

JAMAICA

SCL/LMK

Revision of the National Apprenticeship in Jamaica and Proposal for Expansion – JAT1124

TERMS OF REFERENCE

BACKGROUND

Unemployment in Jamaica is a pressing issue with youths accounting for a major part of the total unemployment figure. A total of 56,200 youth (age 20-24) were unemployed in January 2016, representing 29.5% of total unemployed persons.

Active labour market policies (ALMPs), which seek to achieve the rapid and efficient workforce integration or re-integration of unemployed workers or hard-to-employ vulnerable persons, are widely used by countries around the world to address the aforementioned challenges (IDB, 2013). These ALMPs include, for example: (i) skills training programs that aim to increase beneficiaries' employability and thus their probability of employment; and (ii) labour intermediation services (LISs) like public employment services, which reduce job search costs for job seekers and recruitment costs for employers as they help close the information gap between what the supply and demand of skills is at any given point in time. In this sense, LISs benefit from strong labour market information systems that collect robust and systematic intelligence with which different stakeholders can make evidence-based decisions.

In order to better respond to the demands of current and potential employers, Jamaica needs to increase capacity and instruments to effectively and regularly collect process, analyze and disseminate relevant and reliable Labor Market Information (LMI). The identification of Labour Market issues critically rests on the availability of data, information and analysis. Labour Market information and analysis provide the essential basis for Employment and Labour Policy and informs the design, implementation, monitoring and evaluation of policies that are better focused and targeted in the dynamic market place. There is a strong need to develop an efficient employment service (ES) that can: (i) identify and anticipate the specific skills needs of the private sector; (ii) connect the unemployed with vacancies in the private sector and train people in firms and also the self-employed to be more productive; and (iii) integrate the ES with training programs targeted to employers' needs.

Jamaica currently has several programs that are implemented by different institutions such as Heart Trust/NTA, Jamaica Values and Attitudes (JAMVAT) program offered through the Ministry of Education, National Youth Service (NYS),¹ among others. The review of the current apprenticeship system may offer the opportunity to rationalize a range of existing in service training programs.

¹ National Youth Service (NYS) aims to equip youths with the necessary life coping skills to foster their personal and career development as well as enhance their contribution to community and national development. <http://www.nysjamaica.org/dynaweb.dti?dynasection=aboutus&dynamapage=orgprofile>

For this, emphasis must be placed on the development of public-private partnerships (PPP) that allow for the unemployed, particularly the youth, to receive both in-classroom and on-the-job training or both, enabling the formation of a labor force with pertinent skills for the world of work. Specifically, Jamaica can consider exploring and adapting different PPP models that have been successful in other countries in the form of apprenticeship, pre-apprenticeship/traineeship and/or internship programs (Australia, Canada, Germany, the United Kingdom, New Zealand, etc.). A review and proposal of a revised National Apprenticeship Program that establishes the articulation between public sector institutions and employers (PPP) would allow the implementation of labour market demand driven programs.

The objective of this TC is to support the Heart Trust/NTA, the Ministry of Education, Youth and Information, Ministry of Labour & Social Security (MLSS), the Ministry of Economic Growth and Job Creation and both public² & private sector stakeholders in building capacity and development of key inputs required to review and establish a revised National Apprenticeship Program and to strengthen the Labour Market Information System (LMIS)³ in Jamaica.

Within this context, the Government of Jamaica (GoJ) has requested IDB support for the analysis a National Apprenticeship Program currently in place in Jamaica and provide recommendations for a national expansion of the Apprenticeship Program building upon its current structure and incorporating quality assurance mechanisms necessary for a proper implementation and foster a higher success rate.

The current program, is guided by the National Qualification Framework (NQF), the Registered Apprenticeship Program (RAP) is a formally structured, modernized competency-based, standards-driven, flexible and inclusive approach to on-the-job training; that leads to internationally recognized certification. However, there are limitations in terms of number of certifications provided in relation to the number of apprentices being trained.

OBJECTIVE

Specifically, this consultancy will review the current National Apprenticeship Program, Registered Apprenticeship Program (RAP) being implemented by the Ministry of Education and administered by the HEART Trust/NTA and provide recommendations for an expansion of the program incorporating quality assurance mechanisms and provide guidelines on how to interact with private sector.

MAIN ACTIVITIES

The consultant will work closely with the IDB team and GoJ, taking responsibility for the actions that follow:

- a) Revision of the current structure of the RAP including its interaction with private sector, the NQF and understating its current limitations for a broader expansion.

