

# 1. Study with diagnostic and barriers for female labor force participation and policy recommendations including services for labor market insertion of women

*Selection process #*

## TERMS OF REFERENCE - Firm

DIAGNOSTIC AND BARRIERS FOR FEMALE LABOR FORCE PARTICIPATION AND POLICY RECOMMENDATIONS

BELIZE

BL-T1182

Promoting female talent for sustainable and inclusive growth in Belize

[Web link to approved document]

### 1. Background and Justification

- 1.1. The Labor Markets and Social Security Division (SCL/LMK) promotes more and better employment in Latin America and the Caribbean. The IDB works to achieve regional goals in poverty reduction, equality of opportunities and improvement of labor productivity, by strengthening employment and training services, improving the design and scope of social security, and the analysis of labor markets and labor information. To achieve these goals, LMK is currently focusing on analytical work and projects in the following four main areas: Labor Intermediation, Skills Developing, Workforce Migration, and Social Security.
- 1.2. Belize grapples with a multifaceted challenge despite its low unemployment rate of 4% in 2023. A substantial portion of the working-age population, constituting 41%, remains outside the workforce, posing a potential threat to the country's long-term economic growth. Although Belize's economy has shifted towards service sectors over recent decades, persistent human capital gaps and skills shortages persist, particularly evident in key industries like tourism, BPO, agriculture, and construction. Notably, more than 73% of firms identify the lack of human capital as a significant impediment to growth, with issues such as low female labor force participation and limited capacity to attract skilled migrant workers contributing to labor shortages.
- 1.3. Gender disparities in the labor force further compound Belize's challenges. While female labor force participation has increased from 33% in 1991 to 48% in 2021, it still lags behind the participation rate for men. Cultural norms, limited educational access, and occupational segregation perpetuate these disparities, with nearly 65% of women employed in low-paying sectors and occupying few leadership positions. Moreover, the gender gap persists among young women, with over 41% of those aged 15 to 25 not engaged in education or employment, compared to 19% among young men. Limited access to formal training programs, male-dominated training environments, and financial barriers exacerbate these challenges, underscoring the need for targeted interventions to address gender inequalities in the labor market.
- 1.4. Active labor market policies (ALMP) can help to improve skills and employability of the labor force. However, there is a limited offer of ALMP and the provision of training and labor intermediation faces important challenges. First, the offer of training suffers from issues related to access, relevance and quality. There is low access to training programs, especially for women, due to poverty, lack of money to pay fees, transportation and childcare costs. Male-dominated

training environments and entrenched gender norms deter female participation, with over 80% of TVET students being male. Also, the training offer has low relevance and quality, with only 1/3 of firms reporting have had collaborative relationship with training institutions . Second, labor intermediation has limitation that hinder its effectiveness. The Public Employment Service (PES) has low coverage and lacks specialized to support integration of women in the labor force and management or migrant labor. This is further complicated by the absence of systems like Labor Intermediation Technological Platform and Labor Markert Information System for effective job matching and production and dissemination of labor market information.

- 1.5. In this context, the IADB is financing a Technical Cooperation (TC) which objective to support the strengthening of policies to improve Belize’s workforce employability with a particular focus on women in working age through activities that are being held to identify skills needs in Belize, and to design sectoral talent pipelines that close skill gaps in these sectors.
- 1.6. The Bank is searching for a firm to produce a diagnostic and barriers for female labor force participation and policy recommendations to increase the participation in labor markets. This work will include: (i) Data analysis activities to inform the diagnosis of the labor force participation and skills shortages in Belice; (ii) analysis of active labor market policies currently in place in Belize to foster female labor participation; (iii) review of regional and global successful practices to increase female labor participation.

## 2. Objectives

- 2.1. The objective of this consultancy is to produce a diagnostic and barriers for female labor force participation and policy recommendations to increase the participation in labor markets through
  - 2.1.1. Data analysis.
  - 2.1.2. ALMP analysis.
  - 2.1.3. Regional and global review of good practices.

## 3. Scope of Services

- 3.1. **Data analysis:** The consultancy will review and analyze household, individual, and enterprise surveys in the country (e.g., Labour Force Surveys, Census) to characterize the labor force participation in Belize. The analysis will particularly explore how individual, household, and context variables are related to labor force participation. Moreover, the analysis will explore if these characteristics have changes over time.
- 3.2. **ALMP analysis:** This section of the consultancy will require:
  - 3.2.1. Review of literature and doing interviews to identify labor markets barriers for women.
  - 3.2.2. Comprehensive analysis of female participation in labor participation programs in place in Belize supporting entrepreneurship and other trainings and employment support programs in Belize.
  - 3.2.3. Comprehensive review of ALMP in other countries aiming at increasing female labor participation.

