

ANNEX A**Haiti****Labor Markets Division (SCL/LMK)****SUMMARY TERMS OF REFERENCE FOR TECHNICAL COOPERATION**

Support to Strengthen Services to Youth of the Public Labor Intermediation Service of Haiti
HA-T1270

Context and justification of TC Support: Haiti's economic growth has slowed down to 1.0% in Fiscal Year (FY) 2017 (from 1.5% in FY 2016). The rate of inflation remained high at 14% in FY 2017, with a substantial depreciation of the gourde. Haiti continues being the poorest country on the American continent and one of the most unequal country in the world. Young people constitute more than half of the population and represent one of the most vulnerable groups (Herrera et al., 2014; Zanuso et al., 2014). Haiti needs to integrate young people into society and into the labor market in order to maintain social cohesion and achieve the desired level of development and growth. Labor Intermediation Services (LIS) can contribute to improve the match between labor supply and demand through services beyond the match itself and may include: (i) labor market information; (ii) job placement; (iii) training and other Active Labor Market Programs; (iv) administration of unemployment insurance; and (v) migration management.

This TC builds on the Korean's previous experience and expertise in the subject matter, as it is related to the regional technical cooperation RG-T2604. The latter has benefited from the expertise of the Korean public employment service on the incorporation of information technologies, in order to improve the effectiveness and efficiency of labor intermediation services, through development of diagnoses, strengthening plans, workshops in Barbados, Brazil, Chile and Peru. The proposed TC is consistent with the Update to the Institutional Strategy (UIS) 2010 2020 (AB-3008) and is strategically aligned with the development challenges of: (i) social inclusion and equality since the project targets vulnerable youth and promotes equal access to better job opportunities; and (ii) productivity and innovation by providing LIS (specially targeted for youth) which promote better matching between demand for workers and supply of job seekers. The program is also aligned with the cross-cutting theme of gender equality and diversity by promoting women's economic opportunities and productivity. Additionally, the program contributes to the Corporate Results Framework (CRF) 2016-2019 (GN-2727-6) with the indicator beneficiaries of on-the-job training programs. Also, the project is aligned with the dialogue area of vocational training of the Country Strategy with Haiti 2017-2021 (GN-2904) and is relevant to the country development challenge of inclusion and poverty. Furthermore, it is aligned with the Labor Sector Framework Document (GN-2741-7), with the dimension for success "promote successful career paths while simultaneously enhancing productivity and social inclusion". Finally, this technical cooperation is related to the non-refundable operation HA-L1137 (4657/GR-HA), approved on November 9, 2018, which has a component aimed at strengthening the labor intermediation of Social Affairs and Labor Ministry (MAST).

Component I – Strengthen the governance mechanism of the mechanism of the labor intermediation public service.

Consultancy 1: Presentation of best practices and proposals for the governance

Objectives:

The general objective of this consultancy is to review the governance schemes of labor intermediation services in eight countries of the world. The specific objectives are to identify successful practices, challenges and specific strategies to face them and lessons learned from eight countries that can inform the design and implementation of an integrated labor intermediation system in Haiti.

Activities:

The selected candidate must review the governance schemes of eight labor intermediation system. The review should include at least the following aspects:

1. General presentation of the labor intermediation service:

- a. Organizational structure;
- b. Activities (e.g. Job exchange; Job search advice; Job training; Business approach; Labor market information; Migration; Benefits management);
- c. Available resources (Office Network; Staff; Financing and budget);
- d. Scheme of attention to the job seeker (services provided in the various activities);
- e. Employer assistance scheme (services provided in the various activities);
- f. Additional assistance for vulnerable groups (e.g. youth, women, people with low educational level, ethnic minorities, people with disabilities).

2. Decentralization scheme:

- a. Decentralization model (e.g. management or administrative decentralization; political decentralization - regionalism? municipalization - to all job seekers or specific groups?);
- b. Governance structure to mediate local autonomy and central management with respect to the following dimensions:
 - i. Flexibility for the design of policies and programs (to what extent instruments and programs designed at the central level can be adapted, new policies and programs can be designed);
 - ii. Flexibility for budget allocation (to what extent subnational Public Employment Services – SPE can decide how to use their financial resources);
 - iii. Flexibility for human resources management (to what extent subnational PES have control over the hiring, training and remuneration of staff);
 - iv. Flexibility for setting eligibility and targeting criteria (to what extent subnational PES can demarcate policies to specific groups);
 - v. Flexibility for performance management (to what extent the objectives and indicators of the performance management system were discussed with subnational PES);
 - vi. Flexibility for the management of networks of development / collaboration policies;

- vii. Flexibility for outsourcing (how much control is available at the central level and what is the strategy to achieve it?).
- c. What measures exist to ensure greater institutional capacity at the local level?
- d. What measures exist to prevent fragmentation and promote its integration and coordination?
- e. To what extent is the variety in the provision of PES acceptable? Is there a minimum standard defined at the national level? If it exists, what services are mandatory, at what levels and what are the minimum standards for provision?
- f. What measures exist to promote the exchange of information regarding innovations in order to avoid duplication of processes, efforts and facilitate rapid responses to changes in the labor market at the national level?

3. Outsourcing of services:

- a. If the system outsources nonprofit and for-profit organizations for the delivery of services;
- b. Development and characteristics of the outsourcing relationship:
 - i. Types of services / activities that are outsourced;
 - ii. Evidence of impacts on service delivery;
- c. Measures to ensure that outsourcing contracts are better designed and implemented;
- d. Advantages of the outsourcing system;
- e. Disadvantages of the outsourcing system;
- f. Subcontracting risks;
- g. Learned lessons.

4. The business / employer approach scheme:

- a. What role does the function of “fill vacancies” play with respect to the objectives of PES;
- b. The proportion of companies in the country that list vacancies in the PES;
- c. The procedures for listing a vacancy;
- d. Describe the criteria used to be considered a covered vacancy;
- e. Strategies to attract companies to some of these channels;
- f. Main challenges in establishing contact with employers;
- g. Strategies for establishing first contact with employers;
- h. Strategies to maintain the relationship with employers;
- i. Performance management of services provided to employers.