² Public sector stakeholders include (but not limited to): Ministry of Education, HEART Trust/NTA and National Council on Technical and Vocational Education and Training (NCTVET).

³ The Labour Market Information System (LMIS) is an internet-based system that permits increased access to labour market information and intelligence, employment as well as career development opportunities. It is comprised of three major components, the Electronic Labour Exchange (ELE), Skills Bank and Labour market intelligence (LMI).

- b) Conduct stakeholder engagement sessions so as to gain a thorough understanding the limitations for a broad program expansion and gain stakeholder buy-in for the process.
- c) Review governance agreements between institutions as needed, and provide recommendations to establish feasible mechanism of interaction between different stakeholders.
- d) Review of current apprenticeship legislation in Jamaica, and provide recommendations if needed.
- e) Review any other documents of relevance as presented by the IDB or GoJ.

The activities mentioned above constitute the primary responsibilities of the position, not an exhaustive list of duties. Additional responsibilities as necessary for the completion of the above mentioned tasks are not precluded, which may become necessary and be will approved by the supervisor.

REPORTS / DELIVERABLES

- **Product 1.**
 - Prepare and present a PowerPoint presentation detailing the proposed workplan.
- **Product 2.**
 - Submit a report in Word detailing findings from the initial consultations with GoJ and relevant stakeholders.
 - Submit First Draft of the Revision of the RAP and recommendations for a broader expansion incorporating quality assurance mechanisms. Report should include annex with supporting documents of legislation review, institutional arrangements, should include flow charts.
- **Product 3.**
 - Submit the Final Draft of the Revision of the RAP and recommendations for a broader expansion incorporating quality assurance mechanisms. Report should include annex with supporting documents of legislation review, institutional arrangements, should include flow charts.
 - Prepare and present a PowerPoint presentation on the main findings and proposed recommendations for expansion.

PAYMENT SCHEDULE

Deliverable	Payment
Product 1	20%
Product 2	30%
Product 3	50%

QUALIFICATIONS

Education: The individual should have a Master degree in Education, Technical Vocational Training and Development, Economics, Social Sciences or a related discipline.

Experience: A minimum of 5 years professional experience in: designing and implementing apprenticeship programmes or similar programmes in a TVET environment; developing materials for an online environment; project management; change management; stakeholder engagement; and process management.

Language: Fluency in English.

Areas of Expertise: Apprenticeship Program Management, Business Development, Operations Design and Supervision, Technical Vocational Training and Development Stakeholder Management, Project Management, Capacity Building and Institutional Development.

Skills: Strong oral and written communication skills; strong analytical and reporting skills and the ability to respond in writing by providing clear, concise, timely and accurate information; proficiency in MS Office applications.

Competencies: Must be results oriented and target driven; has the ability to build strategic relationships among stakeholders by asking clear, concise and relevant questions in order to obtain information from staff and other clients; shows flexibility and openness to differing ideas and solutions in highly complex situations regarding policies; procedures and reporting lines; and has 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 January to December 2017.

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

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

JAMAICA

SCL/LMK

Strengthening of the ELE technical capacity – JAT1124

TERMS OF REFERENCE

BACKGROUND

Unemployment in Jamaica is a pressing issue with youths accounting for a major part of the total unemployment figure. A total of 56,200 youth (age 20-24) were unemployed in January 2016, representing 29.5% of total unemployed persons.

In order to better respond to the demands of current and potential employers, Jamaica needs to increase capacity and instruments to effectively and regularly collect process, analyze and disseminate relevant and reliable Labor Market Information (LMI). The identification of Labour Market issues critically rests on the availability of data, information and analysis. Labour Market information and analysis provide the essential basis for Employment and Labour Policy and informs the design, implementation, monitoring and evaluation of policies that are better focused and targeted in the dynamic market place. There is a strong need to develop an efficient employment service (ES) that can: (i) identify and anticipate the specific skills needs of the private sector; (ii) connect the unemployed with vacancies in the private sector and train people in firms and also the self-employed to be more productive; and (iii) integrate the ES with training programs targeted to employers' needs.

The Labour Market Information System (LMIS) serves as a single window that provides all information regarding labour market and which has capability to collect, evaluate and disseminate labour market information to all the stakeholders. It contains qualitative and quantitative information and it collects, analyzes and disseminates information that assists and empowers its stakeholders for correct planning, selection and decision making related to education, career, business requirements, training programs, job search, hiring, government policy and investment strategies.

