**Skills Development for Global Services**

**(JA-L1079)**

**Operations Manual**

v.1.0 (draft proposal)

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**OBJECTIVES & STRATEGY**

The general objective of this operation is to promote Jamaica’s growth and diversification strategy by supporting the development of the Global Services Industry. Specifically, it intends to: (i) improve the skills development system to provide the Industry with competent workers; and (ii) increase the Industry’s capacity to attract investments.

In order to achieve this objective, the operation is composed of two main components:

1. Skills Development for the Global Services Industry and Strengthening of the Skills Development System and
2. Global Services Industry Ecosystem

**The first component** consists of the following activities:

1. Enhancement of processes for interaction with the private sector through a Talent Platform that will capture employers’ skills needs and vacancies and will serve as a tool to interact with representatives from companies in the Global Services Industry
2. Basic job-readiness skills curriculum development
3. Technical skills curriculum development for the Global Services Industry
4. Delivery of Apprenticeships
5. Delivery of Finishing Schools
6. Strengthening of quality assurance mechanisms

For the purposes of this operations manual, a **Talent Platform** is defined as follows: A labor web platform that incorporates a national skills registry for the Global Services Industry specifically and provides related services to facilitate talent access to firms (e.g. labour intermediation activities like information on vacancies, job fairs, cv update support, candidate assessments, mock interviews, salaries, career progression opportunities, training provision, and access to financing). It also enables better quality data to implement demand-oriented training programs. This is an additional resource to narrow the gap between educational supply and demand and represents an important instrument to promote the Global Services Industry by raising awareness among different stakeholders. The fact that it is very industry-oriented motivates firms to co-sponsor and finance different activities.

**Apprenticeships** are defined as jobs that include structured on-the-job training combined with a share of related technical off-the-job training, to learn a skilled occupation that is certified and industry recognized (Fazio et al. 2016). Traditional apprenticeships have some key characteristics. First, the relationship between the apprentice and the employer is regulated by a formal job contract, which grants the apprentice very similar labor rights to those of a regular employee, including payment of a salary, workplace insurance, and vacations, among others. The apprentice receives a payment for the value of their productive contribution that varies over time as productivity increases and as more skills are acquired while learning on the job (Lerman, 2013, European Commission, 2015). Second, due to the fact that apprenticeships are intended to increase workers’ productivity over time, they consist of longer term training that lasts a minimum of a year. Finally, the target age group for the apprentices varies across countries with a minimum age requirement (15 in Germany and Austria and 16 in most other cases) and without upper age limit for some countries (like the case of Australia, UK, Germany), while the average age is 20 years old in most countries. They can be used to ease the school-to-work transition of younger new entrants to the labor market or for upskilling and re-skilling of active employees. For purposes of this operation and given the needs and nature of the Global Services Industry, apprenticeships will be targeted at mid-level employees that are active within the industry and that are in need of upskilling or reskilling to continue with their career progression.

Finally, **Finishing Schools** are industry-specific short-term non-formal training programs complementing fundamental skills from academic institutions in formal education, tailored to the needs of the private sector (Garcia & Bafundo, 2014).

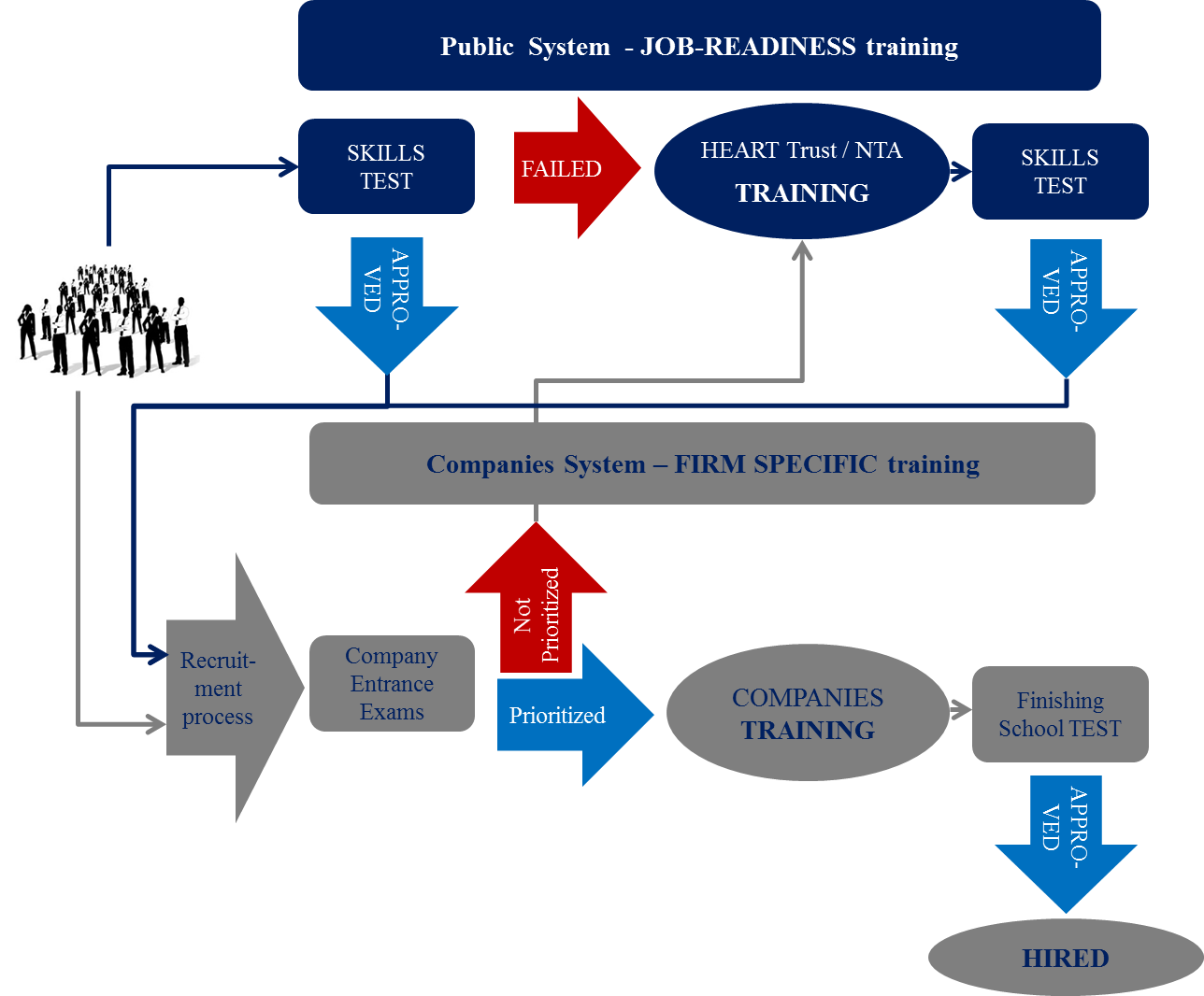
In order for individuals to participate in Apprenticeships and Finishing Schools, they must have a foundation of basic job-readiness skills including soft (socio-emotional) and cognitive skills (numeracy and literacy, digital literacy) that will ensure their success during the firm-specific training. Under this operation, Jamaica’s National Training Agency, HEART-Trust/NTA, will deliver these job-readiness skills, while firms will deliver demand-driven, firm-specific training in the form of Finishing Schools and Apprenticeships for entry-level employees or mid-level active employees upgrading. Under this logic, this operations manual will provide guidelines on how the delivery of job-readiness skills interacts with firm-specific training and how a Talent Platform can provide support to the skills development for the Global Services Industry. In particular, this will consist of:

