

**SKILLS FOR WORK: ACTION PLANS FOR THE BAHAMAS AND EL SALVADOR
(RG-T2611)**

**TERMS OF REFERENCE
ASSESSING LABOR MARKET AND SKILLS DEVELOPMENT SYSTEMS
IN THE BAHAMAS AND EL SALVADOR**

I. BACKGROUND

- 1.1 As the 2013 World Development Report highlights, jobs are the main source of income for the majority of households and a key driver of poverty reduction. In effect, jobs are the most important determinant of living standards around the world. For the vast majority of people, their work is the main source of income, especially in the poorest countries. Therefore, job-related events are the most frequent reason for families to escape or fall into poverty. A recent study decomposing changes in poverty by sources of income confirm the fundamental contribution of change in labor earnings¹. In 10 of 18 countries considered for the analysis, labor income explains more than half of the change in poverty, as measured by the US\$2.50-a-day poverty line. In another five countries, it accounts for more than a third of the reduction in poverty. Nevertheless, the connection between jobs and poverty reduction is not mechanical, and not all transitions out of poverty require a change in the type of work undertaken. In Latin America and the Caribbean, a key to ensure that a great part of the population will be able to escape poverty and increase their income will be to address lagging productivity. This will require more productive firms using more productive workers with better labor force skills.
- 1.2 According to the OECD, 48% of the students entering the labor market are unable to comprehend a basic text and 62% cannot perform simple numerical calculations. Recent surveys conducted by the IDB in LAC in 2012 show that employers find the lack of skills as a clear obstacle to increasing productivity and report difficulties in finding a number of specific skills for the jobs. In particular, surveys point to a deficit of soft skills (i.e. attitude to work, responsibility, teamwork), and basic numeracy and literacy skills for the job (i.e. problem solving, critical thinking). Another study published by the IDB in 2012 found 88% of the firms in a representative survey in Argentina, Chile and Brazil (State of Sao Paulo) were not able to find workers with the skills they needed². In Honduras, Bahamas, Panama and Uruguay the majority of firms declared that the deficiencies in terms of skills are the main challenge they face in the human resources selection processes³. Similarly, a recent study from Manpower (2012) shows that employers in Latin America are having more difficulties recruiting talent than the global average (37% vs. 34%). The study also presents

¹ Covarrubias and others (2012), for the World Development Report 2013.

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³ Flores Lima, R. C. González, y D. Rosas. (2015), "Nueva Evidencia sobre la Capacitación en las Firms en América Latina y el Caribe".

Brazil at the top two of the list of 41 countries worldwide where firms are not able to find the skills they need for their vacancies: Six in ten employers in Brazil (57%) point the lack of skills as the main difficulty in filling jobs. In Latin America, Brazil is followed by Argentina (51%), Mexico (42%) and Panama (36%). The study also points that a larger share of firms in Latin America are using foreign talent than in any other region (32% vs. 24% on average)⁴.

- 1.3 Latin American and Caribbean education and training institutions are remarkably impervious to their need to respond to the growing skill gap and make education and training relevant to the real world. Education and Training is supply rather than demand-driven, with little connection to the types of skills most demanded by firms. As a consequence, many firms need workers they do not find, and at the same time many workers do not find jobs. This mismatch between the talent available and the skills that the employers need is affecting the region's potential levels of productivity, and results in lower economic growth. In turn, and given the relative young age of the region's population, addressing the skills challenge offers an opportunity to succeed in the global economy.
- 1.4 An important consequence of low productivity growth is a labor market in which almost 140 million workers (58% of employment) are working in the informal sector without any protections against old age poverty, sickness, unemployment or workplace accidents. Promoting human capital is then essential for productivity growth; better thinking and skilled workers makes possible the development and adoption of technological and organizational changes that cause productivity to increase. Higher skills are associated with higher earnings and a higher probability to remain on the job. Promoting better skills, particularly at the middle and low end of the distribution, also improves the distribution of income, particularly because skills gaps are highest among the poor and vulnerable. Additionally, developing permanent exchange forums between employers, education providers and the Government, in order to jointly design skills development systems where employees can reinforce and learn new skills will be fundamental. In this sense, Private-Public Partnerships (PPPs) can play an essential role in developing and enhancing skills in Latin America. Successful examples in other regions (i.e. UK, USA, New Zealand, Australia and Korea) have shown that the combination of efforts and dialogue between the private and the public sector can lead to more pertinent training and better employment outcomes.