Currently, the LMIS infrastructure does not adequately capture most of the key labour market information needed to facilitate a more efficient functioning LMIS. In addition, aside from reports generated from the database of jobseekers on the website, the LMIS does not automatically allow for detailed analysis of trends. In order to create the conditions for employers to benefit from strong labour market information systems that collect robust and systematic intelligence with which different stakeholders can make evidence-based decisions, this TC will provide the technical assistance to enhance the capabilities of the Jamaica LMIS.

The Government of Jamaica (GoJ) has requested IDB support to the Electronic Labour Exchange (ELE) team's technical capacity to strengthen the LMIS functioning.

OBJECTIVE

Specifically, this consultancy will review and provide inputs for further improvements of the LMIS (ELE portal) which include: (i) technical assistance to strengthen the ELE team's technical capacity (including training activities for Government staff); (ii) development and implementation

of the labor market information collaboration and MOU between ELE and Heart Trust/NTA; and (iii) support in activities leveraging labor market studies and reports to increase the visibility and reputation of the LMIS and the MLSS among various audiences.

MAIN ACTIVITIES

The consultant will work closely with the IDB team and GoJ, taking responsibility for the actions that follow:

- a) Provide recommendations for further improvements of the LMIS (ELE portal).
- b) Provide a plan to strengthen the ELE technical capacity and lead training activities for Government staff.
- c) Review governance agreements between institutions as needed, and provide recommendations to establish feasible mechanism of interaction between different stakeholders. This includes development and implementation of the labor market information collaboration and MOU between ELE and Heart Trust/NTA.
- d) Support in activities leveraging labor market studies and reports to increase the visibility and reputation of the LMIS and the MLSS among various audiences.
- e) Review any other documents of relevance as presented by the IDB or GoJ.

The activities mentioned above constitute the primary responsibilities of the position, not an exhaustive list of duties. Additional responsibilities as necessary for the completion of the above- mentioned tasks are not precluded, which may become necessary and be will approved by the supervisor.

REPORTS / DELIVERABLES

- **Product 1.**
 - Prepare and present a PowerPoint presentation detailing the proposed workplan.
- **Product 2.**
 - Submit First Draft of the recommendations for further improvements of the LMIS (ELE portal) and the plan to strengthen the ELE technical capacity.
- **Product 3.**
 - Submit the Final Draft of the recommendations for further improvements of the LMIS (ELE portal) and a report of the implementation of the training plan to strengthen the ELE technical capacity.

PAYMENT SCHEDULE

Deliverable	Payment
Product 1	20%
Product 2	40%
Product 3	40%

QUALIFICATIONS

Education: The individual should have a Master degree in IT, Technical Vocational Training and Development, Economics, Social Sciences or a related discipline.

Experience: A minimum of 5 years professional experience in: designing and implementing online platforms, work with LMIS; developing materials for an online environment; project management; change management; stakeholder engagement; and process management.

Language: Fluency in English.

Areas of Expertise: IT Program Management, Business Development, Operations Design and Supervision, Technical Vocational Training and Development Stakeholder Management, Project Management, Capacity Building and Institutional Development.

Skills: Strong oral and written communication skills; strong analytical and reporting skills and the ability to respond in writing by providing clear, concise, timely and accurate information; proficiency in MS Office applications.

Competencies: Must be results oriented and target driven; has the ability to build strategic relationships among stakeholders by asking clear, concise and relevant questions in order to obtain information from staff and other clients; shows flexibility and openness to differing ideas and solutions in highly complex situations regarding policies; procedures and reporting lines; and has 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 January to December 2017.

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

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

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

CONFIDENTIALITY

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Inter-American Development Bank and will remain strictly confidential at the discretion of the supervisor.

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Diversity: The IDB is committed to diversity and inclusion and to providing equal opportunities in employment. We embrace diversity on the basis of 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.

JAMAICA

SCL/LMK

Support for the development of Sectoral Skill Council / Committee (SSC) for the development of a job training system (Apprenticeship) – JAT1124

TERMS OF REFERENCE

BACKGROUND

Unemployment in Jamaica is a pressing issue with youths accounting for a major part of the total unemployment figure. A total of 56,200 youth (age 20-24) were unemployed in January 2016, representing 29.5% of total unemployed persons.

Active labour market policies (ALMPs), which seek to achieve the rapid and efficient workforce integration or re-integration of unemployed workers or hard-to-employ vulnerable persons, are widely used by countries around the world to address the aforementioned challenges (IDB, 2013). These ALMPs include, for example: (i) skills training programs that aim to increase beneficiaries' employability and thus their probability of employment; and (ii) labour intermediation services (LISs) like public employment services, which reduce job search costs for job seekers and recruitment costs for employers as they help close the information gap between what the supply and demand of skills is at any given point in time. In this sense, LISs benefit from strong labour market information systems that collect robust and systematic intelligence with which different stakeholders can make evidence-based decisions.

