



## GUIDELINES

### 1. CONTEXT

Latin America and the Caribbean have a challenging starting point regarding its skills gap. From 2010 to 2015, the region saw an increase from 34% to 42% in the share of employers reporting that an inadequately educated workforce posed a barrier to hiring<sup>1</sup>. The IT sector was among the top 10 sectors with the hardest positions to fill in 42 countries. It is estimated that by 2019, Latin America will have a shortage of almost half a million information technology professionals (Cisco, 2014). And by 2025, Latin America will need 1.25 million software developers (IDB, 2014). As the demand for technology talent continues to grow and businesses in Latin America and the Caribbean struggle to find qualified workers with digital skills, a new alternative education model has emerged to satisfy the tech talent shortage: “*Bootcamps*”.

Bootcamps are a new, low-cost alternative to traditional tertiary education programs aimed at people with no previous experience in coding and IT skills who want to gain these highly demanded skills at an accelerated and intense pace in a short period to make them immediately employable in high-demand jobs in Latin America and the Caribbean (LAC). They combine characteristics of traditional vocational training programs with the intensity of military style bootcamps for new recruits, intermingling socioemotional and tech skills learning in an intense and experiential manner, in what could be referred to as “skills accelerators” (World Bank, 2018).

The IDB Lab is interested in identifying and selecting proposals with successful *Bootcamp models* that prepare people for jobs in coding, web/mobile, cloud, data science, and many other products in high demand for digital skills in the LAC region. These types of Bootcamps are referred to as the *Ready-to-Work* models, with three main characteristics: 1) intense rapid-skills training, 2) experiential learning approach and connection to potential employers, and 3) curricula based on, and continuously adapting to, industry demand. *Ready-to-Work Bootcamps* have yielded job placement

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<sup>1</sup> Manpower, 2015 survey of 41,700 hiring managers.

rates ranging from 60 to 100% (ITU 2016). This makes Ready-to-Work Bootcamps a potential tool for developing economies in building a talent pipeline ready to face disruptions in the employment and skills landscape arising from the so-called Fourth Industrial Revolution (World Bank, 2018).

## 2. THE CHALLENGE

The [Inter-American Development Bank \(IDB\)](#), through the Multilateral Investment Fund (IDB Lab), is looking for the best proposals to implement innovative *Ready-to-Work Bootcamp models* that benefit vulnerable or harder-to-reach populations due to geography, poverty or other forms of exclusion, such as youth at-risk of social exclusion, indigenous groups, people with disabilities, women, among others, and have the potential for replication and scaling up.

Proposals will be chosen in two different categories:

- 1) **Mature Bootcamp models**, with at least a two-year track record of results in terms of job placement rates, salaries of graduated students and strong ties to industry needs, among others, that are ready to scale and reach thousands of people.
- 2) **Incipient Bootcamp models**, with a minimum operating track record of one year, and targeting vulnerable or harder-to-reach populations.

## 3. AWARDS

Two qualifying entities will be considered by IDB Lab to implement a development project to pilot mature or incipient Bootcamp models. The funding requests will not exceed US\$1.5 million, and the type of financing (grant, loans or other type of reimbursable financing) will be determined after the selection of the best proposals. **Note that the proponent entity should contribute or be able to demonstrate access to funds for the other 50% of the project budget.**

Qualifying entities will receive IDB funding once: a) the proposed bootcamp model has been duly analyzed to obtain evidence of its viability; b) the proponent entity's capacity to manage the financial resources and project execution experience has been evaluated; c) a legal agreement to use IDB funding and counterpart resources towards the implementation of the selected model/project has been signed by both parties.

IDB funding can be in the form of grants, loans, or a combination of these instruments.

- Grants: non-reimbursable resources are offered generally to NGOs, non-profit or public organizations implementing innovative models with limited revenue generation, but with clear benefits to the target beneficiaries.
- Loans: flexible loans or debt financing offered generally to private organizations that are already profitable and growing, and financial intermediaries.

#### 4. WHO CAN PARTICIPATE

Entities legally registered in one of the [26 borrowing member countries](#) of the IDB in Latin America and the Caribbean, as well as organizations outside of the Latin American and the Caribbean region that have an implementing partner legally registered in one of the 26 IDB borrowing member countries are invited to participate in the challenge. Entities eligible to participate include social enterprises, NGOs, non-profits, academic, educational and training institutions (public and private), and private firms offering Ready-to-Work bootcamps as described above. The IDB Lab is looking for:

- Entities that have a Bootcamp program with a minimum operating track-record of one year working with vulnerable or harder-to-reach populations for the *Incipient Bootcamp category*, and entities with at least a two-year track record of results and evidence that students have entered the labor market and are ready to be scaled up for the *Mature Bootcamp category*.
- Entities that are financially stable with steady sources of funding or income derived from training activities or other donors/sponsors.
- Entities that work in partnership with others to develop and implement the proposal are encouraged. However, there needs to be one leading implementing organization (legally registered to operate and incorporated in one of the [26 borrowing member countries](#) of the IDB LAB) for proposal submission and project implementation.
- The IDB Lab may choose to fund qualifying entities to implement the bootcamp project; and may provide matching financing (not over 50%) of total project budget; therefore, applicants must demonstrate the ability to and be prepared to:
  - Contribute at least 50% of the funds required to implement the bootcamp model. This contribution or “counterpart” could be half in cash and half through in-kind resources. Proof of resources will be required when applying.
  - Cover overhead fees, as these will not be financed by the IDB Lab contribution. Please note that there will be restrictions limiting the financing project administrative costs<sup>2</sup>.

#### 5. GEOGRAPHIC SCOPE OF CHALLENGE

The challenge will benefit entities located in the 26 borrowing member countries of the IDB in Latin America and the Caribbean.

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<sup>2</sup> IDB Lab 's contribution can only cover a maximum of 15% of administrative costs.

## 6. TIMELINE

- Launch: January 28, 2019
- Submit proposals: January 28 – April 10, 2019
- Final submission deadline: April 10, 2019 (11:59pm EST)
- Review by IDB Group team to create short list: April 24, 2019
- Review of short lists by jury panel: May 8, 2019
- Expected announcement of two selected proposals: May 2019

Dates are approximate and subject to revision.

## 7. EVALUATION CRITERIA

The proposals will be evaluated according to the following criteria and approximate weight of consideration:

- a) Learning and employment outcomes (15%).** We are interested in the metrics and systems used to measure and follow up results and learning, and to keep updating the curriculum to industry's needs. For instance, student graduation rates, employment rates, salary levels, job and education trajectories, self-employment, employability of graduates in software development versus tech-adjacent jobs, such as digital marketing, UX design, web and app development, data and product analysis, etc.
- b) Targeting of vulnerable populations (15%).** Given the potential different levels of vulnerability of Bootcamp student populations and the requirements of digital jobs available, we are interested in learning the selection criteria and processes to identify the targeted student populations and to ensure that they are the ones that benefit from the Bootcamp experience.
- c) Innovation of the model (15%).** We are interested in learning how the proposed model addresses the problem(s) identified by the proposal. How the bootcamp model works --virtual, blended or in-class training--, components (if it includes digital, soft skills<sup>3</sup> and English, for example), digital tools or platforms used, partnerships that bring cutting edge technologies, training materials and methods, certification or accreditation, and overall management. Describes what makes it different from other bootcamps or training models available.
- d) Use of disruptive technologies (15%).** Disruptive technologies are becoming part of everyday life and should help vulnerable populations. We are interested in Bootcamp models that make use of Artificial Intelligence

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<sup>3</sup> Also referred to as socio-emotional, life, non-cognitive, behavioral, intrapersonal skills. These skills are broadly applicable and complement other skills such as technical, vocational and cognitive skills. For example, problem-solving, learning to learn, communication, creativity and teamwork, among others.

- for selection of students and job matching, Virtual Reality for training, Blockchain for certificates, Big Data for skills and job trends, overall management, etc., among other disruptive technologies and examples in the creation, implementation and/or management phases of the Bootcamps.
- e) **Scalability potential (15%).** We want to know the strategies to reach scale as well as key enabling partners, especially if there are private or public-sector partners that provide other funding to reach larger number of beneficiaries, etc.
  - f) **Financial sustainability for the next 3-5 years (10%).** We are interested in the business model, the funding sources to sustain and grow operations, repayment mechanisms, as well as the cost per Bootcamp student.
  - g) **Capacity of proponent entity and strategic partners (10%).** We want to know about the proposing partner(s), why the organization developed the bootcamp, the strategic alignment with its mission, the team behind it and their strengths. We are also especially interested in learning about the industry ties, the relationship with potential employers, for instance, if a Bootcamp is created to support innovation and technology ecosystems or Information and Communication Technologies (ICT) business clusters/associations, and any other strategic partnership.
  - h) **Viability of execution, and risks (5%).** We want to learn about the current bottlenecks for growth, the risks identified, as well as the conditions needed, i.e., availability of instructors, agreements with strategic partners, etc., for a smooth implementation.

## 8. REQUIREMENTS

**Requirement 1:** Proponent entities should be legally registered in one of the [26 borrowing member countries](#) of the IDB in Latin America and Caribbean. Organizations outside of the Latin America and the Caribbean region that have an implementing partner legally registered in one of the 26 IDB borrowing member countries are also invited to participate in the challenge.