II. OBJECTIVES

- 2.1 The objective of this consultancy is to assess the current state of labor market and skills development systems in The Bahamas and El Salvador in order to better understand how to improve the skills of the countries' current and future labor force and how to match those skills to those demanded by the private sector.

⁴ 2012 Talent Shortage Survey www.manpowergroup.us

III. ACTIVITIES

3.1 The selected individual will perform an analysis of the following elements for The Bahamas and El Salvador.

- Macroeconomic aspects such as productivity and growth trends, industry and employment structure.
- Profile of the current economically active population and the state of labor market.
- Skills development systems.
 - Particularly, the analysis of skills development systems in each country will be concentrated in understanding how pertinent (or not) they are in reaching the needs of the productive sector.
- At the same time, the analysis will try to understand the cooperation between the public and private sector, government and enterprises, and government and employees with regards to vocational training.
- Analysis of challenges and opportunities with respect to skills building systems in both countries.

3.2 These studies will be performed for each country under a unified methodology, procedure, and guideline.

IV. PRODUCTS

4.1 The individual/firm will submit the following products:

- Work plan.
- Intermediary report.
- Final report, integrating all comments made by the IDB.

V. CALENDAR OF PAYMENTS

- 20% Approval of the work plan.
- 40% Approval of the intermediary report.
- 40% Approval of the complete report.

VI. CONFIDENTIALITY

6.1 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 Task Manager.

VII. COORDINATION

7.1 This consultancy will be coordinated by Laura Ripani (SCL/LMK).

VIII. CONSULTANT PROFILE

- 8.1 Master in Economics, PhD will be an advantage. Consolidated list of publications and extensive experience in the analysis of training systems in OECD countries and Latin America. Excellent analytical qualitative and quantitative and writing skills. Proficiency both in English and Spanish.

**SKILLS FOR WORK: ACTION PLANS FOR THE BAHAMAS AND EL SALVADOR
(RG-T2611)**

**TERMS OF REFERENCE
ROADMAP AND ACTION PLAN DEVELOPMENT
FOR THE BAHAMAS AND EL SALVADOR**

I. BACKGROUND

- 1.1 As the 2013 World Development Report highlights, jobs are the main source of income for the majority of households and a key driver of poverty reduction. In effect, jobs are the most important determinant of living standards around the world. For the vast majority of people, their work is the main source of income, especially in the poorest countries. Therefore, job-related events are the most frequent reason for families to escape or fall into poverty. A recent study decomposing changes in poverty by sources of income confirm the fundamental contribution of change in labor earnings¹. In 10 of 18 countries considered for the analysis, labor income explains more than half of the change in poverty, as measured by the US\$2.50-a-day poverty line. In another five countries, it accounts for more than a third of the reduction in poverty. Nevertheless, the connection between jobs and poverty reduction is not mechanical, and not all transitions out of poverty require a change in the type of work undertaken. In Latin America and the Caribbean, a key to ensure that a great part of the population will be able to escape poverty and increase their income will be to address lagging productivity. This will require more productive firms using more productive workers with better labor force skills.
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- 1.3 Latin American and Caribbean education and training institutions are remarkably impervious to their need to respond to the growing skill gap and make education and training relevant to the real world. Education and Training is supply- rather than demand-driven, with little connection to the types of skills most demanded by firms. As a consequence, many firms need workers they do not find, and at the same time many workers do not find jobs. This mismatch between the talent available and the skills that the employers need is affecting the region's potential levels of productivity, and results in lower economic growth. In turn, and given the relative young age of the region's population, addressing the skills challenge offers an opportunity to succeed in the global economy.
- 1.4 An important consequence of low productivity growth is a labor market in which almost 140 million workers (58% of employment) are working in the informal sector without any protections against old age poverty, sickness, unemployment or workplace accidents. Promoting human capital is then essential for productivity growth; better thinking and skilled workers makes possible the development and adoption of technological and organizational changes that cause productivity to increase. Higher skills are associated with higher earnings and a higher probability to remain on the job. Promoting better skills, particularly at the middle and low end of the distribution, also improves the distribution of income, particularly because skills gaps are highest among the poor and vulnerable. Additionally, developing permanent exchange forums between employers, education providers and the Government, in order to jointly design skills development systems where employees can reinforce and learn new skills will be fundamental. In this sense, Private-Public Partnerships (PPPs) can play an essential role in developing and enhancing skills in Latin America. Successful examples in other regions (i.e. UK, USA, New Zealand, Australia and Korea) have shown that the combination of efforts and dialogue between the private and the public sector can lead to more pertinent training and better employment outcomes.

