

## **TRINIDAD AND TOBAGO**

### **SCL/LMK**

#### **Manpower Strategy for Trinidad and Tobago (TT-T1058)**

#### **Providing Economic and Technical Support to the Development and Establishment of Sector Skills Councils as part of a Wider Workforce Development Strategy for Trinidad and Tobago**

### **TERMS OF REFERENCE OF CONSULTANCY**

#### **Background**

The ministry of planning of Trinidad and Tobago (TT) wishes to design and implement a workforce development strategy to identify skills development needs and priorities for seven sectors of the economy selected on the basis of their potential to diversify the economic base of the country. One of the key strands of this strategy is to pilot the development of sector skills councils limiting the number to one or two in the first instance. The experience of setting up and establishing pilot Sector Skills Councils (SSCs) would be used as a development template for further expansion of the concept should it prove effective in mobilizing employer support and developing effective collective employer led solutions to their skills needs.

Central to the pilot programme will be the development of capacity within the institutions of Trinidad and Tobago to enable the sectoral approach to be self-sustaining in the longer term. The intention here will be to build on the expertise of already existing institutional capacity in the country which draws upon both public and private resources to identify human capital requirements and develop training strategies in line with private sector demands.

These institutions include the National Training Agency (NTA) which collects labour market intelligence at a sectoral level and develops occupational standards and apprenticeship programmes through working closely with, amongst others, the energy sector (represented by The National Energy Skills Centre). Similarly, in the field of technical education, the University of Trinidad and Tobago is another such institution which has developed close working ties with the private sector and collaborates closely in developing curricula in, for example, the maritime industry.

The pilot SSCs will build on and enhance existing skills capacity and will be designed to have the technical capacity to draw insight from labour market intelligence, develop standards and business relevant qualifications and to drive action on skills including outreach and placement activity to enhance industry /education linkages, increase industry productivity and improve employment levels (especially amongst young people).

**This project is concerned with commissioning external support from one of more experts to manage the successful development of one or two sector skills councils alongside an evaluation of the strengths and weaknesses of the approach.**

## Consultancy objectives

The objectives of this consultancy comprise the following:

- i. Securing the effective **engagement and commitment of all significant stakeholders** including major employers; employer representative bodies (especially those with a substantial reach into the SME sector); policy makers and those responsible for delivery in government departments and agencies; and decision makers in colleges, universities and training institutions.
- ii. (If required, design a **bidding process** for sectors to propose the development and establishment of a sector skills council based on a prospectus setting out the core tasks and challenges the government expects employers to address.)
- iii. Providing effective **planning support and coordination** to enable the smooth and timely running of the project. This will involve both the design of the overall process (critical path) as well as supervising its delivery through embedding quality assurance processes in the project management system including risk management, problem solving, time management, success criteria and stakeholder buy in.
- iv. Sourcing (locally and internationally as required) and providing **technical support in the design of curricula** including: assembling labour market intelligence; translating this into occupational standards through collaborative work with employers and the parallel design of work based learning programmes; and educational curricula based on the required learning outcomes (including basic skills, attitudes and behaviours).
- v. Strengthening the **development of sufficient indigenous institutional capacity** to enable the work of the sector skills council to be self standing and sustainable in the long run. This will involve the training, coaching and mentoring of key staff and support for stakeholders in sourcing and securing the required organisational expertise based on clear and enduring roles and responsibilities.
- vi. Designing and managing a clear **evaluation framework and strategy** aimed at establishing the lessons learnt in the pilot process to enable other sector skills councils to avoid any mistakes made as well as learning from good practice and 'what works'.

## Activities and deliverables

The selected candidate(s) will be responsible for one or more of the deliverables below:

- i. Undertake one or more visits to Trinidad and Tobago early in the process to establish contact with the main stakeholders with a view to securing their involvement in the process and commitment to the project. Presentations on the process will be provided and amended in the light of comments and contributions.
- ii. (If required, design and oversee a Prospectus based process to elicit bids from interested sectors of industry, appraise proposals and negotiate packages of support).
- iii. Provide oversight of the project, recommending steering group arrangements to manage and deliver the project drawing upon leading representatives of the main stakeholders.