Jamaica currently has several programs that are implemented by different institutions such as Heart Trust/NTA, Jamaica Values and Attitudes (JAMVAT) program offered through the Ministry of Education, National Youth Service (NYS)¹ among others. The review of the current apprenticeship system may offer the opportunity to rationalize a range of existing in service training programs.

For this, emphasis must be placed on the development of public-private partnerships (PPP) that allow for the unemployed, particularly the youth, to receive both in-classroom and on-the-job training or both, enabling the formation of a labor force with pertinent skills for the world of work. Specifically, Jamaica can consider exploring and adapting different PPP models that have been successful in other countries in the form of apprenticeship, pre-apprenticeship/traineeship and/or internship programs (Australia, Canada, Germany, the United Kingdom, New Zealand, etc.). A review and proposal of a revised National Apprenticeship Program that establishes the articulation between public sector institutions and employers (PPP) would allow the implementation of labour market demand driven programs.

Evidence and international experience show that the job training (JT), offered in higher education (university and non-university) and by companies to their workers, can be a vehicle for economic growth and social progress. Also, it allows that workers update and improve their

¹ National Youth Service (NYS) aims to equip youths with the necessary life coping skills to foster their personal and career development as well as enhance their contribution to community and national development. <http://www.nysjamaica.org/dynaweb.dti?dynasection=aboutus&dynamapage=orgprofile>

skills during their job-life cycle, facilitating their employability and their adaptability to new technologies.

This evidence has led developed countries to prioritize their workforce training, including it as a key element of policies to improve employability, productivity and competitiveness (IDB, 2014). These countries have both medium and long term view for improving JT systems and making efforts to correct market failures, quality and pertinence of JT, etc. Most of JT systems have competence and qualification systems (QS), with external mechanisms for quality assurance and pertinence of training, and are aimed at providing opportunities for lifelong learning.

Successful JT systems have in common: 1) a gradual and systemic development – with financing and a strategic vision for median and long-term–, continuous review and adjustment, with information systems and monitoring results; 2) a solid governance that ensures alignment and constant interaction between education and training, and the involvement of key stakeholders; 3) a systemic involvement/co-participation of the productive sector (i.e. time, financial); 4) policies, processes and mechanisms (i.e. monitoring and evaluation, and accreditation) to ensure the training quality; in addition to information systems that allow to show through JT results, create incentives for continuous quality improvement, guide training decisions of the population, and identify demand for skills –present and future ones– in each sector.

Latin America and the Caribbean (LAC) have developed several experiences with partial success, although no country has operated under a system that links the subsystems of education and training under one unique governance, nor offer continuing education opportunities to people.

The objective of this TC is to support the Heart Trust/NTA, the Ministry of Education, Youth and Information, Ministry of Labour & Social Security (MLSS), the Ministry of Economic Growth and Job Creation and both public² & private sector stakeholders in building capacity and development of key inputs required to review and establish a revised National Apprenticeship Program and to strengthen the Labour Market Information System (LMIS)³ in Jamaica.

Within this context, the Government of Jamaica (GoJ) has requested IDB support for the analysis a National Apprenticeship Program currently in place in Jamaica and provide recommendations for a national expansion of the Apprenticeship Program building upon its current structure and incorporating quality assurance mechanisms necessary for a proper implementation and foster a higher success rate.

Specifically, the IDB will finance a team of consultants and/or firms with high expertise in JT Systems. One of the consultants will be responsible for providing strategic advice and ensure that **Sectoral Skill Council/Committee** (SSC) are developed in a consistent manner with the best practices of countries such as United Kingdom, Australia, and New Zealand, world leader in JT system. For the operational aspects of every STC, a group of consultants and/or firm will be hired to support the creation, management, and operation of each SSC. Complementarily, an institutional expert will be hired, who will work on the improvement of the proposed skills system.

2 Public sector stakeholders include (but not limited to): Ministry of Education, HEART Trust/NTA and National Council on Technical and Vocational Education and Training (NCTVET).

3 The Labour Market Information System (LMIS) is an internet-based system that permits increased access to labour market information and intelligence, employment as well as career development opportunities. It is comprised of three major components, the Electronic Labour Exchange (ELE), Skills Bank and Labour market intelligence (LMI).