**JOB-READINESS training** – This training is focused on the capacity of the public skills development system led by the HEART-Trust/NTA[[1]](#footnote-2). It will develop an employable talent offer.

**FIRM SPECIFIC training (Finishing Schools + Apprenticeships)** - This training places emphasis on private sector leadership where firms themselves deliver on-the-job training or sub-contract training to outside providers. It implies strengthening the capacities of the companies themselves to train, either in house or through outsourced suppliers.

The articulation of both systems, to be supported with resources of the Program (JA-L1079) is detailed in the following scheme:

**Figure 1. Training Modalities for entry level - GSS**

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On the one hand we have the public system that designs and executes training programs oriented by industry indications and on the other the capacity of the companies themselves to train the people who attend their calls for employment and do not have all the required skills, as well as training its staff to meet new challenges. The Skills Tests**[[2]](#footnote-3)** play a key role for the functioning of both systems and for achieving synergies.

The process of recruitment by HEART-Trust NTA, whereby these pscyho-technical tests will be administered, will provide value to companies when testing candidates and evaluating their readiness to enter the labor market.

Skilled people who pass the training recruitment skills test or those that pass the final skills test in the public system should be able to be prioritized after the company’s entrance tests to become hired directly or receive complementary training by the company with the prospects of being hired upon completion (Firm Specific Training).

On the other hand, those that are not prioritized by the companies after applying their recruitment tests could be referred back to the public system.

The coexistence of two systems that compete and cooperate at the same time appears as a key aspect to meet the projected high demand in the short term and contribute to generate competitiveness and sustainable capacities in the TVET system (public and private)

**Goals of # of individuals trained in the Project Annual and End of Project Targets**

|  |  |  |
| --- | --- | --- |
| **FINISHING SCHOOLS MODALITY** | **Annually** | **End of the Project** |
| JOB-READINESS TRAINING | 6,000 | 24,000 |
| FIRM SPECIFIC TRAINING | 3,000 | 12,000 |
| **TOTAL TRAINED** | **9,000** | **36,000** |

Specific activities will support this combined strategy to strengthen HEART-Trust/NTA’s capacity to deliver foundational skills and to improve the skills development system’s capacity to deliver on-the-job demand-driven training. This approach will enable the provision of career progression opportunities for individuals through short-term Finishing School courses for entry-level employees and longer-term apprenticeships for the upskilling of mid-level employees. Simultaneously, a Talent Platform will be created to raise awareness of the career potential in GSS, provide access to talent and sectoral statistics, advertise job fairs, and apply to Finishing Schools.

The strengthening of the GSS ecosystem in general will be addressed through the implementation of a second component of the Programme (JA-L1079).

**The second component** consists of the following activities:

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Table of components and financing lines provided for by the GGS Program (JA-L1079)