5. Human resources management:

- a. If there is a unique profile that describes the functions, competencies and skills of employment counselors and how they classify it (e.g. generic - no differentiation of duties), specialized (difference between counselors for job seekers and counselors for employers, highly specialized (difference among counselors for job seekers; counselors for employers; counselors for young job seekers; counselors for

- unemployed people with more complex problems; counselors for job seekers with disabilities; counselors for older job seekers);
- b. Entry requirements for employment counselor positions in terms of:
 - i. Educational level (e.g. secondary education; bachelor's degree; master's degree, postgraduate studies);
 - ii. Other entry requirements or qualifications (e.g. certified qualifications; specialized training; previous professional experience; foreign language certificates);
 - iii. Training areas (e.g. general education - not specified); psychology; pedagogy; sociology; social sciences; law; economics; management - including human resources management);
 - iv. Indicate in the three areas if the requirements are considered "Essential"; "Desired" or "No requirement";
 - c. The types of contract (e.g. temporary, permanent) and career plan;
 - d. The initial training scheme (induction course offered to the employment counselor when he begins work) in terms of:
 - i. Duration (e.g. number of days);
 - ii. Provider (e.g. in the workplace by colleagues or internal training team; by individual external provider; by external provider company specialized in training);
 - iii. Methodology (e.g. individual training in the workplace; individual training outside the workplace; dual training that combines theoretical and practical units; in-class training; conferences / seminars; work / workshop simulations; case analysis; self- study: "E –learning"; "Blended learning" ("e-learning" + traditional methods); Mentoring);
 - iv. Contents;
 - e. The continuous training scheme offered to the employment counselor throughout his career in the SPE in terms of:
 - i. Mandatory and, where appropriate, the number of days;
 - ii. Scheme to assess the need for training;
 - iii. Duration (e.g. number of days);
 - iv. Provider (e.g. in the workplace by colleagues or internal training team; by individual external provider; by external provider company specialized in training);
 - v. Methodology (e.g. Individual training in the workplace; individual training outside the workplace; dual training that combines theoretical and practical units; in-class training; conferences / seminars; work / workshop simulations; case analysis; self-study; "E-learning"; "Blended learning" - "e-learning" + traditional methods; Mentoring);
 - vi. Contents.
 - f. The quality control scheme of the training provided;
 - g. If there is any scheme to link the training with advances in the career plan of the employment counselor.

6. Multichannel strategy:

- a. Multichannel scheme mission;
- b. Describe the multichannel strategy (e.g. Offer in parallel - can all services be offered on all channels, and job seekers can choose the channel?; Substitution - are some channels better than others, and in the long term the best replace the worst?; Complementarity - each channel has certain characteristics that make it the most suitable for certain types of service or groups of customers; therefore the services must be offered through the most appropriate channels; Integration - full integration of channels so that all services are offered by all channels, and job seekers are referred to the most appropriate channel);
- c. Identify existing channels and their function (Telephone? Online? Text messages? Social networks?); As well as their role (Primary? Secondary? - specific functions or specific objectives?); Supplementary (to support the use of any of the channels?);
- d. Is there a strategy to attract job seekers or companies to any of these channels?
- e. Do you use any type of tool to direct customers to different channels?
- f. Do they have tools for automatic pairing? Please explain the role played by private matching initiatives in relation to the matching strategy of the PES.

7. Labor market information system (LMIS):

- a. Background and importance;
- b. PES roles in the LMIS (e.g. collection, analysis and dissemination of data?);
- c. Governance
- d. Budget and financing
- e. Data collection (e.g. Data sources: administrative data, employer surveys, graduate surveys of education and vocational training systems, data from national statistical institutes, other sources. Level of disaggregation? Frequency?);
- f. Data analysis (labor market intelligence - does everything "in house" or subcontract?);
- g. Dissemination of data (Why? For whom? Level of disaggregation? Frequency? Hard copy or Digital version?);
- h. Challenges of the LMIS and how they deal with it (e.g. Low PES coverage? Limited range of partnerships with key labor market actors does not allow the produced LMI to adequately reflect labor market trends? Production of labor market intelligence requires investment in the capacity of the PES staff - the balance between the demand for LMI and the ability of the PES to meet this demand: done internally or through another agency - experience with labor market observatories).

8. Performance management:

- a. Indicators used for monitoring and analysis activities based on the framework developed by Nunn 2010;
- b. Which of them have set goals / objectives against which they are compared (expected levels of performance to be achieved)?
- c. At what organizational level are they used (for example, at national, regional, local offices, individual PES staff)?

- d. Are there incentives or penalties for performance above or below expected levels? What are they and who receives them?
- e. What are the organizational levels included in the negotiation of goals / objectives? (i.e. are external stakeholders involved, such as unions, employers, organizations for people seeking employment (for example, organizations for the disabled, women or youth)? Are politicians involved, and at what level (for example, national / regional / local? Who makes the decisions / has the power?);
- f. How often are goals / objectives negotiated? Do the objectives and indicators refer to annual or multi-annual periods? Can target levels vary in response to rapid changes in labor market conditions?
- g. Benchmarking scheme for local regions / offices (e.g. what are the processes, if any, used to learn from levels above or below expected levels of performance? Are local regions or offices grouped according to labor market or other conditions for comparative purposes? If yes, which processes are used to group the regions / offices?
- h. Is performance in quantitative objectives contextualized in some way with a narrative that explains its meaning? If so, to whom is this data delivered? What people are involved in the performance evaluation?
- i. How do you measure customer satisfaction? Is this measurement qualitative or quantitative? Does it apply to employers, job seekers or training providers?
- j. How are the performance indicators produced used ?
- k. Who uses them? (i.e. politicians, PES administrators at the national level, PES administrators at the regional level, local administrators? Does the public have access? Is it an element used by the public or other interested parties - employers, unions, organizations no government - for the accountability of the PES or the politicians?).

Review the current governance of the Public Labor Intermediation Service (PLIS) in Haiti according to the same aspects.

Produce recommendations to strengthen the governance of the PLIS in Haiti according to the same aspects for the short, middle and long run.

Produce a technical note by compiling:

1. Labor intermediation services governance schemes, identifying successful practices, challenges and strategies adopted to address them and lessons learned;
2. Describing the current governance of the PLIS in Haiti;
3. Recommendations for short, medium and long terms. The note must be in Word and must not exceed fifty pages, including annexes, excluding bibliography.

Produce a PowerPoint presentation that summarizes the main results of the technical note.

Expected products:

Report 1. Progress report thirty days after the start of the consultancy that contains for the eight countries the information corresponding to the following subsections of the previous section:

1. General presentation of the labor intermediation service;
2. Decentralization scheme;
3. Outsourcing of services, subsection a.;
4. Human resources management, subsections a and c.;
5. Labor market information system, subsections a-c.;
6. Performance management, subsections a-h.

Report 2. Progress report forty-five days after the start of the consultancy that contains:

1. For the eight countries all the information detailed in the previous section, and incorporating comments to the first draft;
2. The analysis of the PLIS governance scheme of Haiti.

Report 3. Progress report sixty days after the start of the consultancy it contains for recommendations.

Report 4. Final report, sixty days after the start of the consultancy.

Payment:

Payments will be made according to the following schedule, once the products delivered are approved by the Bank:

Payment plan	
<i>Deliverables</i>	%
1. After the delivery of Report 1	20
2. After the delivery of Report 2	30
3. After the delivery of Report 3	30
4. After the delivery of Report 4	20
TOTAL	100

Consultancy characteristics:

- **Type of contract and modality:** Individual Consultant/Lump Sum
- **Contract Duration:** 1.5 month
- **Location:** Port-au-Prince, Haiti
- **Responsible Person:** Dulce Baptista, Labor Markets and Social Security Specialist (SCL/LMK), dulced@iadb.org

Requirements:

Title / Academic Level & Years of Professional Experience: At least ten years of experience in the analysis of labor market policies and programs, including the evaluation of labor intermediation policies. The consultant must have experience with labor intermediation services (LIS) governance strategies and proven experience with comparative studies and analysis of LIS practices. Experience with comparative studies of SIL in advanced economies is preferred.

Language: French.

