

TERMS OF REFERENCE: CONSULTANT
QUANTITATIVE AND QUALITATIVE EVIDENCE ON THE CHARACTERISTICS OF
THE LABOR MARKET IN URUGUAY

SUPPORTING INEFOP IN IMPROVING LABOR TRAINING AND SKILLS
(UR-T1100)

Inter-American Development Bank, Labor Markets and Social Security Unit (SCL/LMK)

BACKGROUND

- 1.1 The National Institute for Employment and Professional Training (INEFOP) was created in 2008 with, among others, the following objectives: i) managing public funds for training; ii) advising the Ministry of Labor on employment and training policies and their implementation; iii) designing and implementing training interventions targeted at unemployed and vulnerable people; iv) promoting and participating in the development of the knowledge certification and labor competence accreditation systems; v) generating and disseminating labor market information aimed at improving labor market efficiency; vi) covering labor services such as orientation, learning, training, accreditation; and vii) performing research and interventions to answer to firms and productive sectors demands.
- 1.2 Recent reports (Castillo Corral, 2011) state that INEFOP seems to have difficulties in establishing the strategic definitions needed in order to guide its operations. An essential input for doing so is to have accurate information about the context in which it is immersed (labor force characteristics, training providers, productive sector demands, etc.). Being able to determine its coverage, time schedules and specific goals is vital for the Institution if it intends to design and propose new programs and instruments, execute its budget effectively and assume a leadership position in the national labor training system.
- 1.3 The Uruguayan economy has grown dramatically in the last ten years and new quantitative evidence (IDB UR-T1069, ATN/JF-12465-UR) confirms the gap between the knowledge and the capabilities that workers have and those that firms need. In order to sustain economic growth, labor productivity should be boosted. Human capital accumulation is one mechanism to achieve growth and development in the medium run. This context gives INEFOP a great opportunity to intervene and leverage labor market outcomes.
- 1.4 Labor productivity, better jobs and labor force skills constitutes one of the strategic and flagship areas of the Labor Markets and Social Security Unit (SCL/LMK). A worker in a good job is the best way of eliminating poverty in developing countries. This Unit has deep knowledge and wide experience on these topics and it has been supporting several countries in the region, through loans and technical supports (Chile, Paraguay, El Salvador, México, Honduras, Bahamas, Bolivia and Colombia, for instance). Given this

context, the Uruguayan Government has requested the Bank's technical and operational support in order to design and implement mechanisms and necessary changes to achieve an effective national public system such that workers develop the skills demanded and required by sustainable economic growth.

- 1.5 This TC will support INEFOP to generate information, diagnostics, analysis and evaluations in order to better design, implement and evaluate training services which make the workforce productive and employable. The aim is to contribute to consolidate capacity regarding active labor policies and enhance the quality and relevance of publicly funded training. This TC contributes to the objective of the Bank's strategy with the country to reduce the disconnection between the contents of job training programs and the needs of the productive sector. Moreover, this TC contributes to a sustainable economic development and long run wellbeing, reducing poverty through active labor market policies. Finally, given the reality of several economies in the region, the activities and products involved in this TC will have an important value added not only for Uruguay but also for many other countries.

OBJECTIVES OF THE CONSULTANCY

1. The general objective of the consultancy is to generate quantitative and qualitative evidence on the characteristics of the labor market in Uruguay or issues related to labor productivity and human capital, with the aim of providing policy makers with useful information for the design, implementation and evaluation of labor policies.
2. The specific objectives are the development of basic information which could include analysis on the beneficiaries of INEFOP's current training programs and on general indicators of the labor market (employment, wages, rates of participation, formality, etc.). In particular, it will be analyzed the existence of vulnerable segments of the job market and their dynamic behavior
3. The aim will be to identify patterns these vulnerable groups are subject to. The consultant will also perform analytical research on labor productivity and human capital issues (including the elaboration of studies on these topics and, if needed, participation in expert meetings). Special attention will receive possible educational and training deficits faced by the Uruguayan population.
4. Finally, it is expected that the consultant gathers and analyzes data on the qualifications and experience requirements of the work force demanded by the productive sector. The purpose will be to generate information, open by sectors of economic activity, about labor training needs.

CHARACTERISTICS OF THE CONSULTANCY

1. Type of consultancy: International individual consultant
2. Period of the consultancy: xx
3. Place of Work: country of residence of consultant

4. **Qualifications:** PhD candidate in Economics or related field is preferred. At least 3 years of relevant experience is required, especially in microeconomic areas, quantitative analysis, applied econometrics and labor economics. Experience in the evaluation of labor training programs and labor intermediation services is desirable. Advanced knowledge of data base software and econometric packages is required. Fluent in English and Spanish. Nationals/citizens of IADB country members are eligible for this consultancy.

ACTIVITIES

1. The responsibilities and activities of the consultant will have the following framework:
 - Development of the studies related to the specific objectives of the consultancy.
 - Research on the characteristics and selection criteria of the population covered by present INEFOP's training activities.
 - Determination of the relevance of INEFOP's interventions in the area of labor training.
 - Support in the generation of diagnostic evidence on the characteristics and functioning of the Uruguayan labor market.
 - Collaboration in the design of possible labor training policy measures that contribute to integrate excluded or disadvantaged segments of the labor markets.
 - Support in the analytical and quantitative analysis of labor productivity in Uruguay.
 - Contribution to the formulation of an analytical diagnostic of the qualities of human capital in Uruguay, and relative to LAC and OECD countries.
 - Analytical study of job creation and qualifications required by the productive sector.
 - Participation in technical discussions and workshops on topics related to the consultancy.
 - Other activities that contribute to a better understanding, design and evaluation of labor training instruments
2. The total or partial participation of the consultant and his responsibility in the activities and products related, as well as the days worked in each of them, will be defined jointly with him and the LMK team according to arising needs.