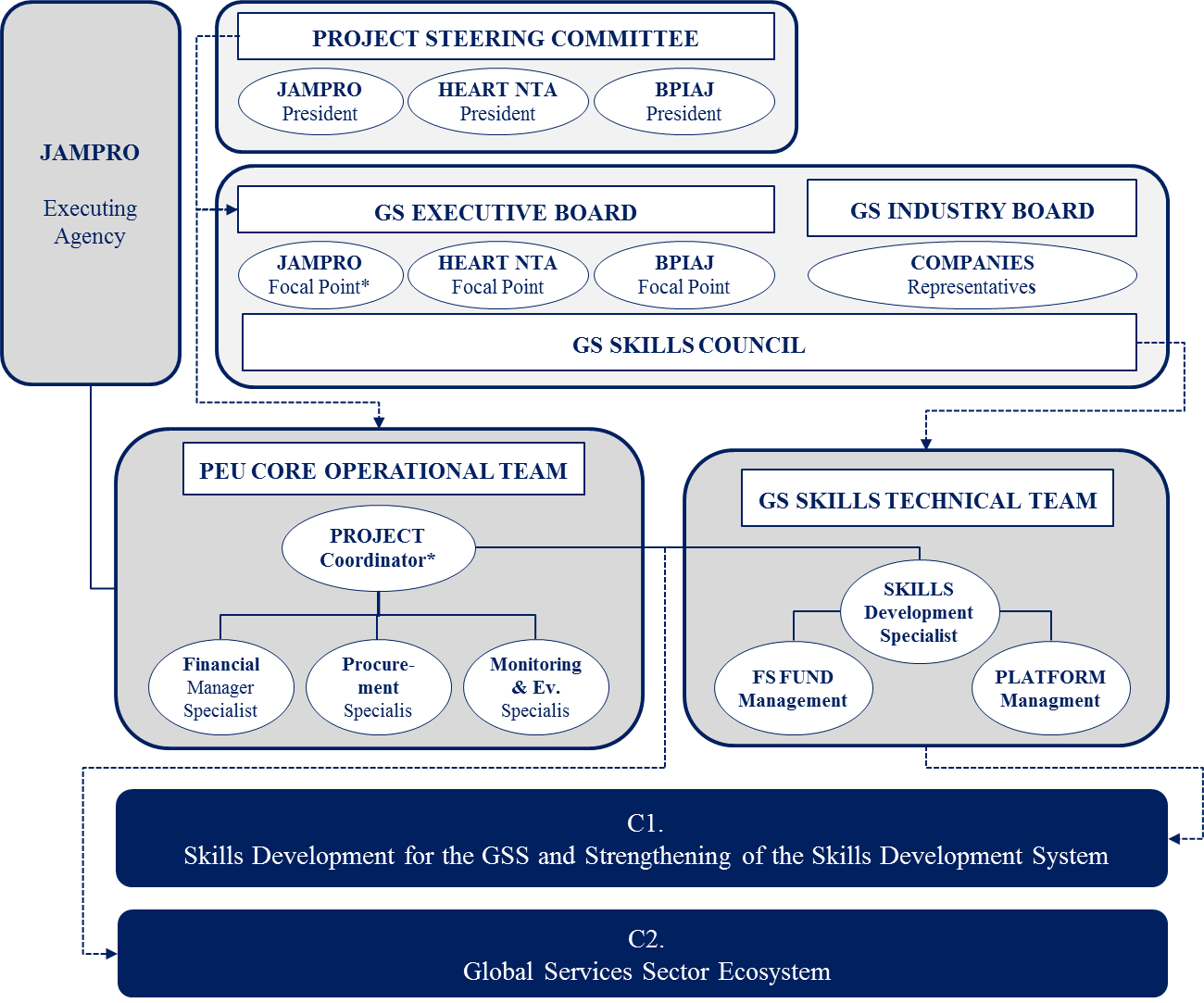
|  |  |  |
| --- | --- | --- |
| **Component 1** | **SKILLS DEVELOPMENT FOR THE GSS & STRENGTHENING OF THE SKILLS DEVELOPMENT SYSTEM** | **IDB FINANCING**  **$ 7,990,000** |
| 1.1 | Enhancement of processes for interaction of the skills development system with the GSS | $ 1,781,000 |
| 1.2 | Enhancement of job-readiness/digital skills curricula for the GSS (HEART Trust/NTA) | $ 1,060,000 |
| 1.3 | Delivery of on-the-job training for GSS | $ 4,730,000 |
| 1.4 | Strengthening of quality assurance mechanisms for the skills development system | $ 419,000 |
| **Component 2** | **GSS ECOSYSTEM** | **$ 5,290,000** |
| 2.1 | Optimization of processes, institutions, regulations, and incentives framework | $ 560,000 |
| 2.2 | Strengthened value proposition for GSS | $ 3,130,000 |
| 2.3 | Incubator and Accelerator programmes for SMEs in GSS | $ 1,000,000 |
| 2.4 | Digital management system | $ 600,000 |
| **PROJECT EXECUTION UNIT** | | **$ 1,500,000** |
| **MONITORING AND EVALUATION** | | **$ 100,000** |
| **CONTINGENCIES** | | **$ 20,000** |
| **AUDITS** | | **$ 100,000** |
| **TOTAL** |  | **$ 15,000,000** |

ORGANIZATIONAL STRUCTURE FOR PROJECT IMPLEMENTATION

The Executing Agency (EA) will be JAMRPO, who will work in an articulated manner with HEART-Trust / NTA and Business Process Industry Association of Jamaica (BPIAJ). These organizations will have co-leadership roles for the execution of the different components of the project, for which they will appoint *Focal Points*, in charge of articulating internally within each organization. Focal Points will conform a Global Services Executive Board (EB), which reports to the Project Steering Committee (PSC) – Strategic giddiness -. A Global Services Industry Board (IB) will complete the Project Governance. The GS-EB y el GS-CB operating together will conform a Global Services Skills Board (GSSB[[3]](#footnote-4)), focused on Component 1 leadership.

The Project Execution Unit (PEU) through its *Project Coordinator*[[4]](#footnote-5) will report directly to the Chair of JAMPRO, and it will coordinate actions with the GS Executive Board. A Global Services Skills Technical Team supervised by the Project Coordinator will support the execution of the Component 1.

Figure 2. Organizational Structure of the GGS Project (JA-L1079)

[[5]](#footnote-6)

1. Project Governance

The Project Steering Committee (PSC) will be composed of the leaders of the participating organizations (JAMPRO, HEART-Trust/NTA Trust and BPAJ) and will be responsible for the strategic direction of the Project and the supervision of the execution. The PSC will meet at least once a year to approve the MOP and AOP. The PSC will be presided by JAMPRO whom can call into meeting for special issues.

The GS Executive Board (EB) will be composed of the Focal Point of the participating organizations and its main function will be to facilitate the execution of the GS industry supportive activities financed by the Project. The EB will advise the PST and will approve (prior to the responsible signature of JAMPRO), the periodic reports of the Project, the Plans related to each Line of Action and the Apprenticeships / Firm Specific Finishing Schools proposals. It will be chaired by JAMPRO Focal Point, will seek to make its decisions by consensus and in the case of divergences will be resolved by simple majority. It will have periodic meetings either face-to-face or virtual, but the approvals can be done electronically.

