment of the Skills project including operationalization of the GSS DRMA.

Conduct a quantitative and qualitative assessment of the current and future factors that could affect the execution of the Skills Project to help understand and identify the opportunities and threats to remaining execution period. The analysis must include, among other things, the following:

- Macroeconomic review such as country context, political/ legal context, social conflict, and environmental factors
- Project Execution system including roles and responsibilities, performance indexes, organizational and change management processes as well as other institutional systems.
- Project including agreements, assumptions, project policies, and stakeholders involved.

2. Development of integrated risk management and action plan

Based on the previous assessment and recommendations, provide strategic guidance, and help to develop an action plan and roadmap to strengthen the risk management plan for the Skills Development Project.

3. Conduct Risk review and validation workshop

This activity will include a more focused dialogue with the executing agency and the PEU and other key project stakeholders. The objective of this dialogue will be twofold: (i) to

validate the findings of the risk assessment; and (ii) to review the overall risk management plan including the assignment of risk owner within the action plans and their associated policy options.

4. Coordinate Follow up and Risk Monitoring

This activity will focus on maintaining dialogue with the executing agency, PEU and key project partners to continuously monitor and update the risk management plan.

PAYMENT SCHEDULE

Deliverable	Payment
Product 1	20%
Product 2	30%
Product 3	25%
Product 4	25%

QUALIFICATIONS

Education: Master's degree in economics, Business, Project Management, Management, Public Policy or related discipline or the equivalent combination of post graduate qualifications.

Experience:

- A minimum of 5-8 years' experience in project/programme management/change management including at least 4 years of professional experience in development projects with the IDB, World Bank or other International Cooperation Agencies.
- Experience working in or with IDB Caribbean member countries would be an asset.
- Experience in facilitating high level workshops with stakeholders from the public and private sector.
- Familiarization with the use and application of Inter-American Development's Bank Risk Management Framework and Methodologies, Procurement policies, and Project management processes.

Languages: English

Areas of Expertise: Project Management, Risk Management, Change Management, Stakeholder Management.

Skills: Strong communication skills including the ability to explain and clearly define project issues at senior levels within the public sector and IDB; demonstrate strong leadership skills; excellent organizational and facilitation skills ; strong oral and written communication skills; time management skills; problem-solving skills and diplomacy; strong communication, teamwork and negotiation skills; strong analytical and reporting skills and the ability to respond in writing by providing clear, concise, timely and accurate information; must be detail oriented; proficiency in MS Office applications.

Competencies: Must be results oriented and target driven; can build strategic relationships among stakeholders by asking clear, concise, and relevant questions to

obtain information; shows flexibility and openness to differing ideas and solutions in highly complex situations regarding policies; procedures and reporting lines; the ability to work under pressure and the ability to influence others by presenting ideas with confidence, energy and passion.

CHARACTERISTICS OF THE CONSULTANCY

Consultancy category and modality: Products and External Services Contractual (PEC).

Contract duration: From March 2022 – March 2023: 220 non-consecutive days in a 12-month period.

Place(s) of work: Country or country of origin. Jamaica

Coordination: The project team leader, Fernando Pavon (SCL/LMK) will be responsible for the supervision of this contract and for the coordination with the Country for delivered products.

Payment and Conditions of Contract: Remuneration will be determined in accordance with Bank regulations and criteria.

Confidentiality: All work related to this assignment, including outputs and information collected will be property of the Inter-American Development Bank and will remain strictly confidential at the discretion of the supervisor.

Consanguinity: Individuals with relatives working for the IDB within and including the fourth degree of consanguinity and the second degree of affinity are not eligible for employment as staff or consultants. Candidates must be citizens of a member country of the Inter-American Development Bank.

Diversity: The IDB is committed to diversity and inclusion and to providing equal opportunities in employment. We embrace diversity based on gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants, and persons of indigenous origins to apply.