**Requirement 2:** For the *mature bootcamp model category*, proponent entities need to demonstrate a two-year track record of results and evidence that students have entered the labor market, are earning good salaries and have strong industry ties. For the *Incipient Bootcamp category*, proponent entities need to demonstrate a minimum operating track-record of one year working with vulnerable or harder-to-reach populations.

**Requirement 3:** Proponent entities should be financially stable with steady sources of funding or income derived from training activities or other donors/sponsors.

**Requirement 4:** Proponent entity should provide written proof of counterpart resources to implement their model (IDB would provide matching funding, approximately 50% of the proposed project budget).

**Requirement 5:** Proponent entity should provide documents certifying its legal constitution/incorporation.

## 9. HOW TO PARTICIPATE

The application for all proponent entities consists of two steps:

### Step I: Complete Online Application

Submit your proposal through the online platform within the timeframe specified for the “Bootcamps for Tech Fans challenge”. Proposals will be considered only if they fully comply with the evaluation criteria and requirements described above. IDB reserves the right to contact applicants initiating the process concerning their proposals. Proposals can be submitted in ENGLISH, SPANISH or PORTUGUESE only.

- Complete [online application](#) and submit.
- Complete an estimated budget for the proposal in the format provided and submit.

### Step II: Eligibility Documents

Eligibility of applying organizations will be verified by the following documents, which must be uploaded in the system. Documentation can be submitted in or translated to one of the four official languages of the IDB -English, Spanish, Portuguese or French. The IDB shall not be responsible if not available to open uploaded files.

- Copy of organization’s proof of legal constitution and incorporation under the laws of one of the 26 borrowing member country of the IDB where the applicant is located, and the project is to be implemented. This must be a legal document establishing the entity as registered or authorized by the government. NOTE: Foreign/international organizations must have a legal representation complying with all the requirements, domiciled and legally operating to do business in the country where the project is to be implemented. Organizations with temporary authorizations/licenses to operate in the country will not be accepted.
- Written proof of counterpart resources to implement the model (such as letter of commitment).
- Copy of organization’s by-laws and other corporate governance.
- Summary of the last external auditor’s report and/or financial statements of the organization.

## 10. SELECTION PROCESS

### Phase I

After completing your application in the online platform, the IDB Group will review, analyze and shortlist the proposals.

## Phase II

The short-list will then be reviewed by a panel of judges made up of outside experts such as Globant, Accenture and the International Telecommunication Union, as well as IDB Group specialists. The panel of judges will interview the panelists if needed.

The panel may consist of:

1. Sergio Scarabino, International Telecommunication Union
2. Sebastián Rodríguez, Accenture
3. Luciana Zavaleta, Globant
4. Elena Heredero, IDB Lab
5. César Buenadicha, IDB Social Sector
6. Juan Carlos Navarro, IDB Institutions for Development Sector

## Phase III

IDB Lab leadership will announce the two (2) best proposals (1 for each category), considering the evaluation criteria. A project team from IDB Lab will provide support to the selected entities to initiate project design (develop the project plan and related documents to be submitted for IDB's approval process). This process can take up to six months, depending on the maturity of the project concept, and the agility of the selected entities, among other factors, and final approval is subject to IDB's internal procedures.

## [FREQUENTLY ASKED QUESTIONS](#)

### NOTICE AS TO DISCLAIMERS AND RESERVATION OF RIGHTS

The Inter-American Development Bank (IDB) reserves the right to eliminate participants at any part of the process and this decision shall be final and binding. The IDB may decide to not select an applicant if the proposals did not meet the requirements or did not have sufficient quality. The IDB may search for publicly available information regarding participants, and may seek to verify details referenced in the application. The IDB reserves the right to cancel or postpone the competition at any time. All decisions of the IDB are final and binding, with no process for appeal. Participants that submit content that is offensive, illegal, and those that disparage the Bank or other sponsors will be eliminated. IDB will not consider participants who are ineligible to participate in Bank projects or contracting under its integrity policies and sanctions protocol. Participants must attest that the submittal is original and that they are not infringing on any copyrights or other intellectual property. Any such infringement may result in disqualification and indemnification of IDB. The IDB will not be responsible to maintain the intellectual property of the proposals submitted.

Participants whose projects are selected, in order to receive IDB funding, must sign an agreement with the IDB which includes relevant commitments, representations, and grants of indemnity by the project company.

IDB reserves the right to disseminate and share the identity of the applicants and any other information deem relevant.

These terms and conditions may be updated at any time and will be made available online to all participants.