Consultancy 2: Institutional analysis including the proposal of a governance legal framework

Objectives:

The general objective of this consultancy is to propose a governance legal framework for the PLIS in Haiti. The specific objectives are to analyze the governance mechanism in different countries, study the context in Haiti and propose solutions for the Haitian PLIS.

Activities:

1. **In-depth institutional analysis** of the most relevant dependencies and organizations that make up the PLIS in Haiti, which will be defined by the IDB and the MAST.
2. Prepare the **proposal of the institutional architecture** that allows an adequate development and implementation of the system. Among others, this proposal should consider the guidelines for the involvement of different initiatives within the framework of the mission strategies currently underway by the entities of the future PLIS of the MAST; the participation of the private sector as a key actor of the PLIS; the estimation of the financing needs of the future PLIS, and a proposal of necessary regulatory changes that support the development of the PLIS.
3. Other activities that the IDB deems relevant in the framework of this consultancy.

Expected products:

Product 1. Institutional analysis document and organizational structure of the MAST and its local agencies within the framework of its PLIS, including key positions.

Product 2. Proposal document to improve the organizational structure of the MAST and the relationship scheme of the local agencies for the decentralized management of the PLIS, including the decentralized programs and key positions.

Product 3. In-depth institutional analysis document of the most relevant dependencies and organizations that form the PLIS of the MAST.

Product 4. Document of proposal of the institutional architecture that allows an adequate development and implementation of the PLIS of the MAST and includes the participation of the private sector as a key player in the system.

All reports must be delivered in Word format and in French, as well as include support documents in virtual form.

Payment:

Payments will be made according to the following schedule, once the products delivered are approved by the Bank:

Payment plan	
<i>Deliverables</i>	%
1. Once the consulting contract is signed	10
2. Once products 1 and 2 are delivered	40
3. Once product 3 are delivered	25
4. Once all products are delivered	25
TOTAL	100

Consultancy characteristics:

- **Type of contract and modality:** Individual Consultant/Lump Sum
- **Contract Duration:** 1.5 month
- **Location:** Port-au-Prince, Haiti
- **Responsible Person:** Dulce Baptista, Labor Markets and Social Security Specialist (SCL/LMK), dulced@iadb.org

Requirements:

Title / Academic Level & Years of Professional Experience: The consultant must have at least fifteen years of experience in (i) institutional strengthening, and (ii) strategic planning; and at least three years of experience in (iii) international development projects, and (iv) working with or within the public sector. The consultant should have experience in these issues in countries of the Caribbean and other countries in the rest of the world comparable to the region. It is preferable that the consultant be familiar with the institutional context of the public sector in Haiti.

Language: French.

Consultancy 3: Mapping of the local labor market players

Objectives:

This consultancy has three clear objectives:

1. Support for a sustainable systemic workforce development strategy, reflecting a collaborative approach between government, education and industry, and also with international partners, building on existing infrastructure;
2. Identification of models of support required to implement the strategy;
3. Establishing fit-for-purpose industry led curriculum development and implementation in the training centers, including building the capacity and capability of the teaching staff.

Activities:

1. Desk Research

The following documents will be reviewed and the analysis will be provided to IDB, before the scoping visit:

- a. Haiti industry breakdown and growth projections;
- b. Educational frameworks for Haiti and existing national occupational standards and qualification frameworks;
- c. Implementation of a new management model developed by the French consultants;
- d. Existing and new training programs being delivered by the three centers including a review of the recently developed Canadian Curriculum;
- e. Government strategies for education, TVET, labor and industry that are appropriate to the project;
- f. Labor market information for key economic sectors (i.e. workforce size), recruitment patterns, workforce profile (i.e. gender, age full/part-time, qualification levels);
- g. Potential alternative job opportunities (i.e. through migration corridors, entrepreneurship) or attracting new sectors.

2. First visit – Scoping

The scoping visit will provide the basis for the development of recommendations from the scoping visit and an outline Business Plan and Road Map.

During the scoping visit, the following organizations must be visited and a selection of appropriate presentations will be produced for the different stakeholders:

a. Interamerican Development Bank (IDB)

Meetings with the in country and IDB project team to discuss the objectives and requirements of the project, with reference to:

- understanding the short, medium and long-term objectives;
- identifying priorities for systemic change in skills development in Haiti;
- strategic business planning to maximize on the investment provided by IDB;
- outlining approach and methodology, and agreeing timeline for project plan.

b. Training Centers and other training providers

Meetings with the centers management team and instructors to review and identify the requirements for the following:

- New and revised SMART Curriculum – including short bite sized curriculum;
- Capacity and capability requirements in the centers;
- Existing and required Industry engagement;
- Existing and required selection criteria for students and recruitment into work placements and formal jobs;
- Infrastructure and physical premises;
- Financial model and funding New management structure – how this works and provides sustainability;
- Mobile delivery opportunities to support youth in vulnerable communities;
- Exit profiles – what formal jobs are available in the locality;
- Explore the potential creation of placement office in the centers.

c. Other training providers include:

The ENTEC Technical School – supported by the Spanish Cooperation, the Salesian organization, *Jóvenes y Desarrollo*, and the Autonomous Community of Madrid. This provides training for permanent and ongoing formation of teachers in solid pedagogical skills. The intention is to establish a permanent body of educators at all levels capable of maximizing the performance and internal efficiency of technical and professional institutes.

d. Ministry of National Education and National Institute of Vocational Training

Other government ministries - Ministry of Social Affairs and Labor, Ministry of Commerce and Industry, Ministry of Economy and Finance

Potential meetings with national and local government representatives to explore:

- The parameters and profile for the training Centers;
- Existing and future social and economic growth strategy;
- Youth and gender inclusion;
- Funding;
- Labor requirements and expectations of improving skills of local population;
- Identification and implementation of international best practice;
- Informal versus formal sector and the role of entrepreneurship training;
- The creation of placement offices.

e. **Local Business and Industry Representatives**

Through working groups, face-to face interviews and surveys with local businesses, trade associations and other industry stakeholders, assess the following:

- Key occupations and skills priorities;
- Skills gaps and shortages;
- Current training provision;
- Interest in the set-up of industry partnership groups focused on skills development for new and existing workforce.

Once the desk research has been completed, the consulting firm will liaise with IDB to agree who should attend the industry working groups.

f. **Other Stakeholders**

The consulting firm would also engage with stakeholders that are keen to collaborate in supporting the objectives of IDB such as the Missions working on employability projects.

3. **Second visit - Results Dissemination and Engagement**

A follow-up visit, within eight weeks, will be made to share the findings of the scoping visit, by presenting the Scoping Visit Report, and to help IDB to engage key stakeholders and secure commitment for the next steps in the process, by presenting the outline of the Road Map and Business Plan.

Expected products:

Once the Desk Review done:

1. A draft 'third party analysis' of all information required Report;
2. A draft Stakeholder Map.

Once the Scoping Visit Outputs:

1. Scoping Visit Report with recommendations;
2. Outline proposal for the future development of a full Business Plan and Road Map for implementation of recommendations.