The GS Industry Board (IB) will be integrated by representatives of companies in the global services sector according to the following detail:

* BPO - Outsourced Global Suppliers (2 BPIAJ + 1 non-member)
* BPO - Captive Centers (1 BPIAJ + 1 non-member)
* ITO - Global Companies (1)
* ITO - Local companies (1)
* GS Niches Companies (2)

BPAJ will have the specified representatives and will be able to incorporate more in case non-member companies do not participate. Non-members of BPIAJ will be appointed by JAMPRO. The IB will have as main functions to advise the EB and validate all the strategic actions of the lines of component 1, with the exception of line 3 (approval of company proposals for the financing of Apprenticeships & Firm specific finishing schools) in modalities A and B (see below). As mentioned before, the public-private sphere conformed by the conjunction of EB & IB will be named GS Skills Board (GSSB).

Table xxx Responsibilities of EB & IB

|  |  |  |
| --- | --- | --- |
|  | **EB** | **IB** |
| **MOP & AOP** | Advisory to the PSC |  |
| **L1: Talent Platform & Awareness activities Plan** | Approval | Advisory to EB |
| **L2: Job Readiness Curricula** |
| **L2: Job Readiness Trainers training Plan** |
| **L2: Job Readiness Training annual plan / new training programs** |
| **L3: Specific Demand Finishing Schools proposals** | Approval |  |
| **L3: Apprenticeships proposals** |
| **L4: Job Readiness Quality assurance Plan** | Approval | Advisory to EB |
| **C2** | Approval |  |

1. Project Execution Unit –PEU and Focal Points

The Project Execution Unit - PEU - will be led by a *Project Coordinator* or Global Services Specialist, whom will have direct reports from (i) *Financial Management Specialist*, (ii) *Procurement Specialist*, and (iii) *Monitoring and Evaluation Specialist*. The Project Coordinator will be in charge of supervising all aspects of the Project, will report to the Chair of JAMPRO, will coordinate with the GS-EB.

To support the execution of Component 1 will be formed a Global Services Skills Technical Team, which in turn will be composed of:

(i) *Skills development specialist*; (ii) *Platform manager;* and (iii) *Firm Specific Fund manager* (Finishing Schools and Apprenticeships).

The technical coordination of Component 1 will be led by the Skills Development Specialist and supervised by the Project Coordinator.

The technical coordination of Component 2 will lead directly by the Project Coordinator.

Figure 3. Component 1 Technical Team

|  |
| --- |
| 1. SKILLS DEVELOPMENT SPECIALIST: Support the Project Coordinator in the execution of planned activities for the component. Main functions include: (i) coordinating and supervising the acquisitions carried out directly by the Project, (ii) supporting the GS Skills Council activities (SC), (iii) monitoring the training activities approved by the EB, (iv) systematize information for monitoring and evaluating the results of all the actions planned by the component.   The Skills Development Specialist will provide leadership, coordination and guidance on all technical matters pertaining to the successful development and implementation of component 1, to ensure that: (i) job-readiness & digital skills curriculum development have the appropriate content to address the priority skills needs of Jamaican economy; (ii) strengthening of quality assurance mechanisms for the skills development system; and (iii) enhancement of processes for interaction with the private sector are structured. The Skills Development Specialist will carry out the technical secretariat of the SC ensuring that this body provide the voice of the private sector, and that this is captured by the offer of training. The Skills Development Specialist will also supervise (iv) the management of the talent platform and (v) the management of the delivery of Apprenticeships and Firm Specific Finishing schools (Fund management). It will constitute the point of reference in questions of talent provision in the GS industry, assuring an integral interface of the services financed by the Project with the private sector.  *The GSSS must have qualifications and experience for public-private articulation focused on the provision and access to talent for the global services industry.* |
| 1. TALENT PLATFORM MANAGER: Support the Skills Development Specialist in the execution of line 1 ensuring the design & functioning of the Platform and the development of associated activities for the link between companies, students and educational institutions. These actions include support for the communication of all activities and instruments developed with Project financing.   *The Talent Platform Manager must have qualifications and experience to develop strategies and execute effective communication actions with different audiences (eg students, industry stakeholders, educational institutions).* |
| 1. FIRM SPECIFIC FUND MANAGER: Support the Skills Development Specialist in the execution of line 3. Its main functions will be: (i) to promote the instruments among companies within the sector (ii) to support companies in submitting funding requests, (iii) prepare reports for the consideration of applications by the EB, (iv) supervise compliance with what was agreed in the approved proposals, (v) processing requests for reimbursement to companies, (vi) systematizing information for the monitoring and evaluation of results.   *The Talent Platform Manager must have qualifications and experience to interact with companies in the sector (especially the divisions of HHRR), pre-evaluating proposals Apprenticeships or training, monitoring their implementation and preparing relevant reports.* |

**COMPONENT 1.**

**Skills Development for the Global Services Industry and Strengthening of the Skills Development System**

This component will improve the skills development system to provide the industry with competent workers through the establishment of processes to identify skills needs of the Global Services Industry, development of curricula, and the provision of quality training to address those needs. Specifically, it will achieve this through the following: (1) enhancement of the current processes HEART-Trust/NTA uses to interact with the private sector to identify skills needs and translate these into standards and curricula, while contributing to the visualization of the attractiveness of the industry among young people and their environment. (2) update of job-readiness and technical skills curricula for the Global Services Industry while accompanying delivery of job-readiness training programs by HEART-Trust NTA; (3) strengthening of quality assurance mechanisms[[6]](#footnote-7); and (4) delivery of firm-specific training in the form of Apprenticeships and Finishing Schools.