II. OBJECTIVES

- 2.1 The objective of this consultancy is to develop and validate concrete Action Plans and Roadmaps for The Bahamas and El Salvador to strengthen their labor market and skills development systems. The consultancy will take as inputs assessments

⁴ 2012 Talent Shortage Survey www.manpowergroup.us

that will have been previously conducted of both countries' major challenges and opportunities.

III. ACTIVITIES

3.1 This consultancy will be divided in two parts:

- a. First, based on an analysis of the main challenges and opportunities of the skills building systems that will be developed for The Bahamas and El Salvador as key deliverables under this TC, the consultant will propose the design of corresponding demand-driven Action Plans and Roadmaps for each country with the objective of fostering skills building and training in strategic economic sectors. An important part of the development of these two products must include key milestones, stakeholder analysis, and specific timeframes in which the milestones will be achieved.
- b. Second, the consultant will evaluate the feasibility of the proposed Action Plans and Roadmaps through workshops and focused dialogues with delegates from the public sector and representatives from the private sector and civil society within each country. The objective of this dialogue will be twofold: (i) to validate the findings from the assessments conducted for The Bahamas and El Salvador; and (ii) to evaluate the feasibility, timing, and complexities of the aforementioned Action Plans and Roadmaps and their associated policy options. This component is particularly important given that the workshops will help capture the real bottlenecks and implementation challenges in order for the Action Plans and Roadmaps to be implemented and eventually translated into pilot projects with tangible results. The workshops will include discussions around the following topics: (i) creation and strengthening of programs and mechanisms that allow on-the-job training in a structured manner and following pre-established and regulated contents; (ii) creation of information mechanisms about the opportunities and returns to education in the labor market by occupation and sector; (iii) better links between the technical education centers and the national employment services; and (iv) mechanisms to improve articulation between labor market demand from employers and supply of training centers, both private and public.

IV. PRODUCTS

4.1 The consultant will submit the following products:

1. Work Plan
2. Action Plan and Roadmap Proposal
3. Design and Implementation of Feasibility Workshop/Dialogues
4. Report with finalized Action Plans and Roadmaps and Feasibility Analysis

V. CALENDAR OF PAYMENTS

- 20% Approval of the Work Plan

- 30% Approval of the Action Plan and Roadmap Proposal
- 30% Approval of Design and Implementation of Feasibility Workshop/Dialogues
- 20% Approval of final report, incorporating all the comments to the documents

VI. CONFIDENTIALITY

6.1 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 Task Manager.

VII. COORDINATION

7.1 The consultant's work will be coordinated by Laura Ripani (SCL/LMK).

VIII. CONSULTANT PROFILE

8.1 Master in Economics, PhD will be an advantage. Consolidated list of publications and extensive experience in the analysis of training systems in OECD countries and Latin America. Excellent analytical qualitative and quantitative, relationship-building and writing skills. Previous experience in organization and facilitation of workshops with multiple stakeholders from different sectors. Proficiency both in English and Spanish.

**SKILLS FOR WORK: ACTION PLANS FOR THE BAHAMAS AND EL SALVADOR
(RG-T2611)**

**TERMS OF REFERENCE
DESIGN OF SECTORIAL PILOTS AND FEASIBILITY STUDIES
FOR THE BAHAMAS AND EL SALVADOR**

I. BACKGROUND

- 1.1 As the 2013 World Development Report highlights, jobs are the main source of income for the majority of households and a key driver of poverty reduction. In effect, jobs are the most important determinant of living standards around the world. For the vast majority of people, their work is the main source of income, especially in the poorest countries. Therefore, job-related events are the most frequent reason for families to escape or fall into poverty. A recent study decomposing changes in poverty by sources of income confirm the fundamental contribution of change in labor earnings¹. In 10 of 18 countries considered for the analysis, labor income explains more than half of the change in poverty, as measured by the US\$2.50-a-day poverty line. In another five countries, it accounts for more than a third of the reduction in poverty. Nevertheless, the connection between jobs and poverty reduction is not mechanical, and not all transitions out of poverty require a change in the type of work undertaken. In Latin America and the Caribbean, a key to ensure that a great part of the population will be able to escape poverty and increase their income will be to address lagging productivity. This will require more productive firms using more productive workers with better labor force skills.
- 1.2 According to the OECD, 48% of the students entering the labor market are unable to comprehend a basic text and 62% cannot perform simple numerical calculations. Recent surveys conducted by the IDB in LAC in 2012 show that employers find the lack of skills as a clear obstacle to increasing productivity and report difficulties in finding a number of specific skills for the jobs. In particular, surveys point to a deficit of soft skills (i.e. attitude to work, responsibility, teamwork), and basic numeracy and literacy skills for the job (i.e. problem solving, critical thinking). Another study published by the IDB in 2012 found 88% of the firms in a representative survey in Argentina, Chile and Brazil (State of Sao Paulo) were not able to find workers with the skills they needed². In Honduras, Bahamas, Panama and Uruguay the majority of firms declared that the deficiencies in terms of skills are the main challenge they face in the human resources selection processes³. Similarly, a recent study from Manpower (2012) shows that employers in Latin America are having more difficulties recruiting talent than the global average (37% vs. 34%). The study also presents Brazil at the top two of the list of 41 countries worldwide where firms are not able to