Payment:

Payment plan	
<i>Deliverables</i>	%
1. Once the draft of the “third party analysis” delivered	25
2. Once the draft of the “stakeholder map”	25
3. Once the scoping visit report delivered	25
4. Once the outline proposal delivered	25
TOTAL	100

Consultancy characteristics:

- **Type of contract and modality:** Consulting Firm/Lump Sum
- **Contract Duration:** 1.5 month
- **Location:** Port-au-Prince, Haiti and the working place of the Consulting Firm
- **Responsible Person:** Dulce Baptista, Labor Markets and Social Security Specialist (SCL/LMK), dulced@iadb.org

Requirements:

Consulting Firm specialized in institutional development, capacity building, public labor intermediation services, project design and management, analysis of the public sector, organizational analysis. Strong communication and drafting skills. At least one consultant of the consulting firm must have a doctorate in economics or related discipline.

Consultancy 4: Elaboration of a legal analysis for the implementation of a governance system in favor of the labor intermediation in Haiti

Objectives:

The objective of this consultancy is to identify the legal framework of the different entities involved in the policies and provision of labor intermediation services, prepare a legal diagnosis, including an analysis of the current execution scheme of policies and programs, and recommendations for their improvement.

Activities:

The selected candidate must:

1. Review the existing documents on labor intermediation, to be delivered by the MAST, the International Labor Organization, the World Bank and the IDB.
2. Review the institutional legal regime of MAST, Municipalities and other entities to be identified by the consultant, considering the central and local levels of government.
3. Hold meetings with officials of the different public and private entities to gather necessary information (the meetings will be managed through the IDB).
4. Carry out a diagnosis and analysis of the current legal regime, as well as the execution arrangements, taking into account aspects of decentralization of central government functions and budgets to the premises.
5. Make recommendations to the IDB regarding changes in execution that could be made within the current legal regime, without modifications; identify legal changes that should be made to move forward with some of the existing reform proposals (information that will be provided by the IDB and / or the MAST). These recommendations should include considerations regarding the level of government that should be responsible (central versus local), as well as suggestions on possible decentralization of functions.
6. Analyze institutional arrangements in another sector of the country (for example in the health, education, transportation, etc. sector, to be defined in agreement with the IDB) where there is a need to articulate the rectory at the national level with the provision of services from local offices, and where it is considered that the legal regime is favorable to an effective provision of services, arguing in detail why that sector was chosen.
7. Advise the IDB on other legal aspects that may arise during the duration of the consultancy, through participation in meetings, teleconferences, or review of documents, as appropriate.

Expected products:

The selected candidate must prepare a report containing the diagnosis and legal analysis of the matters identified in paragraphs 1-6 of the section called “Main Activities”. It must also include as an annex to the report of those advisory services granted to the IDB in accordance with paragraph 7 above.

All reports must be submitted to the IDB in an electronic file. The report must include a cover page, main document, and all attachments. Zip files will not be accepted as final reports due to the regulations of the File Management Section.

Payment:

Payment plan	
<i>Deliverables</i>	%
1. Once the working plan delivered	10
2. Once the first draft of the report delivered	20
3. Once the second draft of the report delivered	30
4. Once the final version of the report delivered	40
TOTAL	100

Consultancy characteristics:

- **Type of contract and modality:** Individual Consultant/Lump Sum
- **Contract Duration:** 4 months
- **Location:** Port-au-Prince, Haiti
- **Responsible Person:** Dulce Baptista, Labor Markets and Social Security Specialist (SCL/LMK), dulced@iadb.org

Requirements:

- ***Title / Academic Level & Years of Professional Experience:*** Lawyer with at least ten years of experience in public policies and execution of public-private projects, preferably with experience in projects of international organizations, and with knowledge of the Haitian legal framework.
- ***Areas of Specialization:*** Haitian Law, execution of multilateral banking projects.
- ***Skills:*** Interpersonal skills; teamwork and independently, as appropriate; proactivity; attention to detail.
- ***Languages:*** French and English

Consultancy 5: Activities coordination

Objectives:

The objective of this consultancy is to support for the completion of key components of TC project H-T1270 “ Support to Strengthen Services to Youth of the Public Labor Intermediation Service of Haiti” by organizing and coordinating joint works and communication between Haiti government and the consulting organizations including Korea Employment Information Services (KEIS); by providing technical and administrative assistance in various activities related with Korea.

Activities:

The selected consultant's main responsibilities include, but are not limited to:

1. Facilitate the dialogue with key potential key partners, including the private sector, public institutions, and other key organizations in Haiti government.
2. Contribute in the preparation of project documents such as project progress reports, budgets and workplans, ensuring that the documents are consistent/compliant with IDB LMK's overall objectives and procedures.
3. Support the execution of project activities including field visit of Korean experts in Haiti and field training of Haitian experts in Korea.
4. Resolve issues and initiate improvements for projects when needed.
5. Collaborate with Korean institutions / agencies including the Ministry of Employment and Labor (MOEL), Human Resources Development Service of Korea (HRD Korea), Korea Research Institute for Vocational Education and Training (KRIVET).

Expected products:

The selected candidate must prepare a report of activities for each month of work. All reports must be submitted to the IDB in an electronic file. Zip files will not be accepted due to the regulations of the File Management Section.

Payment:

Payment plan	
<i>Deliverables</i>	%
1. Once the contract is signed	20
2. Once the report of activities of the first month is delivered	20
3. Once the report of activities of the second month is delivered	20
2. At the end of the contract	40
TOTAL	100

Consultancy characteristics:

- **Type of contract and modality:** Individual Consultant/Lump Sum
- **Contract Duration:** 2.5 months
- **Location:** Port-au-Prince, Haiti
- **Responsible Person:** Dulce Baptista, Labor Markets and Social Security Specialist (SCL/LMK), dulced@iadb.org

Requirements:

Title / Academic Level & Years of Professional Experience: Bachelor's degree in Business Administration, Public policy, Economics, International Development, or related fields. Master's Degree is preference. A minimum of one year of relevant experience such as Public Policy, Information technology applied to the Labor Market sector or similar disciplines.

Areas of Specialization: Haitian Law, execution of multilateral banking projects.

Skills: Interpersonal skills; teamwork and independently, as appropriate; proactivity; attention to detail. Core and Technical Competencies: Proficiency in the use of Microsoft Office suite (Outlook, Word, Excel, Access, etc.) and database management for report generation, as well as any other reporting tool.

Languages: Ability to communicate clearly and concisely, both in writing and orally, in English, French, and Korean.

Component II – Information Network Blueprint to support governance between national and local offices.

Consultancy 1: Design of Information Network Blueprint to support governance between national and local offices

Objectives:

The general objective of this consultancy is to support the MAST in promoting the execution of the PLIS in the area of information technologies, for this phase of starting the implementation for the achievement of the first milestones of the project.

Activities:

The scope of the work is limited to the following very specific areas of the project, in the area of Information Technology, for the implementation start-up phase:

1. **Consultancy:** the works developed within the framework of this consultancy must be coordinated with the Project Coordination Unit of the MAST.
 - a. Design of the computer and related elements that are required to advance in rapid achievements using existing components in the technology information platform of the Public Labor Intermediation Service;
 - b. Definition of the technology information platform of the Public Labor Intermediation Service architecture in order to ensure integrity, scalability, and integrability with the external ecosystem;
 - c. Design of the necessary elements to move forward with purchases of computer components that together form the implementation of the technology information platform of the Public Labor Intermediation Service.
2. **Execution of fast achievements:**
 - a. Articulate together with the staff of the MAST, the rapid achievement plan to achieve the digitalization and capture of records that will then be able to be migrated to the technology information platform of the Public Labor Intermediation Service;
 - b. Measure rapid achievement management indicators.
3. **Training activities and adoption of fast achievements:**
 - a. Train internal users for the use of systems resulting from rapid achievements;
 - b. Develop system adoption activities between the technology information platform of the Public Labor Intermediation Service users and MAST.