**LINE OF ACTION 1: ENHANCEMENT OF PROCESSES FOR INTERACTION WITH THE PRIVATE SECTOR & TALENT PLATFORM**

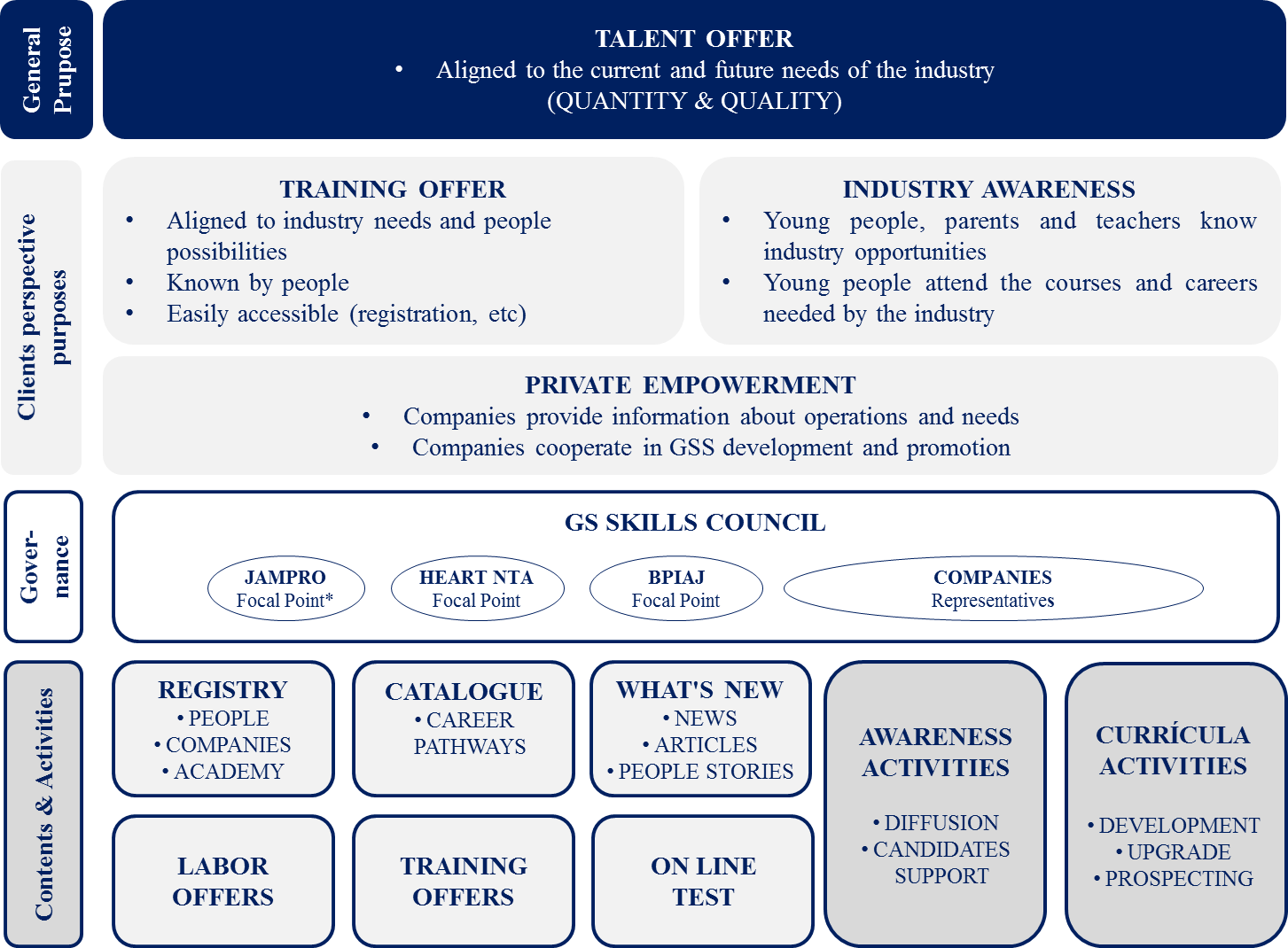
The objectives of this line are to build a governance for public-private articulation of strategies and actions to improve the supply of talent for the global service industry and to support GSS companies with access to the supply of employable human resources, through an exclusive and free-of-charge job platform, a website with information about the industry as well as a section on training opportunities, industry awareness activities both in education institutions and job fairs, among other events, and a registry of individuals interested in working in the industry and alert system that send a notification every time a job opportunity or industry awareness activity is announced.

This Line of Action will finance:

* 1. **Establishment of an industry-led body to help identify skills needs, set standards, and chart career pathways**

1. Studies & Activities of a Global Services Skills Board - Consultancy to chart career pathways for GSS & mapping of training offer; Skills gap analysis and updates; Workshops & Seminaries.
2. A Global Services Skills Specialist
   1. **Creation of a talent platform to guide prospective employees, employers and training offer**
3. Platform design and put into operation - Web programming and design; Training of personnel in the operation and maintenance of the platform, Domains, Hosting and maintenance.
4. Activities to promote the Industry opportunities, the Talent Platform itself, and other Project instruments (e.g. Specific Demand Finishing Schools) and results - Design of a promotion plan, Implementation of dissemination activities, Advertising services.
5. Talent Platform management – A Talent Platform manager and executives to support the website and lead industry awareness activities; Equipment and offices for the operation (hardware, software, rent, consumptions, furniture, conditioning).

**Figure xxx Talent Platform´s objectives & main contents[[7]](#footnote-8)**



**LINE OF ACTION 2: ENHANCEMENT THE JOB-READINESS GSS TRAINING PROGRAMS BY HEART-TRUST NTA**

The objectives of this line are: Strengthen the capabilities of the HEART-Trust/NTA for the provision of Job Readiness trainings for the global Services industry and accompany it in the delivery process of industry-oriented training.

HEART-Trust/NTA will present an annual training plan for the GSS integrated by training programs, which will be oriented to specific competences or transversal courses that are required by the industry and should be validated in terms of their relevance, with their respective budgets, by the Skills Board (GS-SB).

It will be necessary in all cases to have a final evaluation of knowledge acquisition that will be defined in each proposal and that involves a certification recognized by the industry within the framework of the GSSB.

