**ANNEX A**

**Brazil**

**Labor Markets Division (SCL/LMK)**

**Summary of terms of reference – Technical cooperation**

**Institutional Improvement of the Public Employment System (PES)**

**(BR-T1405)**

We work to improve lives in Latin America and the Caribbean. Through financial and technical support for countries working to reduce poverty and inequality, we help improve health and education, and advance infrastructure. Our aim is to achieve development in a sustainable, climate-friendly way. With a history dating back to 1959, today we are the leading source of development financing for Latin America and the Caribbean. We provide loans, grants, and technical assistance; and we conduct extensive research. We maintain a strong commitment to achieving measurable results and the highest standards of increased integrity, transparency, and accountability.

The Social Sector (SCL) is a multidisciplinary team convinced that investing in people is the way to improve lives and overcome the development challenges in Latin America and the Caribbean. Jointly with the countries in the region, the Social Sector formulates public policy solutions to reduce poverty and improve the delivery of education, work, social protection, and health services. The objective is to advance a more productive region, with equal opportunities for men and women, and greater inclusion of the most vulnerable groups.

The Labor Market and Social Security Division (SCL/LMK) at the IADB promotes more and better jobs in Latin America and the Caribbean. The IADB works to achieve regional goals in poverty reduction, equal opportunities and improvement of labor productivity through the strengthening of employment services and training, improvement in the design and scope of social security, and analysis of labor markets and labor information. To achieve these goals, the IADB is currently focusing on analytical work and projects in the following four main areas: labor intermediation, training, labor force migration and social security.

In Brazil, all states and municipalities providing Public Employment Services (PES) will be mandated by law (Federal Law No. 13.667/18) to request access to federal funds under a new financing procedure and to adhere to the new institutional setting and business model to implement their services. However, it is difficult for the federal government to benchmark which SINE offices perform better and thus identify a business model that better suites the business network. Initial efforts to harmonize the provision of basic services and to standardize the management information system was done under the technical cooperation BR-T1298, which elaborated the documentation and guidelines to standardize the main services of the SINE network. This technical cooperation builds on this effort and will support the operationalization of the new institutional setting that will be the instrument to enforce the standardization of services.

The objective of the technical cooperation is to contribute to the institutional strengthening of the Public Employment Services (PES) in Brazil. The technical cooperation will provide support for the reengineering process of the PES, which represents a major institutional reform of the National Employment System (SINE in Portuguese). More specifically, the technical cooperation will assist in the construction of the institutional and operational framework of the new SINE regulation, which requires a decentralized business model for about 2,000 SINE offices. The cooperation will elaborate detailed studies and operation guidelines with instructions to undertake the institutional changes.

**Component I**

**Consultancy 1.1: Diagnostics of current SINE institutional framework.**

**Activities**

* Elaborate diagnostic of the SINE network to identify business requirements that will need to be adjusted to allow for the standardization of services required by the new law.
* Review guidelines provided by the consultation group for SINE reform within the Ministry of Labor, including the new competences of the divisions involved in SINE operationalization.

**Characteristics of the consultancy:**

* **Type of contract and modality:** Individual consultant, PEC
* **Length of contract:** 20 days.
* **Location:** Brasília, Brazil
* **Supervision and reporting:**  Túlio Cravo (SCL/LMK), [tcravo@iadb.org](mailto:tcravo@iadb.org)
* **Requirements:** 
  + **Education:** MA degree in foreign affairs, public administration, business administration or related field with a minimum of 5 years of experience in project management, public relations and/or event organization.
  + **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; proficient in Microsoft package 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.

**Consultancy 1.2: Development of normative framework for law regulation.**

**Activities**

* Develop the new normative framework of the SINE law and institutional framework to operationalize the new management system of SINE and its new funding mechanism.
* Review state and municipal laws and the norms of the councils of local authorities to make sure the new normative framework is not in violation of local legislation.

**Characteristics of the consultancy:**

* **Type of contract and modality:** Individual consultant, PEC
* **Length of contract:** 40 days.
* **Location:** Brasília, Brazil
* **Supervision and reporting:**  Túlio Cravo (SCL/LMK), [tcravo@iadb.org](mailto:tcravo@iadb.org)
* **Requirements:** 
  + **Education:** MA degree in foreign affairs, public administration, business administration or related field with a minimum of 6 years of experience in project management, public relations and/or event organization.
  + **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; proficient in Microsoft package 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.

**Component II**

**Consultancy 2.1: Operations manuals for different services.**

**Activities**

* Model the new business process flows differentiated by service, target group, and service provider.
* Develop a version of the regulation of the law at state and municipality level indicating the mandatory and optional aspects mandated within the new normative framework.