REPORTS AND PAYMENT SCHEDULE

The total amount of the consultancy will come up to US\$ 35,000 for every concept, including fees and expenses that the consultant shall incur in.

The disbursements will be provided as follows: i) x% due to contract signature; ii) x% due to the submission of a medium term report and iii) x% due to the acceptance in behalf of the Bank of the Final Report.

COORDINATION

Graciana Rucci (SCL/LMK) will coordinate the activities of this consultancy.

TERMS OF REFERENCE: CONSULTANT
DESIGN OF A SET OF MANAGEMENT AND STRATEGIC INDICATORS
SUPPORTING INEFOP IN IMPROVING LABOR TRAINING AND SKILLS
(UR-T1100)

Inter-American Development Bank, Labor Markets and Social Security Unit (SCL/LMK)

BACKGROUND

- 1.1 The National Institute for Employment and Professional Training (INEFOP) was created in 2008 with, among others, the following objectives: i) managing public funds for training; ii) advising the Ministry of Labor on employment and training policies and their implementation; iii) designing and implementing training interventions targeted at unemployed and vulnerable people; iv) promoting and participating in the development of the knowledge certification and labor competence accreditation systems; v) generating and disseminating labor market information aimed at improving labor market efficiency; vi) covering labor services such as orientation, learning, training, accreditation; and vii) performing research and interventions to answer to firms and productive sectors demands.
- 1.2 Recent reports (Castillo Corral, 2011) state that INEFOP seems to have difficulties in establishing the strategic definitions needed in order to guide its operations. An essential input for doing so is to have accurate information about the context in which it is immersed (labor force characteristics, training providers, productive sector demands, etc.). Being able to determine its coverage, time schedules and specific goals is vital for the Institution if it intends to design and propose new programs and instruments, execute its budget effectively and assume a leadership position in the national labor training system.
- 1.3 The Uruguayan economy has grown dramatically in the last ten years and new quantitative evidence (IDB UR-T1069, ATN/JF-12465-UR) confirms the gap between the knowledge and the capabilities that workers have and those that firms need. In order to sustain economic growth, labor productivity should be boosted. Human capital accumulation is one mechanism to achieve growth and development in the medium run. This context gives INEFOP a great opportunity to intervene and leverage labor market outcomes.
- 1.4 Labor productivity, better jobs and labor force skills constitutes one of the strategic and flagship areas of the Labor Markets and Social Security Unit (SCL/LMK). A worker in a good job is the best way of eliminating poverty in developing countries. This Unit has deep knowledge and wide experience on these topics and it has been supporting several countries in the region, through loans and technical supports (Chile, Paraguay, El Salvador, México, Honduras, Bahamas, Bolivia and Colombia, for instance). Given this context, the Uruguayan Government has requested the Bank's technical and operational

support in order to design and implement mechanisms and necessary changes to achieve an effective national public system such that workers develop the skills demanded and required by sustainable economic growth.

- 1.5 This TC will support INEFOP to generate information, diagnostics, analysis and evaluations in order to better design, implement and evaluate training services which make the workforce productive and employable. The aim is to contribute to consolidate capacity regarding active labor policies and enhance the quality and relevance of publicly funded training. This TC contributes to the objective of the Bank's strategy with the country to reduce the disconnection between the contents of job training programs and the needs of the productive sector. Moreover, this TC contributes to a sustainable economic development and long run wellbeing, reducing poverty through active labor market policies. Finally, given the reality of several economies in the region, the activities and products involved in this TC will have an important value added not only for Uruguay but also for many other countries.

OBJECTIVES OF THE CONSULTANCY

1. The general objective of this consultancy is to provide INEFOP the design of a set of management and strategic indicators, which in the short term will contribute to a better design of plans and programs and to upgrade the decision making process. In the long term, it is expected that this new set of tools helps INEFOP to achieve a more effective and efficient performance.
2. Specifically, this new system of indicators must count with at least two types of indicators: (i) operational ones, which will facilitate the monitoring of activities carried out and products obtained, as well as compliance with time schedules; and (ii) final and intermediate results indicators, that will allow measuring and evaluating the effects of INEFOP's activities and products.

CHARACTERISTICS OF THE CONSULTANCY

1. Type of consultancy: International or national individual consultant
2. Period of the consultancy: xx
3. Place of Work: country of residence of consultant
4. Qualifications: Bachelor's degree in industrial engineering, business administration, accounting or related areas. A Master's degree, or equivalent education in the field would be an advantage. Excellent written and oral communication skills are required. Working knowledge of English is desirable. At least 3 years of relevant experience is required, especially in the design and generation of management indicators of public or private organizations. Strong background in the use of quantitative tools and advanced methodological knowledge in the handling of quantitative and qualitative data are required, as well as good data bases handling knowledge. Nationals/citizens of IADB country members are eligible for this consultancy.

ACTIVITIES

1. The activities to be carried out under the contract shall include, but not be limited to:
 - The preparation of a diagnostic analysis of the indicators system currently in used, including a critical assessment of the indicators generated inside and outside INEFOP.
 - The preparation of a conceptual proposal of a new system of indicators.
 - The release of a detailed proposal of the new operational and strategic indicators that will integrate the system, including a precise description on how they are constructed and the sources of information used. Also, differences in outcomes between present and future systems shall be stated.
 - Design of a data scorecard.
 - Train INEFOP personnel on methods and management techniques for the use of the new system.
2. The consultant will work in permanent contact with the LMK team to guarantee his work adjusts to the requirements.

REPORTS AND PAYMENT SCHEDULE

The total amount of the consultancy will come up to US\$ 25,000 for every concept, including fees and expenses that the consultant shall incur in.