Proposals for training programs must include the Curricula so as: workload, teachers, qualifications of the provider, selection criteria of participants, promotion actions, initial and final test, as well as budget and number of students to train.

At the end of each training program shall be forwarded to the GSSB, for information, a report of results according to preestablished goals.

Both the program proposals submitted by HEART-Trust/NTA and the final reports of each program will be accompanied by a technical report from the **Skills Development Specialist**, with recommendations to the EB.

This Line of Action will finance:

* 1. **Update of job-readiness and technical skills curricula for the GSI**

**…..**

**2.2 Training trainers in targeted services sectors for job-readiness delivery**

**….**

**2.3 Design and adjustment of psycho-technical tests to be applied previously and after the training programs**

The objective of these tests is to make the selection of the participants more effective, at the same time contributing to the greater alignment between the abilities of the graduates and the needs of the companies for the recruitment (figure 1).

**LINE OF ACTION 3: STRENGTHENING OF QUALITY ASSURANCE MECHANISMS**

**LINE OF ACTION 4: DELIVERY OF FIRM-SPECIFIC TRAINING IN THE FORM OF APPRENTICESHIPS AND FINISHING SCHOOLS**

**4.1 Apprenticeships**

**4.2 Firm specific Finishing Schools for entry-level positions and for active employees certified upgrading**

The objective is to support the implementation of firm-specific training through Finishing Schools –in house or by subcontracting specialized suppliers- in order to provide GSS´s firms with competent workers. The program will prioritize supporting project initiatives that imply increases in the number of personnel hired (creation of new positions) or company's employees upgrading.

Through this line, the following will be financed:

1. The development of training plans (Firm Specific Training -Finishing Schools), through a fund for non-reimbursable partial financing (reimbursements) to GS exporting companies.
2. The fund administration - hiring of personnel[[8]](#footnote-9) with expertise to carry out the following activities:

To coordinate with companies and institutions and provide guidance/assistance in submitting applications to the program; Evaluation of requests for co-financing and reports of compliance with goals and authorization of disbursements; Monitoring of the execution of training programs in accordance with the provisions of this Operating Regulation, Support for the operation of the proposals approval committee (co-financing requests).

**(i.1) ELIGIBILITY OF FIRMS**

They will be plans that can be financed by the project, those of companies in the Global Services Sector. For these purposes, Global Services activities are defined as those associated with the export of services (except traditional services such as tourism or transport). The offshoring of business processes, technology, creative services and R & D are highlighted in a non-exhaustive way.

Training plans may address staff dedicated to export duties (non-domestic market, unless expressly exceptional authorization of EB) only.

**(i.2) MODALITIES OF THE TRAINING PLANS**

Three co-financing modalities with different characteristics and objectives are defined. Each project may eventually integrate more than one modality, applying in that case the corresponding co-financing percentage (%).

Faced with the need to prioritize projects, they will prioritize those of the "A" modality (new positions) as opposed to modalities "B and C".

At the same time, the participation of women (> 60% of the participants) will be positively valued, receiving five (5) additional percentage points of co-financing in all the modalities.

1. **Creation of new positions in the global services industry - 50%**

* Objectives: to encourage and facilitate the installation of new companies, as well as the expansion or development of new operations of companies installed in the country.
* The maximum amount to be co-financed by the Program (per application) in this modality -***new positions***- is 50%, and the proponent must finance the remaining amount. In case the participants make economic contributions for the training, these must be lower than the contribution assumed by the company.

1. **Improvement of the capacities for employees of the global services industry - 50%**

* Objectives: encourage installed companies to expand or sophisticate their operations, supporting improvements in the performance of their current human resources to ensure maintenance or facilitate the expansion of their exports.
* In all cases, a clear association between the skills to be developed in employees and incremental demands of their export markets must be justified.
* The maximum amount to be co-financed by the Program (per application) in this modality -***current employees***- is 50%, the remaining amount must be financed by the applicant company. In case the participants make economic contributions for the training, these must be lower than the contribution assumed by the proposing company.

1. **Creation of new capacities demanded by the global services industry - 50%**

* Objectives: facilitate the generation of skills and offer of training aligned with the demands of the industry pursuing higher value-added services.
* The companies that co-finance the projects do not have the obligation to hire the participants in the short term, but they must support that the generated capacities are demanded by the industry through economic contributions
* The maximum amount to be co-financed by the Program in this modality -potential posts- is 50%, with the sponsoring company(s) having to finance a minimum of 10% of the total cost and the rest must be covered by the proposing institution or the participants. If considered pertinent, the HEART Trust NTA could assume part of the financing of these proposals.
* The training must be innovative (not adequately covered by the market)

**(i.3) SPECIAL CONDITIONS OF THE TRAINING PLANS**

* The minimum number of participants to be trained per project will be 10 people and the maximum will be defined in the methodological proposal of each training.
* The minimum hours per course is 12 hours and the maximum of xxx hours, not being able to exceed the duration of the courses for the 9 months running.
* Actions exclusively focused on aid for participation in seminars, conferences or congresses, individual scholarships for studies or training **cannot** be subsidized.
* The activities eligible for financing with Program resources will include the design of the programs (curricula and assessment design), training delivery, the facilities, among others.
* The beneficiary companies can supply trainers (from their own payroll), premises / classrooms to make the training effective, among other supports that are necessary for that purpose and are finally approved as part of the projects. For the valuation of these contributions, market references validated by the GS-EB will be considered.
* The maximum amount of the co-financed budget per participant in each proposal will be US$1,000. This cap applies to the percentage (%) of the Program's financing for all modalities.
* For modality B, the annual subsidy per firm will be limited to US$100.000.