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find the skills they need for their vacancies: Six in ten employers in Brazil (57%) point the lack of skills as the main difficulty in filling jobs. In Latin America, Brazil is followed by Argentina (51%), Mexico (42%) and Panama (36%). The study also points that a larger share of firms in Latin America are using foreign talent than in any other region (32% vs. 24% on average)⁴.

- 1.3 Latin American and Caribbean education and training institutions are remarkably impervious to their need to respond to the growing skill gap and make education and training relevant to the real world. Education and Training is supply rather than demand-driven, with little connection to the types of skills most demanded by firms. As a consequence, many firms need workers they do not find, and at the same time many workers do not find jobs. This mismatch between the talent available and the skills that the employers need is affecting the region's potential levels of productivity, and results in lower economic growth. In turn, and given the relative young age of the region's population, addressing the skills challenge offers an opportunity to succeed in the global economy.
- 1.4 An important consequence of low productivity growth is a labor market in which almost 140 million workers (58% of employment) are working in the informal sector without any protections against old age poverty, sickness, unemployment or workplace accidents. Promoting human capital is then essential for productivity growth; better thinking and skilled workers makes possible the development and adoption of technological and organizational changes that cause productivity to increase. Higher skills are associated with higher earnings and a higher probability to remain on the job. Promoting better skills, particularly at the middle and low end of the distribution, also improves the distribution of income, particularly because skills gaps are highest among the poor and vulnerable. Additionally, developing permanent exchange forums between employers, education providers and the Government, in order to jointly design skills development systems where employees can reinforce and learn new skills will be fundamental. In this sense, Private-Public Partnerships (PPPs) can play an essential role in developing and enhancing skills in Latin America. Successful examples in other regions (i.e. UK, USA, New Zealand, Australia and Korea) have shown that the combination of efforts and dialogue between the private and the public sector can lead to more pertinent training and better employment outcomes.

II. OBJECTIVES

- 2.1 The objective of this consultancy is to design two sectorial pilot projects and two corresponding feasibility analyses that address key actions to strengthen the labor market and skills development systems in The Bahamas and El Salvador. These pilots will directly respond to the priorities established in the Action Plans and Roadmaps being developed separately for The Bahamas and El Salvador upon

⁴ 2012 Talent Shortage Survey www.manpowergroup.us

assessment of the countries' major challenges and opportunities in the labor market and skills for work arena.

III. ACTIVITIES

3.1 This consultancy will be divided in two parts:

- a. First, based on the Action Plans and Roadmaps that will be developed for The Bahamas and El Salvador as key deliverables under this TC, the consultant will propose the design of two PPP pilot projects (one for The Bahamas and one for El Salvador) for skills building and training in strategic economic sectors. An important part of the design must include a monitoring and evaluation framework that will ensure robust measurement of the potential impacts of the pilots.
- b. Second, the consultant will evaluate the feasibility of the proposed pilot projects based on the results of other consultancies included in this and other relevant TCs (analysis of national contexts and skills mismatch and international elements of success) and outcomes of in-country dialogues with relevant stakeholders. This analysis will include a benchmarking of the legislation regarding PPPs in the beneficiary countries and the possibility of implementing PPPs pilots in training in these legal frameworks.

IV. PRODUCTS

4.1 The consultant will submit the following products:

1. Work plan.
2. Complete Sectorial Pilot Projects design.
3. Complete feasibility analysis.
4. Complete report with feasibility analysis and pilots design.