- iv. Provide a work plan and essential project management materials (reporting frameworks, critical path, risk register. lesson learned log, communications plan, data collection, evaluation strategy etc).
- v. Provide advice on the quality criteria required to ensure the sector skills councils have both the institutional capacity to carry out their role and functions as well as sufficient 'buy in' from both large and small employers in the sector as well as the main training organisations and leading ministries in government.
- vi. Support the development of local capacity in the shape of a project implementation team, delivering presentations and seminars as required to groups of staff involved in delivering the project to help develop their capacity and expertise.
- vii. Attend interviews of key staff recruited to work on sector skills council development or, where this is not possible, provide remote support in terms of interview questions, selection criteria, candidate sifting etc.
- viii. Source appropriate expertise (internationally where required) to support the design of occupational mapping and standard setting as well as related curriculum design and work based learning programmes (including apprenticeships.)
- ix. Provide recommendations on the amount of funding required to sustain the sector skills councils including the balance of funding between the public and private sectors. In addition, support will be provided on international best practice in designing financial instruments which enable collective contributions to be made by employers to benefit the common good of the sector. These would include levy systems and licence to practice arrangements.
- x. Commission the field work required to evaluate fully the strengths and weaknesses of the approach taken by the pilot sector skills council(s) with the intention of understanding and replicating the essential successful features on a generic basis.
- xi. Make recommendations on whether and how future sector skills council development should be taken forward in Trinidad and Tobago.
- xii. Be present in person on a bi-monthly basis at high level steering groups to review progress, provide advice and strategic support to the lead individuals from both the government and the employer sectors responsible for the successful prosecution of the programme.

### **Schedule for undertaking the work**

The schedule for the work will be over a twelve month timeframe with the possibility of extension by three or six months depending on progress and circumstances.

Deliverables i), iii) and iv) will be secured within the first six months of the contracting period. Thereafter the work schedule will be contingent upon the agreed work plan at deliverable iii).

## Qualifications

- Academic Degree/Level & Years of Professional Work Experience: ten years of relevant experience in skills and employment policy; Technical and Vocational Education (TVET) policy design, execution and/or evaluation; experience of working with public/private partnerships (PPPs) such as Chambers of Commerce, sector skills councils or similar bodies; familiarity with the remits of such PPPs and knowledge of their core responsibilities.
- Languages: English.
- Areas of Expertise: international technical education and vocational systems; reform of education and training systems; proven expertise in leading and managing complex programmes or projects; knowledge of successful governance models in public private partnership arrangements; knowledge of labour market research and programme evaluation methodologies; understanding of occupational standards design and curriculum development.
- Additional skills: prior experience with countries from Latin America and the Caribbean and knowledge of their education and training systems is desirable.

## Characteristics of the consultancy

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

Place(s) of work: Trinidad and Tobago

Contract duration: From November 1st, 2015 to November 1st, 2016.

Local or international: International

Travel: Consultant will travel monthly within the first four months of the contract and every two months thereafter. Travel costs will be included in the consultancy payments.

**Coordination:** The project team leader, Carolina Gonzalez-Velosa (SCL/LMK) will be responsible for the supervision of this contract and for the coordination with GoRTT agencies.

## Payment Schedule

Deliverable	Payment
Upon signature of contract	25%
Deliverables (i) through (iv)	25%
Intermediate report– progress of workplan after six months	25%
Final version of report –with documentation of all deliverables (v through xii) and validated by the GoRTT and approved by the Bank	25%

## **ANNEX A**

### **TRINIDAD AND TOBAGO**

#### **SCL/LMK**

#### **Manpower Strategy for Trinidad and Tobago (TT-T1058)**

#### **Design of Information System for Tertiary Education Consultancy**

### **TERMS OF REFERENCE**

#### **Background**

The Government of the Republic of Trinidad and Tobago (GoRTT) has requested the support of the IDB for the design and implementation of a Manpower Strategy. Such Manpower Strategy will be designed under the umbrella of the Medium Term National Development Framework (MTNDF) 2015-2025 which has set specific goals for the country in terms of GDP growth and economic diversification.

There is a consensus among stakeholders of the need to revise the relevance of the skills produced in the tertiary education system. This revision is of utmost importance, given the major role that tertiary education can play to foster economic growth and the significant amount of resources that private and public agents invest in the system. Unfortunately, such an assessment is restricted by data limitations. The country needs to invest in an information system that informs not only of the inputs in the system (resources, teachers, and infrastructure) but also in the results and, in particular, the completion rates of students and their performance of graduates in the labor market (placement rates/incomes by area/field). This information will provide crucial information regarding the relevance and quality of the skills that graduates of tertiary education bring to the workforce. Moreover, it will contribute to decision-making, strategic planning, the control of public funds and accountability.

Through the technical cooperation Manpower Strategy for Trinidad and Tobago (TT-T1058), the Bank seeks to support GoRTT in setting the foundations for the design and implementation of the Manpower Strategy.