**Figure xxx. Modalities of plans, % of co-financing**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **MODALITY** | | **Financial contribution %** | | **Maximum subsidy per year per firm USD** | **Maximum**  **co-financed budget per trainee USD** |
| **GSSP** | **Companies** |
| **A** | New positions (creation of new Jobs) | **50%** | 50% | No limit | 1.000 |
| **B** | Current Employees (skills´ upgrade) | **50%** | 50% | 100,000 |
| **C** | New capacities | **50%** | 20% (minimum) | No limit |

* Once the training plan is finalized, the fulfillment of the goals and the total amount executed will be verified, determining the final amount of co-financing to reimburse to the proponent firms.
* It will be necessary in all cases to have a final evaluation of knowledge acquisition (assessment) that will be defined in each proposal by the proponent.
* From the number of trainees trained, only those who meet at least of 70% of participation in training course will be able to take final assessment.
* The maximum funding (50%) will be provided to participating firms reaching 80% of the tests taken on the total number of participants proposed in the initial Training Plan.
* A proportional reduction in financing will be applied for the number of participants who do not take the final test up to a minimum of 30% of the total.
* Plans that do not exceed this goal - 30% of participants tested - when finalized, will not receive financing from the Program.
* In the contracts with the companies, it will be mandatory to provide the Project staff with access to the attendance forms or other information necessary to verify the level of attendance at the courses.
* The Project will make the payments (reimbursements) within 15 working days of the following month from the presentation and approval of the final report of the course. The payment will be made in the bank account designated in due time by the Proponent firm.

**(i.4) Application, Monitoring and Reimbursement**

* The proponents of the projects or training plans may be:
* Exporting companies in the global services industry, individually or as a group (club).
* Institutions of the industry (e.g. business associations, foundations) or educational institutions, with the endorsement of companies (individuals or clubs).
* It will be mandatory for proponents to comply with the rules and procedures of the Program, and to sign the respective agreement foreseen in the Ops Manual.
* The GSS Program will receive proposals as an open window for the presentation of training proposals (First come first served) and may in turn make specific calls.
* To access co-financing, the steps to follow are:
* First, the company must detect their training needs and present the initial idea to the Program team that will advise them for the formal presentation of the proposal – APLICATION FORM - that must meet the following requirements:
* Identification of the essential components of the project: justification, target audience, expected results, course methodology, infrastructure, characteristics of the trainers, duration of the training, distribution of contents and budget.
* Project execution plan, including: a) definition of indicators, expected results and means of verification; b) detailed budget of the implementation costs; including a proposal for program disbursements associated with easily verifiable milestones and goals; c) if applicable, work exit plan for the progressive insertion of the people trained by the Program; and d) commitment to implement reasonable controls according to good market practices, and to account for the expenses incurred according to the stipulations of the agreement that the beneficiaries will sign with the PEU before beginning the execution of the selected project.
* After completing the APPLICATION FORM, a specialized committee will evaluate the proposal within a maximum period of 10 business days.
* After the approval of the proposal, the company will sign a CONTRACT with JAMPRO, and from that moment, it will be possible to start executing the training plan. The Program may recognize expenses incurred between the communication of the approval by the Program and the signing of the CONTRACT.
* Once the training plan has been finalized, the proponents must report to the Program by presenting a CLOSING REPORT and the corresponding payment vouchers (invoices and expense receipts) as established in their respective project.
* The Program will make the payments within the first 15 business days of the month following the approval of the CLOSING REPORT presented by the Proponent, with their respective expenses, duly documented.

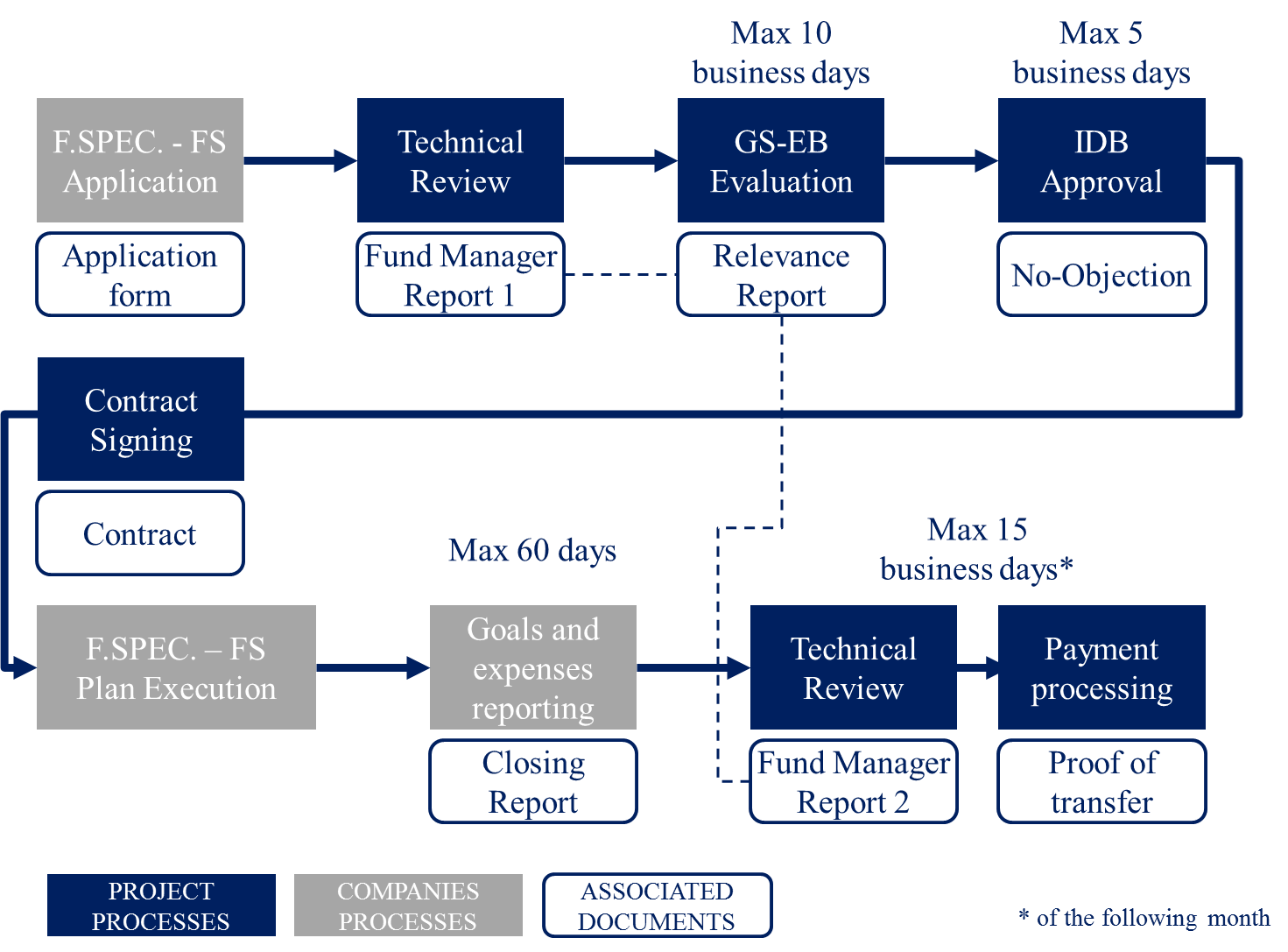
**(i.5) Project Selection Committee & Proposal approval process**