The disbursements will be provided as follows: i) x% due to contract signature; ii) x% due to the submission of a medium term report; iii) x% due to the acceptance in behalf of the Bank of the Final Proposal and iv) x% due to the approval in behalf of the Bank of the correct implementation of the new system.

COORDINATION

Graciana Rucci (SCL/LMK) will coordinate the activities of this consultancy.

TERMS OF REFERENCE: CONSULTANT
DEVELOPMENT OF AN EVALUATION OF A CURRENT INITIATIVE
SUPPORTING INEFOP IN IMPROVING LABOR TRAINING AND SKILLS
(UR-T1100)

Inter-American Development Bank, Labor Markets and Social Security Unit (SCL/LMK)

BACKGROUND

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- 1.4 Labor productivity, better jobs and labor force skills constitutes one of the strategic and flagship areas of the Labor Markets and Social Security Unit (SCL/LMK). A worker in a good job is the best way of eliminating poverty in developing countries. This Unit has deep knowledge and wide experience on these topics and it has been supporting several countries in the region, through loans and technical supports (Chile, Paraguay, El Salvador, México, Honduras, Bahamas, Bolivia and Colombia, for instance). Given this context, the Uruguayan Government has requested the Bank's technical and operational

support in order to design and implement mechanisms and necessary changes to achieve an effective national public system such that workers develop the skills demanded and required by sustainable economic growth.

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OBJECTIVES OF THE CONSULTANCY

1. The main objective of this consultancy is to support the development of an evaluation of a current initiative, which will derive in more efficient and effective policy interventions. The possibility of following up the institution's activities as well as having systematic feedback on its performance, will undoubtedly lead to a better design and management of plans and programs.
2. Specifically, besides the design of processes and/or its implementation, two main activities should be carried out: (i) training in monitoring and evaluation methodologies of the staff directly involved; and (ii) an evaluation of a plan or program to be determined jointly by the consultant, INEFOP's authorities and the LMK team.

CHARACTERISTICS OF THE CONSULTANCY

1. Type of consultancy: International individual consultant
2. Period of the consultancy: xx
3. Place of Work: country of residence of consultant
4. Qualifications: Master's Degree in business administration, industrial engineering or related areas. PhD in Economics is preferred. Excellent written and oral communication skills in Spanish and English are required. Five years of relevant experience, with a minimum of 3 years of experience in the design and systematization of monitoring mechanisms and evaluations. Proven knowledge and experience in the implementation/auditing of international quality management norms and standards would be an advantage. Advanced methodological knowledge in the handling of quantitative and qualitative data are required, as well as good data bases handling knowledge. Nationals/citizens of IADB country members are eligible for this consultancy.

ACTIVITIES

1. The activities to be carried out under the contract shall include, but not be limited to:
 - The analysis of present workflows and documentation, identifying stages and milestones.
 - The elaboration of a critical review about all the processes that take place in the Institution, suggesting possible improvements.
 - A revision and evaluation of monitoring instruments currently used by INEFOP.
 - The identification of available data that nowadays emerges from the management system and from outside sources, in order to analyze its quality according to national and international norms and standards.
 - The identification of areas of activities and the type of information they generate and demand regarding monitoring activities.
 - The support to prepare new procedure and operational manuals and protocols, and new instruments for monitoring and evaluating plans, programs and policies.
 - Identification of training needs and implementation of training courses on new processes.
2. The consultant will work in permanent contact with the LMK team to guarantee his work adjusts to the requirements.

REPORTS AND PAYMENT SCHEDULE

The total amount of the consultancy will come up to US\$ 60,000 for every concept, including fees and expenses that the consultant shall incur in.

The disbursements will be provided as follows: i) x% due to contract signature; ii) x% due to the acceptance in behalf of the Bank of the final procedure manuals and protocols designed and iii) x% due to the approval in behalf of the Bank of the correct implementation of the system and appropriate training received by INEFOP's personnel.

COORDINATION

Graciana Rucci (SCL/LMK) will coordinate the activities of this consultancy.

TERMS OF REFERENCE: CONSULTANT
DESIGN AND IMPLEMENTATION OF A NEW PROCESS OF EVALUATION AND MONITORING

SUPPORTING INEFOP IN IMPROVING LABOR TRAINING AND SKILLS
(UR-T1100)

Inter-American Development Bank, Labor Markets and Social Security Unit (SCL/LMK)

BACKGROUND

- 1.1 The National Institute for Employment and Professional Training (INEFOP) was created in 2008 with, among others, the following objectives: i) managing public funds for training; ii) advising the Ministry of Labor on employment and training policies and their implementation; iii) designing and implementing training interventions targeted at unemployed and vulnerable people; iv) promoting and participating in the development of the knowledge certification and labor competence accreditation systems; v) generating and disseminating labor market information aimed at improving labor market efficiency; vi) covering labor services such as orientation, learning, training, accreditation; and vii) performing research and interventions to answer to firms and productive sectors demands.
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- 1.4 Labor productivity, better jobs and labor force skills constitutes one of the strategic and flagship areas of the Labor Markets and Social Security Unit (SCL/LMK). A worker in a good job is the best way of eliminating poverty in developing countries. This Unit has deep knowledge and wide experience on these topics and it has been supporting several countries in the region, through loans and technical supports (Chile, Paraguay, El Salvador, México, Honduras, Bahamas, Bolivia and Colombia, for instance). Given this context, the Uruguayan Government has requested the Bank's technical and operational

support in order to design and implement mechanisms and necessary changes to achieve an effective national public system such that workers develop the skills demanded and required by sustainable economic growth.