#### **Objectives(s)**

The consultancy objective is design a set of protocols to centralize, process and analyse administrative data of the tertiary education system. The consultant should outline the steps to design and an information system that provides information on enrolment, dropout and results of graduates in the labor market based on the existing administrative data.

## Main activities

Specific responsibilities will be to:

- Develop an initial assessment of the availability and quality of information on tertiary education in Trinidad and Tobago.
- Design a protocol of data collection, processing and centralization to construct an information system.
- Meet with the Trinidad and Tobago corresponding authorities to collect information and receive their comments.
- Have regular meetings with the IDB team to review reports.
- Submit the final report to the IDB and to GoRTT corresponding officials.

## Deliverables and Payment Schedule

Deliverable	Payment
Report with assessment of quality and availability of administrative data sources	33%
Report with protocols for processing and centralizing data	33%
Final version of report, validated by the GoRTT and approved by the Bank	34%

## Qualifications

**Education:** Master's degree in Economics, Econometrics, Statistics or related disciplines.

**Experience:** The consultant should have a minimum verifiable experience of 4 years in the analysis of social and education policies and extensive expertise in data construction and statistical analysis.

**Language:** Fluency in English.

**Areas of Expertise:** Monitoring and Evaluation Information Systems

## Characteristics of the Consultancy

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

Contract duration: From October 1<sup>st</sup>, 2016 to December 31<sup>st</sup>, 2016.

Place(s) of work: Trinidad and Tobago

Local or international: Local

**Coordination:** The project team leader, Carolina Gonzalez-Velosa (SCL/LMK) will be responsible for the supervision of this contract and for the coordination with GoRTT agencies.

**Payment and Conditions of Employment:** 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.

## **ANNEX A**

### **TRINIDAD AND TOBAGO**

#### **SCL/LMK**

#### **Manpower Strategy for Trinidad and Tobago (TT-T1058)**

#### **Assessment of Key Social and Education Programmes Consultancy**

### **TERMS OF REFERENCE**

#### **Background**

The Government of the Republic of Trinidad and Tobago (GoRTT) has requested the support of the IDB for the design and implementation of a Manpower Strategy. Such Manpower Strategy will be designed under the umbrella of the Medium-Term National Development Framework (MTNDF) 2015-2025 which has set specific goals for the country in terms of GDP growth and economic diversification.

There is a consensus among stakeholders of the need to revise the relevance of the skills produced in the education system and how social programs encourage effective labor insertion. This revision is of utmost importance, given that existing programs could be utilized more strategically to develop skills to support economic growth. For instance, linking individuals under welfare programs to employment opportunities is critical and should be connected, at least in part, to requirements of priority industries. Scholarship programs in Trinidad and Tobago are crucial for continuing education, but they may not be helping fulfill human capital requirements in priority sectors. Also, there is a need to analyze migration dynamics given the skills demand of the priority cluster. Numerous graduates migrate abroad in search of better job prospects, which might indicate that existing programs (like Scholarships) could be funding skills that are not pertinent to the demands of the productive sector.

Through the technical cooperation *Manpower Strategy for Trinidad and Tobago (TT-T1058)*, the Bank seeks to support GoRTT in setting the foundations for the design and implementation of the Manpower Strategy. An integral human development approach is needed to capitalize complementarities between social policies and the labor market, so that social and education programs are aligned with private sector needs and the general economic trends in Trinidad and Tobago. In this regard, the revision of existing programs will be a critical input for assessing their effectiveness in the labor market and how well aligned they are to the Manpower Strategy.

#### **Objectives(s)**

The Bank is seeking a consultant to deliver a thorough analysis of key social and education programs in terms of their effects on labour supply and workforce skills. The consultancy objective is to achieve a better understanding of the tertiary and TVET systems as well as of the impact that key welfare and social policies can have in the supply of skills in the workforce. Specifically, the goal is to understand how the existing programs impact the current pool of



talent in the workforce and propose recommendations to better align these programs with the MTNDF objectives.

### **Main activities**

Specific responsibilities will be to:

- a) Develop an initial assessment of social and education policies in Trinidad and Tobago.
- b) Propose recommendations to better align policies to economic growth objectives.
- c) Meet with the Trinidad and Tobago corresponding authorities to collect information and receive their comments on the draft report.
- d) Have regular meetings with the IDB team to review reports.
- e) Submit the final report to the IDB and to GoRTT corresponding officials.

### **Reports / Deliverables**

- An assessment on the Social and Education policies in Trinidad and Tobago.