## 4. Key Activities

- 4.1. Data analysis activities:
  - 4.1.1. Review of third-party documents about the labor market conditions in the country.

4.1.2. Analysis of labor force (if possible, 2019-2023) and other relevant surveys (Census).

4.1.3. Review of policy tools that could be implemented in the country.

**4.2. AMLP analysis activities:**

4.2.1. Review of literature and some interviews to identify labor market barriers of women in Belize.

4.2.2. Review of participation of women in programs supporting entrepreneurship and other training and employment support programs in Belize.

4.2.3. Review of ALMPs and employment services to increase female employment in other countries (LAC and other regions of the world), typology of interventions, including the combination of ALMPs and childcare).

4.2.4. Recommendations for developing counselling services and programs to support female labor force participation Belize.

4.2.5. Recommendations for designing and implementing a pilot.

**5. Expected Outcome and Deliverables**

**5.1. Product 1 - Work plan**

**5.2. Product 2 - Data analysis report**

5.2.1. Document with the diagnosis of the labor force participation and skills shortages and a discussion of potential policy tools to be implemented in Belize.

**5.3. Product 3 - ALMP analysis**

5.3.1. Review of literature and some interviews to identify labor market barriers of women in Belize.

5.3.2. Review of participation of women in programs supporting entrepreneurship and other training and employment support programs in Belize.

5.3.3. Review of ALMPs and employment services to increase female employment in other countries (LAC and other regions of the world), typology of interventions, including the combination of ALMPs and childcare).

**5.4. Product 4 – ALMP Recommendations:**

5.4.1. Recommendations for developing counselling services and programs to support female labor force participation Belize.

5.4.2. Recommendations for designing and implementing a pilot

**6. Project Schedule and Milestones**

**This consultancy will have a duration of 4 months**

<b>Product</b>	<b>Percentage</b>	<b>Amount</b>
<b>Product 1 - Work plan</b>	15.16%	5000
<b>Product 2 - Data analysis</b>	45.45%	15000

report		
Product 3 - ALMP analysis	27.57%	9100
Product 4 – ALMP Recommendations:	11.82%	3900
Total	100	33.000

**7. Reporting Requirements**

7.1. These products can be sent in Word or PDF format and should be written in English. It should provide all items mentioned in these terms of reference in the previous section.

**8. Acceptance Criteria**

8.1. The approval of the products will be determined by the IADB. Dulce Baptista Operations Senior Specialist of the Labor Markets and Social Security Division is the authorized person to accept the work.

**9. Other Requirements**

9.1. Not applicable

**10. Supervision and Reporting**

10.1. Dulce Baptista will be supervising the products of this consultancy. She will approve, give feedback, or instructions for modifications. For this, she will collect the comments and requirements from the project team, from the beneficiary entity of this TC, and in some cases, from main stakeholders of the initiative.

**11. Schedule of Payments**

11.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.

11.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Payment Schedule	
<i>Deliverable</i>	<i>%</i>
1. <i>Product 1</i>	15.16%
2. Product 2	45.45%
3. <i>Product 3</i>	27.57%
4. <i>Product 4</i>	11.82%
<b>TOTAL</b>	100%

## **2. Study with diagnostics and barriers for attracting migrant labor force and policy recommendations for the development of the labor mobility management function of the PES.**

### **TERMS OF REFERENCE - Firm**

DIAGNOSTICS AND BARRIERS FOR ATTRACTING MIGRANT LABOR FORCE AND POLICY RECOMMENDATIONS FOR THE DEVELOPMENT OF THE LABOR MOBILITY MANAGEMENT FUNCTION OF THE PES

BELIZE

BL-T1182

Promoting female talent for sustainable and inclusive growth in Belize

[Web link to approved document]

#### **1. Background and Justification**

- 1.1.** The Labor Markets and Social Security Division (SCL/LMK) promotes more and better employment in Latin America and the Caribbean. The IDB works to achieve regional goals in poverty reduction, equality of opportunities and improvement of labor productivity, by strengthening employment and training services, improving the design and scope of social security, and the analysis of labor markets and labor information. To achieve these goals, LMK is currently focusing on analytical work and projects in the following four main areas: Labor Intermediation, Skills Developing, Workforce Migration, and Social Security.
- 1.2.** Belize grapples with a multifaceted challenge despite its low unemployment rate of 4% in 2023. A substantial portion of the working-age population, constituting 41%, remains outside the workforce, posing a potential threat to the country's long-term economic growth. Although Belize's economy has shifted towards service sectors over recent decades, persistent human capital gaps and skills shortages persist, particularly evident in key industries like tourism, BPO, agriculture, and construction. Notably, more than 73% of firms identify the lack of human capital as a significant impediment to growth, with issues such as low female labor force participation and limited capacity to attract skilled migrant workers contributing to labor shortages.
- 1.3.** Attracting migrant labor to supplement the workforce in Belize faces challenges, including a lack of sector-specific information on skills needs, mismatch between available skills and job opportunities, as well as normative and procedural barriers. Migrant labor who represents 15% of the population are predominantly low-skilled. Most come from Central America (77%) and work in in agriculture, hunting, and forestry, (79%).
- 1.4.** Active labor market policies (ALMP) can help to improve skills and employability of the labor force. However, there is a limited offer of ALMP and the provision of training and labor intermediation faces important challenges. First, the offer of training suffers from issues related to access, relevance and quality. There is low access to training programs, especially for women, due to poverty, lack of money to pay fees, transportation and childcare costs. Male-dominated training environments and entrenched gender norms deter female participation, with over 80% of TVET students being male. Also, the training offer has low relevance and quality, with only 1/3 of firms reporting have had collaborative relationship with training institutions . Second, labor intermediation has limitation that hinder its effectiveness. The Public Employment Service (PES)