* The Project Selection Committee will be the Global Services Executive Board (EB).
* The sequence of actions for the approval of the proposals is:
* Receipt of the Application Forms by the Program, interaction with the proponents for the eventual adjustment of the proposal and preparation of a TECHNICAL REVIEW (Fund Manager – FM - Report 1). This report will consider compliance with the requirements established in this OMP and formal aspects; relevance to the objectives of the Program; internal coherence of the proposal; organization; agreed goals and expected co-financing.
* The Fund Administrator will raise to the committee via e-mail, the proposal of training plan accompanied by the TECHNICAL REVIEW recommending or not its approval.
* The members of the EB will send in the same way: their no objection to the approval of the financing of the plan or in its absence clarifying consultations or discrepancies with the technical report, with a copy to all the members. In the event that the doubts or discrepancies cannot be clarified and corrected through the exchange of emails between the members of the committee and the Fund Administrator, a face-to-face meeting will be convened or resolved by simple majority.
* The members of the EB will have 10 days to issue and the omission of answers, within this period, will be considered as tacit approval by the Program.
* The members of the EB commit themselves to keep a reservation about the comments made about the proposals during the evaluation process and not to disseminate their results until they are communicated to those directly involved in them.
* The members of the EB are committed to evaluating the proposals with equanimity and if for some reason it is understood that any of the members has a link with one or more of them, which prevent them from evaluating it with absolute impartiality, they will be asked not to participate in its analysis.
* After each evaluation, the Fund Administrator will generate a file with all the actions forming the final Technical Report – RELEVANCE REPORT - incorporating the possible modifications that arose during the process; based on which the Project Coordinator will issue a communication to the IDB requesting for the NO OBJECTION.
* Once the Bank´s NO OBJECTION has been received, it will be able to sign a contract and start the training project.

**(i.6) Cost reimbursement process**

* Once the execution of the training project has been completed and the CLOSING REPORT prepared by the company has been received, the Fund Administrator will prepare a new technical review (Administrator Report 2), which will specify - depending on the fulfillment of goals - the final amount to be reimbursed by the Program.
* The Program will make the payments within the first 15 business days of the month following the approval of the CLOSING REPORT presented by the Proponent, with their respective expenses, duly documented.

**Figure xxx Process Flowchart – FIRM SPECIFIC Finishing schools (F.SPEC. – FS)**

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**COMPONENT 2.**

**Global Services Industry Ecosystem**

This component will create an enabling ecosystem for existing and future GSS firms, including: (i) a Business Process Reengineering (BPR) of the sector to map and optimize processes and institutions;[[9]](#footnote-10) (ii) strengthened Investment Promotion Agency (IPA) through a revitalized value proposition (including sub-sectors), promotion and branding campaign and an investor aftercare program; (iii) development of value-added niches;[[10]](#footnote-11) (iv) hosting of the Outsource 2 LAC event; (iv) optimization of the regulatory and incentives framework; (v) building/retrofitting of an incubator; and (vi) an awareness campaign to increase attractiveness of the sector.

1. Jamaica’s National Training Agency. <https://www1.heart-nta.org/> [↑](#footnote-ref-2)
2. Psychotechnical tests or aptitude tests evaluate the intellectual abilities and aptitudes in relation to the job. General intelligence, memory, perception, attention and verbal, numerical, administrative and reasoning abilities are the focus of attention in addition to technical knowledge. Normally they are question-type questionnaires that allows choosing among several answers and usually having a time limit for their completion. [↑](#footnote-ref-3)
3. Global Services Skills Board (GSSB) equivalent to a Skills Council for GS. [↑](#footnote-ref-4)
4. The Functions of JAMPRO Focal Point and the Project Coordinator could concentrate on one single person in order to reduce levels of coordination. [↑](#footnote-ref-5)
5. FS Fund: Firm Specific Fund (Apprenticeships & Finishing Schools) [↑](#footnote-ref-6)
6. Strengthening of the skills development system will be led by HEART-Trust/NTA and NCTVET, the body responsible for ensuring the quality of training nationally. This will benefit its network of community colleges, universities and other private/public sector training providers across Jamaica. Furthermore, it will support the current merger within the Skills Development System (2.5 and 2.6 of Annex). [↑](#footnote-ref-7)
7. The contents and activities are orientative and should be defined in a Platform development plan and Awareness activities plan led by the Public - Private Governance of the Platform. [↑](#footnote-ref-8)
8. Fund Administrator (and assistant if needed). [↑](#footnote-ref-9)
9. Including HEART-Trust/NTA, JAMPRO, Port Authority of Jamaica and the BPIAJ. [↑](#footnote-ref-10)
10. Strategy should include FDI attraction, diversification of current foreign operations, and development of local MSME service exporters. Ferrari (2017). [↑](#footnote-ref-11)