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OBJECTIVES OF THE CONSULTANCY

1. The main objective of this consultancy is the design and implementation of a new process of evaluation and monitoring, which will derived in more efficient and effective policy interventions. The possibility of following up the institution's activities as well as counting with systematic feedback on its performance, will undoubtedly lead to a better design and management of plans and programs.
2. Specifically, besides the design of processes and its implementation, two main activities should be carried out: (i) training in monitoring and evaluation methodologies of the staff directly involved; and (ii) an evaluation of a plan or program to be determined jointly by the consultant, INEFOP's authorities and the LMK team.

This evaluation will be a different one and it will complement all other evaluations performed (process, results, a particular output or outcome).

CHARACTERISTICS OF THE CONSULTANCY

1. Type of consultancy: International individual consultant
2. Period of the consultancy: xx
3. Place of Work: country of residence of consultant
4. Qualifications: The consultant should have completed a PhD in economics, public policy, or a related field. Proficiency in English and Spanish are required. Advanced methodological knowledge in quantitative and econometric techniques as well as a strong background in the use of impact evaluation and micro-simulation tools are required. The consultant should also have strong knowledge and experience in the use of econometric and statistical packages. A minimum of 6 years of relevant experience in designing and conducting impact and results evaluations of public programs and policies is required. Experience in the areas of labor force training and education would be an advantage. Nationals/citizens of IADB country members are eligible for this consultancy.

ACTIVITIES

1. The activities to be carried out under the contract shall include, but not be limited to:
 - Identification of the plan, program or policy to be evaluated and justification of the choice.
 - Detailed methodological design of the evaluation (experimental, cuasi-experimental) and reasons to opt for the methodology finally adopted.
 - Definition of the hypothesis to be verified.
 - Detailed design of the field work.
 - Carrying out of the evaluation.
 - Presentation of obtained results and their effects in terms of possible changes in policies.
 - Train INEFOP staff in evaluation methodologies.
2. The consultant will work in permanent contact with the LMK team to guarantee his work adjusts to the requirements.

REPORTS AND PAYMENT SCHEDULE

The total amount of the consultancy will come up to US\$ 60,000 for every concept, including fees and expenses that the consultant shall incur in.

The disbursements will be provided as follows: i) x% due to contract signature; ii) x% due to the acceptance in behalf of the Bank of the proposed methodology to carry out the evaluation and iii) x% due to the approval in behalf of the Bank of the final report.

COORDINATION

Graciana Rucci (SCL/LMK) will coordinate the activities of this consultancy.

**TERMS OF REFERENCE: CONSULTANT
INSTRUMENTS TO IMPROVE QUALITY AND IMPACT OF
THE PUBLIC PROVISION OF TRAINING**

**SUPPORTING INEFOP IN IMPROVING LABOR TRAINING AND SKILLS
(UR-T1100)**

Inter-American Development Bank, Labor Markets and Social Security Unit (SCL/LMK)

BACKGROUND

- 1.1 The National Institute for Employment and Professional Training (INEFOP) was created in 2008 with, among others, the following objectives: i) managing public funds for training; ii) advising the Ministry of Labor on employment and training policies and their implementation; iii) designing and implementing training interventions targeted at unemployed and vulnerable people; iv) promoting and participating in the development of the knowledge certification and labor competence accreditation systems; v) generating and disseminating labor market information aimed at improving labor market efficiency; vi) covering labor services such as orientation, learning, training, accreditation; and vii) performing research and interventions to answer to firms and productive sectors demands.
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OBJECTIVES OF THE CONSULTANCY

1. The main objective of the consultancy is to identify and account instruments, mechanisms, and policy trends designed and implemented in more advanced economies (relative to Uruguay) to ensure/improve quality, relevance, sufficiency, efficiency and impact of the public provision of training so as to eliminate skills gaps within the work force.
2. The collection and recording of evidence, lessons learned and good practices designed and developed in different setups involving labor training is expected. In particular, the product of the consultancy will include study-cases of: workplace training, sector/council/union training, public or private experiences, OECD and other LAC countries practices.
3. Field/expert trips could be expected in order to enrich knowledge on the subject, if it is assessed that is more worthy than desk studies.

CHARACTERISTICS OF THE CONSULTANCY

1. Type of consultancy: International individual consultant
2. Period of the consultancy: xx
3. Place of Work: country of residence of consultant
4. Qualifications: The consultant should have a Master degree in economics or a related field. At least 5 years of relevant experience is required, with a strong background in labor force training, education, training in firms, sector training and policy on those areas. Experience in dealing with these subjects in developed and emerging countries is preferred. Advanced data bases handling knowledge and fluency in English and Spanish are required. Nationals/citizens of IADB country members are eligible for this consultancy.

ACTIVITIES

1. The consultant shall make a report that has the following sub-products:
 - Catalog/inventory of successful/widely used tools/mechanisms/policy options based on international experience in this area to improve the aspects mentioned above.
 - Description and explanation of them considering design and implementation levels and including objective, justification, arrangements, time frames and specific knowledge gaps that would be needed to close to achieve them.
 - Evidence of them.
 - Preconditions/related issues, advantages and disadvantages, to take into account when considering the tool.
 - In depth analysis of one or two special issues.
2. The dimensions and analysis will be defined in agreement with the LMK team, with whom the consultant will work jointly to guarantee the relevance of the analysis and its adjustment to the requirements.
3. If necessary, the consultant and/or members of INEFOP will travel with LMK staff to any of the case-studied countries to complement the study and enrich knowledge and experience on the subject.

REPORTS AND PAYMENT SCHEDULE

The total amount of the consultancy will come up to US\$ 60,000. These include the amount assigned to the consultant for every concept (including fees and expenses in which he incurs) and travel expenses.