Expected products:**1. Technology information platform of the Public Labor Intermediation Service Rapid Achievement Roadmap**

It must be constructed based on an initial diagnosis of the labor intermediation system, including the current processes surveyed for labor intermediation as well as the systems that support it; along with recommendations for rapid system improvements. Since the MAST already has capture programs in execution phase, although without standardizing or standardizing, as part of this product strategies will be proposed to improve this and facilitate the massification of the use of existing systems, in particular for the postulant load and employer vacancies.

This product should consider its alignment with the technology information platform of the Public Labor Intermediation Service to be installed in the future. The deliverables of this product include at least (non-limiting list):

- a. Fast capture form for electronic cargo in the offices of the MAST and in job fairs, for the use of applicants and employers;
- b. Plan for recent applicants that require labor intermediation.
- c. Recommendations for the adequacy of Information Technology (IT) infrastructure currently available for the electronic capture of applicants and vacancies.
- d. Training proposal and establishment of basic management indicators for the implementation of the quick win.

2. Implementation of the Fast Achievement Roadmap

It encompasses the actions implemented to execute the approved roadmap of product 1, including minimum deliverables, in addition to achievements that can be identified and included / added.

The existing database will be analyzed, and the necessary adaptations will be executed for its adaptation to the design of the technology information platform of the Public Labor Intermediation Service database, so as to continue its use once it has been launched, without discarding data already stored.

The digitalization of applications that are currently stored in physical format in the technology information platform of the Public Labor Intermediation Service will facilitate rapid labor intermediation for employers with immediate vacancy needs.

This product must include the first migrations of available databases.

Finally, the quick win must include basic training for the technology information platform of the Public Labor Intermediation Service users with adoption measures in order to generate the culture of immediate digital capture of the data necessary for labor intermediation.

3. **Components of the life cycle and architecture of the technology information platform of the Public Labor Intermediation Service**

All the computer elements necessary to advance with the development of the system must be included, detailing at least: aspects of system architecture and its fundamentals, security, infrastructure, integrations, connectivity, functional and non-functional requirements for the implementation of the system ensuring its flexibility, scalability, data integrity and integrability with the external ecosystem.

Aspects of the system shall be provided such as:

- a. Standards and norms related to values and parameters of the database in such a way to align the components of the system to national standards that allow to articulate connectivity with other systems;
- b. Entry forms to the system, which allow to efficiently capture data from applicants, employers, vacancies and others that are identified;
- c. Pre-design BP1 high-level architecture that should include the system components that meet the functional needs;
- d. Master data ensuring consistency and interaction between BD including proposal of ownership scheme and data access;
- e. Service Level Agreements (SLA), Key Performance Indicator (KPI), Performance Criteria and Permanent Supplier Evaluation;
- f. Database design proposal for the efficient operation of the system;
- g. Proposal of engines and system functionalities, including labor intermediation engines as well as the MAST management support systems;
- h. Proposal of components to be included in the MAST Portal;
- i. Proposed minimum integration that the technology information platform of the Public Labor Intermediation Service requires for its correct operation.

4. **Technical specifications for the technology information platform of the Public Labor Intermediation Service procurement and contracting**

It generates the necessary documents to advance with the necessary acquisitions, within the technology information platform of the Public Labor Intermediation Service implementation plan, including:

- a. Predesign BP2 and BP3:
 - i. Architecture of entries, integrations, validations, rules and volume;
 - ii. Technical specifications of the IT infrastructure, interconnection and workstations for the start-up of the technology information platform of the Public Labor Intermediation Service in the previously defined offices;
 - iii. Minimum technical detail of entry, rules, databases, engines, monitoring and other components required for commissioning.

- b. This deliverable must allow what is necessary for the hiring of development companies or software integration for the execution of the technology information platform of the Public Labor Intermediation Service.

5. Technology information platform of the Public Labor Intermediation Service dissemination and initial adoption strategy

In order to provide adequate geographic and demographic coverage to the end users of the technology information platform of the Public Labor Intermediation Service, and generate massive registrations of applicants and vacancies, dissemination and specification campaigns are necessary to hire an advertising agency, including the proposal of KPIs, that allow to measure the management of labor intermediation as well as the expected results.

The guidelines of the training and dissemination campaigns of the system must also be specified.

Payment:

Payment plan	
<i>Deliverables</i>	%
1. Once product 1 is delivered	20
2. Once product 2 is delivered	20
3. Once product 3 is delivered	20
4. Once product 4 is delivered	20
5. Once product 5 is delivered	20
TOTAL	100

Consultancy characteristics:

- **Type of contract and modality:** Consulting firm/Lump Sum
- **Contract Duration:** 2.5 months
- **Location:** Working place of the consulting firm
- **Responsible Person:** Dulce Baptista, Labor Markets and Social Security Specialist (SCL/LMK), dulced@iadb.org

Requirements:

The Technical Team will be composed of at least the following two main experts:

1. Principal Expert: Information Technology Area Specialist

Title / Academic Level: Professional in the branches of Engineering, Computer Science, Information Technology and Systems, or related, with knowledge of hardware, software and IT systems management.

Professional Experience: at least ten years of IT project management, with at least five years of experience leading technology implementation with high user adoption. Experience in systems integration; experience in managing budgets and financial projects.
Skills: Leadership skills to achieve results aligned with the objectives of the project.
Languages: English.

The expert should be supported, as needed at certain times in the consultancy by the following thematic specialists (secondary specialists):

2. Senior Specialist in Systems Architecture

Professional with vast experience in systems architecture designs, including components that allow the development of products within an orderly scheme from a computer point of view.

3. Junior Computer Specialist

Professional or student of recent years in systems engineering, with experience in open systems development, integration of more than two systems, experience in systems documentation.

4. Communication and dissemination specialist

Professional with successful experiences in technology adoption, product launches, mass use of innovative processes and in advertising campaigns.

5. Leading specialist in document scanning

Professionals for digitalization of applicants.

If necessary, the firm may change, in mutual agreement with the IDB, a member of the team, without being a key consultant, maintaining the same profile of said consultant defined in its offer.

Component III – Quality standards for labor intermediation of youth

Consultancy 1: Development of capacities of facilitators, tutors and labor capacitation centers

Objectives:

The general purpose of this consultancy is to evaluate and strengthen the capacity and quality of local services providers based on a series of minimum quality standards developed by the PLIS of the MAST for the greater efficiency of youth employability programs and for improving the methodologies used by educators, instructors and professionals in formal and informal education in order to prepare youth for the world of work.