The main functions of these SSC will be defined by the productive sector in accordance with the public sector. Among other responsibilities, the SSC may be responsible for conducting sectoral studies –considering the national and international trends, and future demands of skills–; providing systematic information to enable the creation or transformation of public policies related to the sector; and developing occupational standards (competition rules) and/or qualifications, as well as curriculum development based on these standards. The SSC will involve the productive sector in developing the system, and will form, at the conceptual and operational level, to public officer and firms' representatives, on key aspects of the system (i.e., standardization, evaluation and certification of competencies).

OBJECTIVE

The overall objective is to support Jamaica to expand its National Apprenticeship Program, thereby contributing to improving the quality and pertinence of the JT. Thus, it seeks to involve the productive sector in developing the system, and form, at the conceptual and operational level, to public officers and firms' representatives, on key aspects of the system (i.e., standardization, evaluation and certification of competencies).

The specific objective of the consultancy is to support the creation of one SSC in a key economic sector based on its contribution to economic development. In particular, to ensure that each SSC receives strategic advice, SSC will be developed according with the best practices of countries such as United Kingdom, Australia, and New Zealand.

MAIN ACTIVITIES

The development of every SSC will require having a strategic vision to guide the creation, management and operational performance of the SSC.

The development of each SSC will cover two stages:

- a) **Awareness, training and constitution process of the SSC.** Conduct an awareness process, in both the private and public sectors, to build a commitment to develop basic outputs to meet education and training with labor skills demanded by employers. This SSC will ensure common technical language concepts between public and private sector actors. This stage includes: awareness of the private and public sectors; support in building up and organizing the SSC; support in elaborating a Work Plan; support in setting up objectives and goals; support the development of cooperation agreements to incorporate and adapt international standards; support in creating working groups to take forward practical steps, including risk analysis; development of operational rules for SSC.
- b) **Operation and development of the SSC and adoption of Competency Standards.** Develop of competency approach to address learning needs regarding to competencies identified. This stage includes: support in market Intelligence; development of functional maps; support in developing competency standards; support for the market development of competency certification; establishment of operational rules for the processes of standardization, evaluation, and certification of competences; and reports on progress.

In order to carry on the consultancy, the consultant:

- 1) Will provide strategic advice to one SSC, in order to ensure it shares the same strategic vision to develop the main activities described above (a and b). While there will be a team of consultants in charge to provide operational and managerial support to the SSC during the two stages described above (a and b), the consultant responsible for providing strategic advice will promote that both stages are developed in a consistent manner with developed countries' best practices and have a systemic perspective.
- 2) Coordinate, when necessary, with the key public sector actors and private sector ones as well, in order to define the steps for the establishment, implementation and operational progress of SSC, according to the strategic vision.

Coordination issues: The PIOJ with Heart Trust/NTA, the Ministry of Education, Youth and Information, the Ministry of Economic Growth and Job Creation will be in charge to coordinate/organize the meetings as required.

REPORTS / DELIVERABLES

- **Product 1.**
 - Work Plan, presented 5 days after the first series of meetings with Jamaican officers.
- **Product 2.**
 - Submit a report in Word detailing findings from the initial consultations with GoJ and relevant stakeholders.
 - Report on the setting up of the Sector Skill Council/Committee (SSC), submitted to the 15 days constituted. Include its governance structure and agreements amongst stakeholders.
- **Product 3.**
 - Last Report, including the curricula that were modified.
 - Prepare and present a PowerPoint presentation on the main findings and SSC structure for possible replication.

PAYMENT SCHEDULE

Deliverable	Payment
Product 1	20%
Product 2	45%
Product 3	35%

QUALIFICATIONS

- Minimum 10 years of relevant professional experience, particularly in job training, technical occupational competency standards, etc. Experience in best practices developed by countries such as United Kingdom, Australia, or New Zealand.
- Strong written and oral communication skills in English or Spanish.
- Ability to work effectively in complex, multi-disciplinary and multi-cultural teams; superior inter-personal skills and client-orientation.

Competencies: Must be results oriented and target driven; has the ability to build strategic relationships among stakeholders by asking clear, concise and relevant questions in order to obtain information from staff and other clients; shows flexibility and openness to differing ideas and solutions in highly complex situations regarding policies; procedures and reporting lines; and has 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 January to December 2017: 60 non-consecutive days in a 12-month period.

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

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

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

CONFIDENTIALITY

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Diversity: The IDB is committed to diversity and inclusion and to providing equal opportunities in employment. We embrace diversity on the basis of 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.