The disbursements for consultancy services will be provided as follows: i) x% due to contract signature; ii) x% due to the submission of a medium term report and iii) x% due to the acceptance in behalf of the Bank of the Final Report.

COORDINATION

Graciana Rucci (SCL/LMK) will coordinate the activities of this consultancy.

TERMS OF REFERENCE: CONSULTANT
METHODOLOGY TO ANALYZE ELIGIBLE POPULATION AND CHARACTERISTICS OF TRAINING

SUPPORTING INEFOP IN IMPROVING LABOR TRAINING AND SKILLS
(UR-T1100)

Inter-American Development Bank, Labor Markets and Social Security Unit (SCL/LMK)

BACKGROUND

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- 1.4 Labor productivity, better jobs and labor force skills constitutes one of the strategic and flagship areas of the Labor Markets and Social Security Unit (SCL/LMK). A worker in a good job is the best way of eliminating poverty in developing countries. This Unit has deep knowledge and wide experience on these topics and it has been supporting several countries in the region, through loans and technical supports (Chile, Paraguay, El Salvador, México, Honduras, Bahamas, Bolivia and Colombia, for instance). Given this context, the Uruguayan Government has requested the Bank's technical and operational

support in order to design and implement mechanisms and necessary changes to achieve an effective national public system such that workers develop the skills demanded and required by sustainable economic growth.

- 1.5 This TC will support INEFOP to generate information, diagnostics, analysis and evaluations in order to better design, implement and evaluate training services which make the workforce productive and employable. The aim is to contribute to consolidate capacity regarding active labor policies and enhance the quality and relevance of publicly funded training. This TC contributes to the objective of the Bank's strategy with the country to reduce the disconnection between the contents of job training programs and the needs of the productive sector. Moreover, this TC contributes to a sustainable economic development and long run wellbeing, reducing poverty through active labor market policies. Finally, given the reality of several economies in the region, the activities and products involved in this TC will have an important value added not only for Uruguay but also for many other countries.

OBJECTIVES OF THE CONSULTANCY

1. The main objective of the consultancy is to support INEFOP to design a working methodology such that on one hand it allows to systematically analyze eligible population and characteristics of training information such that, it provides mechanisms to evaluate and prioritize those needs.
1. The specific objectives of this consultancy are: the development of a set of tools to base and validate the training proposals of sectors and specific firms, with the final purpose of reaching a systematization of this information and financing better training initiatives.
2. Besides, the establishment of general outlines to orientate the public expenditure in labor force training (based on global demand studies and economic and social forecasts about global and sectorial needs of human capital) is expected.

CHARACTERISTICS OF THE CONSULTANCY

1. Type of consultancy: International individual consultant
2. Period of the consultancy: xx
3. Place of Work: country of residence of consultant
4. Qualifications: The consultant should have a Master's degree in economics or related fields. At least 5 years of general experience and specific experience in questionnaire elaboration and productive sector needs, are required. Background in labor economic projects and monitoring and evaluation of programs are preferred. Proven experience in the design of surveys will be highly valued. Excellent analytical, writing and communication skills in Spanish. Fluency in English is desirable. Nationals/citizens of IADB country members are eligible for this consultancy.

ACTIVITIES

1. The activities to be carried out under the contract shall include, but not be limited to:

- The preparation of an analytical study on the characteristics and future prospects of the Uruguayan economy. From this study, strategic sectors in terms of their present and future contribution to social and economic development should be detected. This activity will be carried out in collaboration with other government agencies, so as to achieve a jointly agreed diagnostic. Human resources demands of the economic sectors defined as strategic will be prioritized in the design and implementation of labor force training programs.
 - The study of relevant agents of the productive sector (enterprises, professional and commercial chambers, etc.), whom are expected to produce valuable information about human resources needs.
 - The preparation of a process manual that defines the kind and periodicity of the information that has to be collected from every relevant agent identified. This manual must detail which information should be requested to each agency and actor involved.
 - The analysis of different options of instruments to pick up the information stated in the process manual; and the recommendation of the most adequate ones for the development of a systematic methodology to gather information on the subject.
 - The preparation of a working proposal that reflects the steps and processes that have to be accomplished by INEFOP for the implementation of a new methodology to systematize labor training demands and select priority training programs. As well, the proposal shall state INEFOP's needs of resources (physical, financial, human, computational, etc.) so as to implement the proposal and inner workflows and coordination mechanisms.
1. The dimensions of the analysis will be defined in agreement with the LMK team and INEFOP, with whom the consultant will work jointly to guarantee the relevance of the analysis and its adjustment to the requirements.

REPORTS AND PAYMENT SCHEDULE

The total amount of the consultancy will come up to US\$ 40,000 for every concept, including fees and expenses that the consultant shall incur in.

The disbursements for consultancy services will be provided as follows: i) x% due to contract signature; ii) x% due to the submission of a medium term report and iii) x% due to the acceptance in behalf of the Bank of the Final Report.

COORDINATION

Graciana Rucci (SCL/LMK) will coordinate the activities of this consultancy.