### **Payment Schedule**

<b>Deliverable</b>	<b>Payment</b>
Upon signature of contract	20%
Draft of report on analysis of social and education policies	40%
Final version of report, validated by the GoRTT and approved by the Bank	40%

### **Qualifications**

**Education:** Master's degree in Economics, International Development, Public Policy or related disciplines.

**Experience:** The consultant should have a minimum verifiable experience of 10 years in the analysis of social and education policies and extensive knowledge of welfare to work, education and labor market programs in the Caribbean.

**Language:** Fluency in English.

**Areas of Expertise:** Competency frameworks, competence-based education and training, social and educational practices, technical education and vocational systems and reform of education and training systems.

### **Characteristics of the Consultancy**

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

Contract duration: From November 1st, 2015 to November 1st, 2016.

Local or international: International

Travel: Consultant will travel on a quarterly basis to TT. Travel costs will be included in the consultancy payments.

**Coordination:** The project team leader, Carolina Gonzalez-Velosa (SCL/LMK) will be responsible for the supervision of this contract and for the coordination with GoRTT agencies.

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

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## **ANNEX A**

### **TRINIDAD AND TOBAGO**

#### **SCL/LMK**

#### **Manpower Strategy for Trinidad and Tobago (TT-T1058)**

#### **Communication and Dissemination Consultancy**

### **TERMS OF REFERENCE**

#### **Background**

The Government of the Republic of Trinidad and Tobago (GoRTT) has requested the support of the IDB for the design and implementation of a Manpower Strategy. Such Manpower Strategy should be designed under the umbrella of the Medium Term National Development Framework (MTNDF) 2015-2025 which has set specific goals for the country in terms of GDP growth and economic diversification.

The IDB is responding to this request by designing a Technical Cooperation (TC) that sets the foundations a Manpower Strategy for the country. Among other outputs, the TC will finance the design and implementation of a strategy to identify and address skill needs in a set of economic sectors which have been prioritized in the country's MTNDF. Given that the successful implementation of this strategy requires an active involvement from several stakeholders and institutions (e.g. major employers, training providers, job seekers and policy makers), coordination and communication activities are of the essence.

Moreover, the TC will finance an assessment of key education and social programs in terms of their effects on the skills of the workforce. Given that this assessment should provide a basis for specific policy recommendations, workshops to discuss and disseminate its results and to collect perspectives from stakeholders will be required.

Thus, communication and dissemination activities (outreach activities, stakeholder engagement events, dissemination workshops) will play a key role in the attainment of the TC objectives. A consultancy to support the implementation of these activities is, therefore, required.

#### **Objectives**

The consultancy general objective is to support the design and implementation of communication and dissemination activities required for the successful execution of the TC. The specific objectives are:

- i. Design of communication and dissemination activities aimed at securing the involvement of stakeholders in the Manpower strategy.
- ii. Design of activities to communicate and disseminate the assessment of key education and social programs, and to obtain inputs from relevant stakeholders.
- iii. Supervision to the implementation of activities (i) and (ii) listed above

## Main activities

Specific responsibilities will be to:

- a) Identify target audiences for the dissemination and communication activities
- b) Plan and implement dissemination and communication activities using alternative communication channels
- c) Set targets for the communication strategies and identify key, fundamental messages to be delivered
- d) Ensure the activities in the TC are consistent with the external communication policies of the IDB
- e) Identify synergies between the communication and dissemination activities and other strategies in the IDB.

## Deliverables and payment schedule

The expected deliverables from this consultancy are:

- **Product No. 1. Workplan**, including a detailed schedule listing all activities a description of how these activities will contribute to the objectives of the TC.
- **Product No 2. First progress report**, describing advances in the implementation of the workplan, possible setbacks and corrective measures.
- **Product No 3. Second progress report**, describing further advances in the implementation of the workplan, possible setbacks and corrective measures.
- **Product No 4. Final report**

Payments will be made contingent on the delivery of the products listed above. The payment schedule is as follows

Deliverable	Payment
Workplan	25%
First progress report	25%
Second progress report	25%
Final version of report, validated by the GoRTT and approved by the Bank	25%

## **Characteristics of the Consultancy**

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

Contract duration: From January 1st, 2016 to December 1st, 2018.

## **Qualifications**

**Education:** University graduate with a Master's degree in social communication, journalism, marketing or related areas.

**Experience:** At least 5 years of professional experience in the design of communication strategies. Prior experience working with multilateral organizations is preferred.

**Language:** Fluency in English.

**Coordination:** The project team leader, Carolina Gonzalez-Velosa (SCL/LMK) will be responsible for the supervision of this contract and for the coordination with GoRTT agencies.

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

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