Specific objectives of this consultancy include:

- Evaluate the quality of the services of institutions providing youth employability services according to the IDB / MAST Quality Standards Guide.
- Develop, in accordance with the outcomes of the initial evaluation, an improvement plan that includes areas of improvement and general recommendations on where they can seek information, referral to successful experiences and general guidelines.
- Design and implement the strengthening services of the PLIS of the MAST to train staff of institutions which includes training of teachers, professionals, and facilitators in life skills, job placement, career guidance, and teaching methodologies (effective teaching), in which also involves training supervisors who monitor and verify the skills of facilitators in all four areas, in order to build installed capacity in the institutions. Additionally, a number of professional master trainers will be certified according to the life skills curriculum.

Activities:

The selected consulting firm must:

1. Perform a preliminary study of the local environment and institutional capacity based on information and background analysis, in order to provide a comprehensive picture of services, analyze the institutions to be evaluated, calculate the number of professionals to be trained, and identify that are interested in applying the life skills curriculum.
2. Carry out an initial diagnosis of institutions and develop a working plan, methodology and schedule of activities for initial evaluation according to the IDB / MAST Quality Standards Guide in accordance with the timelines established for the consultancy and adapted to the reality of the institutions to be strengthened.
3. Grant all the necessary support and training, and help institutions perform their initial self-assessment under the Quality Standards Guide: Tool for Evaluating Job Training and Youth Placement Processes.

4. Once the outcomes of the initial evaluation have been obtained, provide pertinent information on the areas that need improvement and guide the improvement plans for institutions, which includes general guidance and recommendations on where to find information, reference on successful experiences and general guidelines.
5. Carry out an initial diagnosis of institutions and professionals to be trained in accordance with the IDB / MAST capacity-building services package so as to understand the local environment and institutional reality, and then develop a work plan, methodology and timeline of training activities in accordance with the timelines established for the consultancy and adapted to the reality of the institutions to be strengthened.
6. Conduct a specific presentation to service providers that do not have a life skills program, or are not satisfied with their programs and would like to implement the life skills curriculum. It must be made clear that the implementation of the life skills curriculum is optional for institutions to be strengthened, and what is positively assessed in the Quality Standards Guide is that the curriculum they develop “include life skills and employability skills, matching the needs identified in the job market, to the entry profile of youth and the lessons learned having an impact on the development of a life plan”, among others.
7. Hold a meeting with all those institutions interested in implementing the curriculum so as to explain the implications of the license contract in order to dispose of the curriculum and lessons learned on inter-personal skills, problem solving and conflict management, healthy behaviors, effective workplace habits and professional growth skills. Obtain the signatures required for the license. Service providers interested in implementing the curriculum who sign the license shall be allowed to use it during the period of MAST implementation and during the period following MAST, free of cost, provided that they comply with the brand / quality / requirements stipulated within said agreements.
8. Train forty professional trainers in “Life Skills” good practices, divided into two groups of twenty-twenty five people per group.
9. Train twenty professional career guidance counselors in “Career Guidance” good practices.
10. Train thirty professional job replacement officers in “Job Placement” good practices.
11. Train forty professional trainers in “Effective Teaching” good practices, divided into two groups of twenty-twenty five people per group.
12. Personalized training for staff supervising the facilitators (coaches) in “Life Skills” good practices; a small group that is representative of the eleven institutions.
13. Personalized training for staff supervising the facilitators (coaches) in “Career Guidance” good practices; a small group that is representative of the eleven institutions.
14. Personalized training for staff supervising the facilitators (coaches) in “Job Placement” good practices; a small group that is representative of the eleven institutions.
15. Personalized training for staff supervising the facilitators (coaches) in “Effective Teaching” good practices; a small group that is representative of the eleven institutions.
16. Personalized training and international certification of up to four professionals as master trainers of the life skills curriculum, who will be authorized to train new trainers and coaches of the eleven institutions.
17. Provide technical support to institutions during the consultancy in strengthened areas as per the MAST strengthened services (life skill, job placement, career guidance, and “effective teaching” methodologies) and be aware of the progress made in improvement

plans and provide advice on the possible inputs and processes that institutions may use to fulfill their improvement plans.

18. Grant all the necessary support and training, and help institutions perform their initial self-assessment under the Quality Standards Guide: Tool for Evaluating Job Training and Youth Placement Processes.
19. Submit progress and final reports with the dates on which their evaluations were authorized, the dates on which their improvements plans were signed by their directors, the training dates, the dates of coaching visits, the outcomes of evaluations of services provided on behalf of trained staff and institutions and a section on lessons learned. Evaluations and improvement plans of those institutions that give their written consent shall also be included. The consulting firm shall have to consult institutions evaluated in writing.

Expected products:

The selected firm must present the following expected deliverables:

1. Consulting work plan, including methodology used to achieve every one of the results expected, as well as the pertinent agreed work schedule.
2. Report on the initial evaluation and development of improvement plans of institutions on the basis of the Quality Standards Guide: Tool for Evaluating Job Training and Youth Placement Processes. The report shall include complete information on the number of institutions evaluated, on the number of dimensions evaluated, the average of indicators evaluated at an acceptable level (full compliance), average of indicators evaluated at a low level of quality (does not comply, partially complies), average of indicators not evaluated, average rating of institutions evaluated, average rate per dimension. Evaluations and improvement plans of those institutions that give their written consent shall also be included. The consulting firm shall have to consult institutions evaluated in writing. For those institutions that do not provide their consent, general information on the institutions evaluated shall be provided.
3. Report on the number of workshops for professionals carried out according to the negotiated and approved schedule, which produces the following deliverables:
 - a. Life skills good practices workshops; and
 - b. Teaching methodology good practices workshops

The report shall include complete information about: services provided, institutions involved, participants, evaluation of those benefiting from the services provided and lessons learned.

4. Report on the number of workshops for professionals, teachers or facilitators carried out according to the negotiated and approved schedule, which produces the following deliverables:
 - a. Career guidance good practices workshops; and
 - b. Job placement good practices workshops.

The report shall include complete information about: services provided, institutions involved, participants, evaluation of those benefiting from the services provided and lessons learned.

5. Report on the personalized support for trained staff and supervisors of trained professionals, according to negotiated and approved schedule, in which the following deliverables are reported:
 - a. Virtual coaching of supervisors in life skills good practices;
 - b. Virtual follow-up for supervisors and professionals in career guidance good practices based on the career guidance workshop;
 - c. Virtual follow-up for supervisors and professionals in job placement good practices based on the job placement workshop; and
 - d. Virtual follow-up for supervisors and professionals in teaching methodologies good practices.

The report shall include complete information about: services provided, institutions involved, participants, coaching and follow-up carried forth, and lessons learned.

6. Report on the training of master trainers and technical support provided to institutions and the technical support provided to the institutions, to understand the progress made in their improvement plans and to offer advice on the possible inputs and processes that institutions may use to fulfill their improvement plans, according to the negotiated and approved work schedule. The report shall include complete information about the services provided, the institutions involved, the participants and the lessons learned.
7. Report on the onsite coaching program and certification of professionals trained as master trainers in the life skills curriculum and the final evaluation / verification of improvements in the provision of services. The report shall include complete information on the number of institutions evaluated, the number of dimensions evaluated, the average of indicators evaluated at an acceptable level (full compliance), average of indicators evaluated at a low level of quality (does not comply, partially complies), average of indicators not evaluated, average rating of institutions evaluated, and average rating per dimension. The final evaluations of those institutions that give their written consent shall be included. The consulting firm shall have to consult institutions evaluated in writing. For those institutions that do not provide their consent, general information on the institutions evaluated shall be provided.