**TERMS OF REFERENCE: CONSULTANT
STRUCTURE, ORGANIZATION AND REGULATIONS THAT AFFECT
TRAINING PROVIDERS MARKET IN URUGUAY**

**SUPPORTING INEFOP IN IMPROVING LABOR TRAINING AND SKILLS
(UR-T1100)**

Inter-American Development Bank, Labor Markets and Social Security Unit (SCL/LMK)

I. BACKGROUND

- 1.1 The National Institute for Employment and Professional Training (INEFOP) was created in 2008 with, among others, the following objectives: i) managing public funds for training; ii) advising the Ministry of Labor on employment and training policies and their implementation; iii) designing and implementing training interventions targeted at unemployed and vulnerable people; iv) promoting and participating in the development of the knowledge certification and labor competence accreditation systems; v) generating and disseminating labor market information aimed at improving labor market efficiency; vi) covering labor services such as orientation, learning, training, accreditation; and vii) performing research and interventions to answer to firms and productive sectors demands.
- 1.2 Recent reports (Castillo Corral, 2011) state that INEFOP seems to have difficulties in establishing the strategic definitions needed in order to guide its operations. An essential input for doing so is to have accurate information about the context in which it is immersed (labor force characteristics, training providers, productive sector demands, etc.). Being able to determine its coverage, time schedules and specific goals is vital for the Institution if it intends to design and propose new programs and instruments, execute its budget effectively and assume a leadership position in the national labor training system.
- 1.3 The Uruguayan economy has grown dramatically in the last ten years and new quantitative evidence (IDB UR-T1069, ATN/JF-12465-UR) confirms the gap between the knowledge and the capabilities that workers have and those that firms need. In order to sustain economic growth, labor productivity should be boosted. Human capital accumulation is one mechanism to achieve growth and development in the medium run. This context gives INEFOP a great opportunity to intervene and leverage labor market outcomes.
- 1.4 Labor productivity, better jobs and labor force skills constitutes one of the strategic and flagship areas of the Labor Markets and Social Security Unit (SCL/LMK). A worker in a good job is the best way of eliminating poverty in developing countries. This Unit has deep knowledge and wide experience on these topics and it has been supporting several countries in the region, through loans and technical supports (Chile, Paraguay, El Salvador, México, Honduras, Bahamas, Bolivia and Colombia, for instance). Given this context, the Uruguayan Government has requested the Bank's technical and operational

support in order to design and implement mechanisms and necessary changes to achieve an effective national public system such that workers develop the skills demanded and required by sustainable economic growth.

- 1.5 This TC will support INEFOP to generate information, diagnostics, analysis and evaluations in order to better design, implement and evaluate training services which make the workforce productive and employable. The aim is to contribute to consolidate capacity regarding active labor policies and enhance the quality and relevance of publicly funded training. This TC contributes to the objective of the Bank's strategy with the country to reduce the disconnection between the contents of job training programs and the needs of the productive sector. Moreover, this TC contributes to a sustainable economic development and long run wellbeing, reducing poverty through active labor market policies. Finally, given the reality of several economies in the region, the activities and products involved in this TC will have an important value added not only for Uruguay but also for many other countries.

II. OBJECTIVES OF THE CONSULTANCY

- 2.1 The main objective of the consultancy is to conduct an investigation about the structure, organization and regulations that affect the training providers market in Uruguay. The concept of provider will not be limited to those focused on labor training only but, instead, it will enclose technical educational institutions in general. Special attention will be paid to the detection of market failures, the adequacy of present regulations and the behavior of different agents that intervene in this market.
- 2.2 Within the specific objectives of this study, it is expected to have data and indicators about the competence level among providers, market segmentation, the quality of the training courses offered, the existence of information asymmetries and entry boundaries (legal and economic), the results achieved over labor productivity and employment, vertical and horizontal integration, collusive and other strategic behaviors derived from the present institutional framework that rules the market and its general effect over stakeholders incentives.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 Type of consultancy: International individual consultant.
- 3.2 Period of the consultancy: xx
- 3.3 Place of Work: country of residence of consultant.
- 3.4 Qualifications: The consultant should have a Master's degree in economics or a related field, with proven experience in the following topics: industrial organization, public goods regulations and educational/training market analysis. It is required to have a minimum of 5 years' experience in the study of market structures and institutional arrangements. Strong background in the use of quantitative tools and advanced methodological knowledge in the handling of quantitative and qualitative data are required. Experience in the formulation of public policy, development of public programs and previous involvement in regulation institutions related to education and training will

be valued. Fluency in English and Spanish are required. Nationals/citizens of IADB country members are eligible for this consultancy.

IV. ACTIVITIES

4.1 The activities to be carried out under the contract shall include, but not be limited to:

- A characterization and quantification of the training market in Uruguay based on primary and secondary information sources available and its present legal framework. This include: the identification of relevant stakeholders, an explanation of the cause and consequences of the economic relationships established between them and other related agents, and the identification and characterization of demanding agents.
- The analysis and proposal of definitions and quantification of relevant markets according to types and modalities of training provided.
- The estimation of useful indicators over the training market: degree of segmentation, prices, competence, profitability and any other indicator the consultant may find relevant.
- The identification and explanation of present and potential barriers to entry (especially those that could be caused by legal regulations) and an evaluation of the impact information asymmetries have over training markets.
- An evaluation based on the evidence collected on how the whole system works in terms of cost-effectiveness and the quality of the products it offers. Suggestion of possible courses of action so as to improve its performance.
- A critical examination of the role INEFOP plays in the market and its impact on the quality and quantity of the services provided by the market.

4.2 The consultant will work in permanent contact with the LMK team to guarantee the relevance of the analysis and its adjustment to the requirements.

V. REPORTS AND PAYMENT SCHEDULE

The total amount of the consultancy will come up to US\$ 25,000 for every concept, including fees and expenses that the consultant shall incur in.

The disbursements for consultancy services will be provided as follows: i) x% due to contract signature; ii) x% due to the submission of a medium term report and iii) x% due to the acceptance in behalf of the Bank of the Final Report.

VI. COORDINATION

Graciana Rucci (SCL/LMK) will coordinate the activities of this consultancy.