**Characteristics of the consultancy:**

* **Type of contract and modality:** Individual consultant, PEC
* **Length of contract:** 50 days.
* **Location:** Brasília, Brazil
* **Supervision and reporting:**  Túlio Cravo (SCL/LMK), [tcravo@iadb.org](mailto:tcravo@iadb.org)
* **Requirements:** 
  + **Education:** MA degree in foreign affairs, public administration, business administration or related field with a minimum of 7 years of experience in project management, public relations and/or event organization.
  + **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; proficient in Microsoft package 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.

**Consultancy 2.2: Operations manuals for different services.**

**Activities**

* Model the new business process flows differentiated by service, target group, and service provider.
* Develop a version of the regulation of the law at state and municipality level indicating the mandatory and optional aspects mandated within the new normative framework.

**Characteristics of the consultancy:**

* **Type of contract and modality:** Individual consultant, PEC
* **Length of contract:** 50 days.
* **Location:** Brasília, Brazil
* **Supervision and reporting:**  Túlio Cravo (SCL/LMK), [tcravo@iadb.org](mailto:tcravo@iadb.org)
* **Requirements:** 
  + **Education:** MA degree in foreign affairs, public administration, business administration or related field with a minimum of 7 years of experience in project management, public relations and/or event organization.
  + **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; proficient in Microsoft package 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.

**Consultancy 2.3: Operations manuals for different services.**

**Activities**

* Model the new business process flows differentiated by service, target group, and service provider.
* Develop a version of the regulation of the law at state and municipality level indicating the mandatory and optional aspects mandated within the new normative framework.

**Characteristics of the consultancy:**

* **Type of contract and modality:** Individual consultant, PEC
* **Length of contract:** 50 days.
* **Location:** Brasília, Brazil
* **Supervision and reporting:**  Túlio Cravo (SCL/LMK), [tcravo@iadb.org](mailto:tcravo@iadb.org)
* **Requirements:** 
  + **Education:** MA degree in foreign affairs, public administration, business administration or related field with a minimum of 7 years of experience in project management, public relations and/or event organization.
  + **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; proficient in Microsoft package 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.

**Consultancy 2.4. Design of fund application, disbursement and accountability**

**Activities**

* Define the new eligibility criteria, component of budget plans, eligible products and services and application form to request federal funds for the program.
* Establish the legal norms to allocate resources and the accountability procedures to oversee the execution of federal funds across the state and municipal mechanisms.

**Characteristics of the consultancy:**

* **Type of contract and modality:** Individual consultant, PEC
* **Length of contract:** 30 days.
* **Location:** Brasília, Brazil
* **Supervision and reporting:**  Túlio Cravo (SCL/LMK), [tcravo@iadb.org](mailto:tcravo@iadb.org)
* **Requirements:** 
  + **Education:** MA degree in foreign affairs, public administration, business administration or related field with a minimum of 5 years of experience in project management, public relations and/or event organization.
  + **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; proficient in Microsoft package 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.

**Component III**

**Consultancy 3.1: Definition of criteria for resource allocation and evaluation.**

**Activities**

* Structure a monitoring and evaluation tool with indicators that will define resource allocation.
* Define the standard labor intermediation measures such as capacity, historic performance, placement rate, and efficiency considering local labor market conditions needed to determine performance.

**Characteristics of the consultancy:**

* **Type of contract and modality:** Individual consultant, PEC
* **Length of contract:** 30 days.
* **Location:** Brasília, Brazil
* **Supervision and reporting:**  Túlio Cravo (SCL/LMK), [tcravo@iadb.org](mailto:tcravo@iadb.org)
* **Requirements:** 
  + **Education:** MA degree in foreign affairs, public administration, business administration or related field with a minimum of 5 years of experience in project management, public relations and/or event organization.
  + **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; proficient in Microsoft package applications.
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**Consultancy 3.2: Establishment of results framework.**

**Activities**

* Develop the monitoring panel based on definition of process and results indicators and results framework design at local level.
* Design the evaluation cycle including definition of indicators, evaluation methodology and frequency based on previous impact evaluation experience.

**Characteristics of the consultancy:**

* **Type of contract and modality:** Consulting firm
* **Length of contract:** 40 days.
* **Location:** Brasília, Brazil
* **Supervision and reporting:** Túlio Cravo (SCL/LMK), [tcravo@iadb.org](mailto:tcravo@iadb.org)
* **Requirements:** 
  + **Education:** MA degree in information engineering, computer science or related field with a minimum of 5 years of experience in project management, public relations and/or event organization.
  + **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; proficient in Microsoft package applications.
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