V. CALENDAR OF PAYMENTS

- 20% Approval of the work plan.
- 30% Approval of the feasibility analysis.
- 30% Approval of the pilots' design.
- 20% Approval of complete report, incorporating all the comments to the document.

VI. CONFIDENTIALITY

6.1 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 Task Manager.

VII. COORDINATION

- 7.1. The consultant's work will be coordinated by Laura Ripani (SCL/LMK).

VIII. CONSULTANT PROFILE

- 8.1 Master in Economics, PhD will be an advantage. Consolidated list of publications and extensive experience in the analysis of training systems in OECD countries and Latin America. Excellent analytical and writing skills. Previous experience with design, implementation and monitoring of projects and demonstrated strong project management skills. Proficiency both in English and Spanish.

**SKILLS FOR WORK: ACTION PLANS FOR THE BAHAMAS AND EL SALVADOR
(RG-T2611)**

**TERMS OF REFERENCE
SECTORIAL PILOT IMPLEMENTATION
FOR THE BAHAMAS AND EL SALVADOR**

I. BACKGROUND

- 1.1 As the 2013 World Development Report highlights, jobs are the main source of income for the majority of households and a key driver of poverty reduction. In effect, jobs are the most important determinant of living standards around the world. For the vast majority of people, their work is the main source of income, especially in the poorest countries. Therefore, job-related events are the most frequent reason for families to escape or fall into poverty. A recent study decomposing changes in poverty by sources of income confirm the fundamental contribution of change in labor earnings¹. In 10 of 18 countries considered for the analysis, labor income explains more than half of the change in poverty, as measured by the US\$2.50-a-day poverty line. In another five countries, it accounts for more than a third of the reduction in poverty. Nevertheless, the connection between jobs and poverty reduction is not mechanical, and not all transitions out of poverty require a change in the type of work undertaken. In Latin America and the Caribbean, a key to ensure that a great part of the population will be able to escape poverty and increase their income will be to address lagging productivity. This will require more productive firms using more productive workers with better labor force skills.
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II. OBJECTIVES

- 2.1 The objective of this consultancy is to implement two sectorial pilot projects that address key actions to strengthen the labor market and skills development systems in The Bahamas and El Salvador. These pilots will directly respond to the priorities established in the Action Plans and Roadmaps being developed separately for The

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Bahamas and El Salvador upon assessment of the countries' major challenges and opportunities in the labor market and skills for work arena.

III. ACTIVITIES

- 3.1 This consultancy will consist of the implementation of two pilot projects, one for El Salvador and one for The Bahamas that will have been designed and whose feasibility will have been analyzed as part of this TC. The consultancy will therefore consist of putting into action the proposed Action Plans and Roadmaps that will have incorporated the analysis of the skills building systems of both countries.
- a. First, the consultant will have to develop an implementation plan for the pilot projects designed under this TC, taking into consideration potential implementation challenges, risk factors and mitigation measures.
 - b. Secondly, the consultant will be responsible for managing the pilot projects and ensuring that key milestones are reached. For this, he or she will have to establish productive relationships with stakeholders that are important for the pilot projects' success and that will ensure their scalability in the future if their results are positive. Moreover, the consultant will have to be in continuous and direct contact with the institutions and organizations responsible for the carrying out of the projects. He or she will be responsible for reporting weekly advances to the supervisor listed under these TORs and for formally submitting three implementation reports (1st, 2nd, and final phases of the pilot projects) along with an analysis of challenges and opportunities and recommendations for the projects' improvement and scalability.

IV. PRODUCTS

- 4.1 The consultant will submit the following products:
1. Implementation work plan and analysis of risk factors and mitigation measures.
 2. Implementation report 1st phase: completion of key milestones
 3. Implementation report 2nd phase: completion of key milestones
 4. Final implementation report: challenges, opportunities, and recommendations.

V. CALENDAR OF PAYMENTS

- 20% Approval of the work plan and main foreseen implementation challenges.
- 30% Implementation 1st phase completed.
- 30% Implementation 2nd phase completed.
- 20% Final implementation completed and submission of implementation report and suggestions for scalability.

VI. CONFIDENTIALITY

- 6.1 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 Task Manager.

VII. COORDINATION

- 7.1. The consultant's work will be coordinated by Laura Ripani (SCL/LMK).

VIII. CONSULTANT PROFILE

- 8.1 Master in Economics. Proven experience in project management and implementation of projects in the skills-building and training space, particularly in Latin America and the Caribbean. Excellent analytical, communication, and interpersonal skills. Proficiency both in English and Spanish.