TERMS OF REFERENCE: CONSULTANT
DEVELOPMENT OF METHODOLOGY AND TOOLS TO MEASURE AND MONITOR QUALITY AND
PERTINENCE OF TRAINING ACTIONS

SUPPORTING INEFOP IN IMPROVING LABOR TRAINING AND SKILLS
(UR-T1100)

Inter-American Development Bank, Labor Markets and Social Security Unit (SCL/LMK)

BACKGROUND

- 1.1 The National Institute for Employment and Professional Training (INEFOP) was created in 2008 with, among others, the following objectives: i) managing public funds for training; ii) advising the Ministry of Labor on employment and training policies and their implementation; iii) designing and implementing training interventions targeted at unemployed and vulnerable people; iv) promoting and participating in the development of the knowledge certification and labor competence accreditation systems; v) generating and disseminating labor market information aimed at improving labor market efficiency; vi) covering labor services such as orientation, learning, training, accreditation; and vii) performing research and interventions to answer to firms and productive sectors demands.
- 1.2 Recent reports (Castillo Corral, 2011) state that INEFOP seems to have difficulties in establishing the strategic definitions needed in order to guide its operations. An essential input for doing so is to have accurate information about the context in which it is immersed (labor force characteristics, training providers, productive sector demands, etc.). Being able to determine its coverage, time schedules and specific goals is vital for the Institution if it intends to design and propose new programs and instruments, execute its budget effectively and assume a leadership position in the national labor training system.
- 1.3 The Uruguayan economy has grown dramatically in the last ten years and new quantitative evidence (IDB UR-T1069, ATN/JF-12465-UR) confirms the gap between the knowledge and the capabilities that workers have and those that firms need. In order to sustain economic growth, labor productivity should be boosted. Human capital accumulation is one mechanism to achieve growth and development in the medium run. This context gives INEFOP a great opportunity to intervene and leverage labor market outcomes.
- 1.4 Labor productivity, better jobs and labor force skills constitutes one of the strategic and flagship areas of the Labor Markets and Social Security Unit (SCL/LMK). A worker in a good job is the best way of eliminating poverty in developing countries. This Unit has deep knowledge and wide experience on these topics and it has been supporting several countries in the region, through loans and technical supports (Chile, Paraguay, El Salvador, México, Honduras, Bahamas, Bolivia and Colombia, for instance). Given this

context, the Uruguayan Government has requested the Bank's technical and operational support in order to design and implement mechanisms and necessary changes to achieve an effective national public system such that workers develop the skills demanded and required by sustainable economic growth.

- 1.5 This TC will support INEFOP to generate information, diagnostics, analysis and evaluations in order to better design, implement and evaluate training services which make the workforce productive and employable. The aim is to contribute to consolidate capacity regarding active labor policies and enhance the quality and relevance of publicly funded training. This TC contributes to the objective of the Bank's strategy with the country to reduce the disconnection between the contents of job training programs and the needs of the productive sector. Moreover, this TC contributes to a sustainable economic development and long run wellbeing, reducing poverty through active labor market policies. Finally, given the reality of several economies in the region, the activities and products involved in this TC will have an important value added not only for Uruguay but also for many other countries.

OBJECTIVES OF THE CONSULTANCY

1. The main objective of the consultancy is to assure the quality and pertinence of training actions carried out by INEFOP, guaranteeing they contribute to enhancing Uruguay's labor productivity. The development of a suitable methodology and appropriate tools to measure and monitor the results of training programs financed by INEFOP, will help achieving sustainable and inclusive growth.
2. The specific objectives of this consultancy are the collection and recording of evidence on INEFOP's interventions in the labor market, the development of instruments to evaluate the adequacy of training programs to productive sector's demands and workers' qualification deficits, as well as the design of a results and impact system of indicators and evaluation on the effectiveness of programs.

CHARACTERISTICS OF THE CONSULTANCY

1. Type of consultancy: International individual consultant
2. Period of the consultancy: xx
3. Place of Work: country of residence of consultant
4. Qualifications: The consultant should have a Master's degree in economics or a related field. PhD in Economics, Education or Public Policy is preferred. At least 5 years of relevant experience is required, with a solid background in labor force training, education and policy on those areas. Proven experience in the design and development of instruments for the evaluation of public programs' results and impacts is essential. Experience in impact evaluation of labor training programs is preferred. Strong background in the use of quantitative tools and advanced methodological knowledge in

the handling of quantitative and qualitative data are required, as well as good data bases handling knowledge. The consultant must be proficient in English and Spanish. Nationals/citizens of IADB country members are eligible for this consultancy.

ACTIVITIES

1. The activities to be carried out under the contract shall include, but not be limited to:
 - The elaboration of a complete assessment where information about INEFOP training programs outputs, such as number of participants, hours of training provided, etc., is stated.
 - The build-up of options and procedures on how to assure pertinence and quality of labor training actions.
 - The drawing-up of a proposal about possible alternatives in the design of an evaluation or follow-up system of pertinence and quality, specifying subjects to be followed up (instructors, enterprises, attendants) and results to be evaluated.
 - The design of a prioritized specific instrument of monitoring key aspects (surveys, exams, etc.) according to the results expected to be measured.
 - The development of a set of indicators that allows a permanent monitoring of training activities being carried out and the follow-up of results achieved by training programs.
2. The dimensions and scope of specific products are expected to be defined in agreement with the LMK team and INEFOP authorities, with whom the consultant will work jointly to guarantee the relevance of the analysis and its adjustment to the requirements.

REPORTS AND PAYMENT SCHEDULE

The total amount of the consultancy will come up to US\$ 45,000 for every concept, including fees and expenses that the consultant shall incur in.

The disbursements will be provided as follows: i) x% due to contract signature; ii) x% due to the submission of a medium term report; and iii) x% due to the acceptance in behalf of the Bank of the proposal for the quality monitor system, instruments and indicators.