Payment:

Payment plan	
<i>Deliverables</i>	%
1. Signing of the agreement and submittal of consultancy work plan approved by the executing agency, the MAST and the IDB, including the methodology to be implemented to achieve every one of the expected deliverables, as well as the pertinent work schedule.	25
2. Progress Report 1: reports initial evaluation and development of improvement plans of institutions.	20
3. Progress Report 2: reports the number of workshops for professionals and supervisors conducted according to the negotiated and approved schedule on “life skills” and “effective teaching” good practices.	15
Progress Report 3: reports the number of workshops for professionals and supervisors conducted according to the negotiated and approved schedule on “career guidance” and “job placement” good practices.	15
Progress Report 4: reports the hours of virtual follow-up and coaching for supervisors and professionals who implement “life skills”, “career guidance”, “job placement”, and “effective teaching” good practices.	10
Progress Report 5: reports on the training of up to four professionals as master trainers for life skills curriculum and the technical support provided to the institutions.	10
Final report on on-site professional coaching and certification of professionals as master trainers and final evaluation / verification of improvements in the provision of services.	5
TOTAL	100

Consultancy characteristics:

- **Type of contract and modality:** Consulting Firm/Lump Sum
- **Contract Duration:** 7 months
- **Location:** Port-au-Prince, Haiti
- **Responsible Person:** Dulce Baptista, Labor Markets and Social Security Specialist (SCL/LMK), dulced@iadb.org

Requirements:

Professional Experience: Consulting firm with at least 25 years of experience in the field; renowned expert in the field of skills training for young people in vulnerable situations, including entrepreneurship and private sector development in Latin American-Caribbean countries, including at university level; experience in building skills for skills training in educational organizations in Latin American-Caribbean countries.

Skills: Know the context of other Latin American and / or Caribbean countries marked by the vulnerability of young people in the labor market.

Languages: French and Creole.

Consultancy 2: Data processing on education and workforce in Haiti

Objectives:

The general objective of this consultancy is to review the labor market information mechanisms that already exist in Haiti, prepare a proposal based on best international practices for their consolidation and strengthening as an integrated labor market information system in the short, medium and long terms, and make practical recommendations to consolidate or reorient currently operating work processes.

Specific objectives of this consultancy include:

1. Carry out a diagnostic to compile and analyze labor market information mechanisms that already exist in Haiti, and estimate sustainability of these mechanisms currently in place. If necessary, propose corrective actions to improve their sustainability, in line with paragraph 3 below. The analysis must consider at least information produced by the MAST through some specialized institutions of social security as the Office National d'Assurance Vieillesse (ONA) and the Office d'Assurance Accidents du Travail, Maladie et de Maternité (OFATMA), other relevant public and private institutions like Ministry of Economy and Finance, National Statistics Institute (IHSI), Internal Tax Services (DGI), the Ministry of Interior regarding the migration services, National Employers Association like the Association des Industries d'Haïti (ADIH) and the Chambre de Commerce et d'Industrie d'Haïti (CCIH).
2. Develop a framework that considers the objectives and scope of a labor market information system in the short, medium, and long term, based on international best practices. The framework must include, at a minimum, information about:
 - a. Institutional organization and financing schemes;
 - b. Data collection (for example, administrative data, surveys, big data);
 - c. Information processing from both computational and technical perspectives;
 - d. Data dissemination, both in terms of content and design.
3. Based on the framework developed:
 - a. Determine how existing resources can be used;
 - b. Identify which gaps must be closed, with respect to information mechanisms identified in the diagnostic (1st paragraph) to reach the objectives established in item paragraph 2;
 - c. Estimate necessary resources, at least in financial, technical, and technological terms, to fulfill the objectives established in paragraph 2.

Activities:

The selected consulting firm must:

1. Carry out a diagnostic of the labor market information mechanisms that already exist in Haiti, which includes:
 - a. Identify progress to date in terms of production of labor market information among stakeholders of the labor market information system ecosystem listed in the 1st paragraph of the specific objectives.
 - b. Identify and carry out interviews with actors involved in the labor market information ecosystem, with a specific emphasis in identifying achievements to date and areas of opportunity.
 - c. Identify the needs and requirements of each actor identified in item b. (for example, who uses the information, for what purposes, in what formats, through which channels). Additionally, the analysis must include information about traffic that arrives to the sites, obtained from an analytic web tool.
 - d. Identify existing resources to produce labor market information (for example, administrative databases, surveys, methodologies for analysis, work processes, articulation with different actors, diffusion and communication strategies, use of information by different actors).
 - e. Identify current and potential information providers among the labor market actors identified in b..
2. Develop a framework with the objectives to put in place a labor market information system in the short, medium, and long terms, considering best international practices, which considers:
 - a. Objectives;
 - b. Functions;
 - c. Organizational structure;
 - d. Budget and financing;
 - e. Data users;
 - f. Information requirements;
 - g. Information sources;
 - h. Information providers;
 - i. Articulation with different labor market actors and the legal framework which allows information sharing between different entities;
 - j. Analysis methodologies;
 - k. Key work processes;
 - l. Formats required for information delivery;
 - m. Required channels to supply information;
 - n. Communication and diffusion strategy;
 - o. Requirements in terms of human and technological resources;

- p. Monitoring and evaluation plan for the system.
3. Based on the outline developed, determine how existing resources can be used, identify gaps that must be closed, and estimate necessary resources, at least in financial, technical, and technological terms, to reach established objectives:
 - a. Determine the viability of existing resources in their current operation scheme through a feasibility analysis;
 - b. Identify gaps that must be closed with respect to the resources identified in the 1st paragraph of this section to achieve the objectives established in paragraph 2 of this section;
 - c. Estimate the resources necessary to reach the objectives established in paragraph 2 of this section, including at least technical, operational, and financial aspects.
 - d. Present a draft of the feasibility analysis to review its relevance in the Haitian context.

Expected products:

The selected consulting firm must deliver the following expected products. All these products must be approved to be considered as final products:

1. Work plan;
2. A first report with the diagnostic that compiles and analyzes existing labor market information mechanisms in Haiti.
3. A second report with the proposal of framework that considers objectives and scope of a labor market information system in the short, medium and long terms.
4. A final report with the feasibility analysis and the implementation study which determines:
 - a. How existing mechanisms identified in the first report can be utilized;
 - b. Gaps that must be closed to reach objectives established in the second report;
 - c. The necessary resources, at least in financial, technical, and technological terms, to reach objectives established in the second report.

Payment:

Payment plan	
<i>Deliverables</i>	%
1. Once the workplan delivered	20
2. Once the first report delivered	25
3. Once the second report delivered	25
4. Once the final report delivered	30
TOTAL	100

Consultancy characteristics:

- **Type of contract and modality:** Consulting Firm/Lump Sum
- **Contract Duration:** 1.5 month
- **Location:** Port-au-Prince, Haiti
- **Responsible Person:** Dulce Baptista, Labor Markets and Social Security Specialist (SCL/LMK), dulced@iadb.org

Requirements:

Consulting firm specialized in data technology, institutional development, capacity building, public labor intermediation services, project design and management, organizational analysis. Strong communication and drafting skills. At least the one consultant must have a doctorate in computing or related discipline.