COORDINATION

Graciana Rucci (SCL/LMK) will coordinate the activities of this consultancy.

TERMS OF REFERENCE: CONSULTANT
TECHNICAL SUPPORT IN THE PREPARATION, ANALYSIS, DESIGN, EVALUATION AND SUPERVISION
OF INEFOP'S INTERVENTIONS IN LABOR TRAINING

SUPPORTING INEFOP IN IMPROVING LABOR TRAINING AND SKILLS
(UR-T1100)

Inter-American Development Bank, Labor Markets and Social Security Unit (SCL/LMK)

BACKGROUND

- 1.1 The National Institute for Employment and Professional Training (INEFOP) was created in 2008 with, among others, the following objectives: i) managing public funds for training; ii) advising the Ministry of Labor on employment and training policies and their implementation; iii) designing and implementing training interventions targeted at unemployed and vulnerable people; iv) promoting and participating in the development of the knowledge certification and labor competence accreditation systems; v) generating and disseminating labor market information aimed at improving labor market efficiency; vi) covering labor services such as orientation, learning, training, accreditation; and vii) performing research and interventions to answer to firms and productive sectors demands.
- 1.2 Recent reports (Castillo Corral, 2011) state that INEFOP seems to have difficulties in establishing the strategic definitions needed in order to guide its operations. An essential input for doing so is to have accurate information about the context in which it is immersed (labor force characteristics, training providers, productive sector demands, etc.). Being able to determine its coverage, time schedules and specific goals is vital for the Institution if it intends to design and propose new programs and instruments, execute its budget effectively and assume a leadership position in the national labor training system.
- 1.3 The Uruguayan economy has grown dramatically in the last ten years and new quantitative evidence (IDB UR-T1069, ATN/JF-12465-UR) confirms the gap between the knowledge and the capabilities that workers have and those that firms need. In order to sustain economic growth, labor productivity should be boosted. Human capital accumulation is one mechanism to achieve growth and development in the medium run. This context gives INEFOP a great opportunity to intervene and leverage labor market outcomes.
- 1.4 Labor productivity, better jobs and labor force skills constitutes one of the strategic and flagship areas of the Labor Markets and Social Security Unit (SCL/LMK). A worker in a good job is the best way of eliminating poverty in developing countries. This Unit has deep knowledge and wide experience on these topics and it has been supporting several countries in the region, through loans and technical supports (Chile, Paraguay, El Salvador, México, Honduras, Bahamas, Bolivia and Colombia, for instance). Given this

context, the Uruguayan Government has requested the Bank's technical and operational support in order to design and implement mechanisms and necessary changes to achieve an effective national public system such that workers develop the skills demanded and required by sustainable economic growth.

- 1.5 This TC will support INEFOP to generate information, diagnostics, analysis and evaluations in order to better design, implement and evaluate training services which make the workforce productive and employable. The aim is to contribute to consolidate capacity regarding active labor policies and enhance the quality and relevance of publicly funded training. This TC contributes to the objective of the Bank's strategy with the country to reduce the disconnection between the contents of job training programs and the needs of the productive sector. Moreover, this TC contributes to a sustainable economic development and long run wellbeing, reducing poverty through active labor market policies. Finally, given the reality of several economies in the region, the activities and products involved in this TC will have an important value added not only for Uruguay but also for many other countries.

OBJECTIVES OF THE CONSULTANCY

1. The general objective of the consultancy is to provide technical support in the preparation, analysis, design, evaluation and supervision of INEFOP's interventions in the area of labor training. Specifically, the consultant will work with the technical and operative team that will support the design and implementation of activities and products offered by INEFOP and will coordinate the alignment of activities and products in place.

CHARACTERISTICS OF THE CONSULTANCY

1. Type of consultancy: International individual consultant
2. Period of the consultancy: xx
3. Place of Work: country of residence of consultant
4. Qualifications: The consultant should have a Master's or PhD in Economics or a related field. A minimum of 6 years of relevant experience in microeconomic areas, quantitative analysis, applied econometrics and design and evaluation of public programs is required. Excellent academic level in the specified areas is expected. Experience in the formulation and supervision of active labor market programs and labor training instruments would be an advantage. Operational and hands-on expertise. Advance methodological knowledge in the design of impact and results evaluation methods and techniques is required. Strong oral and written communication skills in English and Spanish are essential. Nationals/citizens of IADB country members are eligible for this consultancy.

ACTIVITIES

1. The activities to be carried out under the contract shall include, but not be limited to:
 - Participation in the design of interventions, defining programs' logic and guaranteeing the possibility of their evaluation.
 - Assistance in the development of adjustment options to INEFOP's existing programs, in order to improve the effectiveness of interventions and guarantee the possibility of experimental evaluation.
 - Support and assessment in the design and follow-up of rigorous impact and result evaluations of training programs.
 - Support in the generation of diagnostic evidence and the analysis of labor training policies, using new and existing databases.
 - Assistance in the analytical and quantitative analysis of adjustment options and changes in the mechanisms and regulations of training institutions, financing instruments, etc.
 - Participation in technical discussions and workshops in the framework of this TC.
 - Academic and technical assessment on specific subjects that may emerge in the framework of this TC.
2. The consultant will work in permanent contact with the LMK team to guarantee the relevance of the analysis and its adjustment to the requirements.

REPORTS AND PAYMENT SCHEDULE

The total amount of the consultancy will come up to US\$ 35,000 for every concept, including fees and expenses that the consultant shall incur in.

The disbursements for consultancy services will be provided as follows: i) x% due to contract signature; ii) x% due to the submission of a medium term report and iii) x% due to the acceptance in behalf of the Bank of the Final Report.

COORDINATION

Graciana Rucci (SCL/LMK) will coordinate the activities of this consultancy.