Consultancy 3: Feasibility study of impact sourcing

Objectives:

The general objective of this consultancy is to conduct an assessment of site readiness for implementing impact sourcing in data services in Port-au-Prince.

Specific objectives of this consultancy include:

1. Carry out an assessment of the current conditions for implementing impact sourcing in data services in Port-au-Prince and estimate sustainability of the mechanisms currently in place. The analysis must consider at least the following:
 - a. Description of impact source ecosystem stakeholders, (e.g. impact sourcers, clients, employees, and target communities);
 - b. In the case of impact sourcers, a discussion of its business model, service offerings (e.g. information technology, business processes or other digital services like microwork), and workforce development strategies;
 - c. In the case of the clients, a discussion of the value of the proposition (e.g. a promise of value to be delivered and a belief from the customer that value will be experienced) and sourcing criteria (e.g. security; language skill availability; infrastructure reliability; experience; regional stability);
 - d. In the case of employees, a discussion of population groups targeted for employment by impact sourcers, how they become engaged in impact sourcing, how contracts are draw up with intention of targeting these groups.
2. Develop a framework that considers the objectives and scope for implementing impact sourcing in data services in Port-au-Prince in the short, medium and long terms, based on international best practices. The framework must include, at a minimum, information considered in paragraph 1.
3. Based on the framework developed:
 - a. Determine how existing resources can be used;
 - b. Identify which gaps must be closed, with respect to at least structural and organization readiness for implementing digital work, identified in the diagnostic (paragraph 1) to reach the objectives established in paragraph 2;
 - c. Estimate necessary resources, at least in financial, technical, and technological terms, to fulfill the objectives established in paragraph 2.

Activities:

The selected consulting firm must:

1. Carry out an assessment of the current conditions for implementing impact sourcing in data services in Port-au-Prince which includes:
 - a. Identify and carry out interviews with actors involved in the impact sourcing ecosystem, at least with those listed in first paragraph of the specific objectives;
 - b. Identify the needs and requirements of each actor identified in item (a);
 - c. Identify existing resources for implementing impact sourcing in data services in Port-au-Prince.
2. Develop a framework that considers the objectives and scope for implementing impact sourcing in data services in Port-au-Prince in the short, medium, and long terms, considering best international practices. The framework must include, at a minimum, information considered in the first paragraph of the specific objectives.
3. Based on the framework developed, determine how existing resources can be used, identify gaps that must be closed, and estimate necessary resources, at least in financial, technical, and technological terms, to reach established objectives:
 - a. Determine the viability of existing resources in their current operation scheme through a feasibility analysis;
 - b. Identify gaps that must be closed with respect to the resources identified in the first paragraph of activities to achieve the objectives established in the second paragraph of activities;
 - c. Estimate the resources necessary to reach the objectives established in the second paragraph of activities, including at least technical, operational, and financial aspects.
 - d. Present a draft of the feasibility analysis to review its relevance in the Haitian context.

Expected products:

The selected consulting firm must deliver the following expected products. All these products must be approved to be considered as final products:

1. Work plan;
2. A first report with an assessment of the current conditions for implementing impact sourcing in data services that already exist in Port-au-Prince;

3. A second report with the proposal of framework that considers objectives and scope for implementing impact sourcing in data services in Port-au-Prince in the short, medium, and long term;
4. A final report with the feasibility analysis and the implementation recommendations which determines:
 - a. How existing mechanisms identified in the first report can be utilized;
 - b. Gaps that must be closed to reach objectives established in the second report;
 - c. The necessary resources, at least in financial, technical, and technological terms, to reach objectives established in the second report.

Payment:

Payment plan	
<i>Deliverables</i>	%
1. Once the workplan delivered	20
2. Once the first report delivered	25
3. Once the second report delivered	25
4. Once the final report delivered	30
TOTAL	100

Consultancy characteristics:

- **Type of contract and modality:** Consulting Firm/Lump Sum
- **Contract Duration:** 1.5 month
- **Location:** Port-au-Prince, Haiti
- **Responsible Person:** Dulce Baptista, Labor Markets and Social Security Specialist (SCL/LMK), dulced@iadb.org

Requirements:

Consulting firm specialized in data technology, institutional development, capacity building, public labor intermediation services, project design and management, organizational analysis. Strong communication and drafting skills. At least the one consultant must have a doctorate in computing or related discipline.

Consultancy 4: Activities coordination

Objectives:

The objective of this consultancy is to support for the completion of key components of TC project H-T1270 “ Support to Strengthen Services to Youth of the Public Labor Intermediation Service of Haiti” by organizing and coordinating joint works and communication between Haiti government and the consulting organizations including Korea Employment Information Services (KEIS); by providing technical and administrative assistance in various activities related with Korea.

Activities:

The selected consultant’s main responsibilities include, but are not limited to:

1. Facilitate the dialogue with key potential key partners, including the private sector, public institutions, and other key organizations in Haiti government.
2. Contribute in the preparation of project documents such as project progress reports, budgets and workplans, ensuring that the documents are consistent/compliant with IDB LMK’s overall objectives and procedures.
3. Support the execution of project activities including field visit of Korean experts in Haiti and field training of Haitian experts in Korea.
4. Resolve issues and initiate improvements for projects when needed.
5. Collaborate with Korean institutions / agencies including the Ministry of Employment and Labor (MOEL), Human Resources Development Service of Korea (HRD Korea), Korea Research Institute for Vocational Education and Training (KRIVET).

Expected products:

The selected candidate must prepare a report of activities for each month of work. All reports must be submitted to the IDB in an electronic file. Zip files will not be accepted due to the regulations of the File Management Section.

Payment:

Payment plan	
<i>Deliverables</i>	%
1. Once the contract is signed	20
2. Once the report of activities of the first month is delivered	20
3. Once the report of activities of the second month is delivered	20
2. At the end of the contract	40
TOTAL	100

Consultancy characteristics:

- **Type of contract and modality:** Individual Consultant/Lump Sum
- **Contract Duration:** 2.5 months
- **Location:** Port-au-Prince, Haiti
- **Responsible Person:** Dulce Baptista, Labor Markets and Social Security Specialist (SCL/LMK), dulced@iadb.org

Requirements:

Title / Academic Level & Years of Professional Experience: Bachelor's degree in Business Administration, Public policy, Economics, International Development, or related fields. Master's Degree is preference. A minimum of one year of relevant experience such as Public Policy, Information technology applied to the Labor Market sector or similar disciplines.

Areas of Specialization: Haitian Law, execution of multilateral banking projects.

Skills: Interpersonal skills; teamwork and independently, as appropriate; proactivity; attention to detail. Core and Technical Competencies: Proficiency in the use of Microsoft Office suite (Outlook, Word, Excel, Access, etc.) and database management for report generation, as well as any other reporting tool.

Languages: Ability to communicate clearly and concisely, both in writing and orally, in English, French, and Korean.