has low coverage and lacks specialized to support integration of women in the labor force and management or migrant labor. This is further complicated by the absence of systems like Labor Intermediation Technological Platform and Labor Market Information System for effective job matching and production and dissemination of labor market information.

**1.5.** In this context, the IADB is financing a Technical Cooperation (TC) which objective to support the strengthening of policies to improve Belize's workforce employability with a particular focus on women in working age through activities that are being held to identify skills needs in Belize, and to design sectoral talent pipelines that close skill gaps in these sectors.

**1.6.** The Bank is searching for a firm to produce (i) an analysis of active labor market policies currently in place in Belize to foster migrant labor participation and attraction; and, (ii) a review of regional and global good practices to increase migrant labor attraction with the required set of skills.

## **2. Objectives**

**2.1.** The objective of this consultancy is to produce a diagnostic and barriers for migrant labor attraction and policy recommendations to increase the attraction of skilled migrant labor force

2.1.1. Analysis of PES role in managing regular migrant labor.

2.1.2. Regional and global review of good practices.

## **3. Scope of Services**

**3.1. ALMP analysis and review of PES role in managing international migration.** This section of the consultancy will require:

**3.2.** Review of literature and doing interviews to identify labor markets barriers for regular migrants.

**3.3.** Comprehensive analysis of migrants participation in labor participation programs in place supporting entrepreneurship and other trainings and employment support programs in Belize.

**3.4.** Comprehensive review of ALMP in other countries aiming at increasing regular migrant labor participation.

## **4. Key Activities**

**4.1. ALMP analysis activities:**

4.1.1. Review of literature and conduct some interviews to identify labor market barriers for migrant attraction in Belize.

4.1.2. Review of participation of migrants in programs supporting migrant labor force mobility management in Belize.

4.1.3. Review of PES role in managing international labor migration, ALMPs and employment services to increase attraction of skilled migrant labor force in other countries (LAC and other regions of the world), typology of interventions.

4.1.4. Recommendations for developing counselling services and programs to support migrant labor attraction to Belize.

4.1.5. Recommendations for designing and implementing a pilot.

## **5. Expected Outcome and Deliverables**

**5.1. Product 1 - Work plan**

**5.2. Product 2 - ALMP analysis**

- 5.2.1. Review of literature and some interviews to identify labor market barriers for migrant attraction in Belize.
- 5.2.2. Review of participation of migrants in programs supporting migrant labor force mobility management in Belize.
- 5.2.3. Review of ALMPs and employment services to increase attraction of skilled migrant labor force in other countries (LAC and other regions of the world), typology of interventions)

**5.3. Product 3 – ALMP Recommendations:**

- 5.3.1. Recommendations for developing counselling services and programs to support migrant labor attraction to Belize.
- 5.3.2. Recommendations for designing and implementing a pilot.

**6. Project Schedule and Milestones**

**This consultancy will have a duration of 4 months**

<b>Product</b>	<b>Percentage</b>	<b>Amount</b>
<b>Product 1 - Work plan</b>	20%	2600
<b>Product 2 - ALMP analysis</b>	50%	6500
<b>Product 3 – ALMP Recommendations:</b>	30%	3900
<b>Total</b>	<b>100%</b>	<b>13.000</b>

**12. Reporting Requirements**

- 12.1. These products can be sent in Word or PDF format and should be written in English. It should provide all items mentioned in these terms of reference in the previous section.

**13. Acceptance Criteria**

- 13.1. The approval of the products will be determined by the IADB. Dulce Baptista Operations Senior Specialist of the Labor Markets and Social Security Division is the authorized person to accept the work.

**14. Other Requirements**

- 14.1. Not applicable

**15. Supervision and Reporting**

- 15.1. Dulce Baptista will be supervising the products of this consultancy. She will approve, give feedback, or instructions for modifications. For this, she will collect the comments and requirements from the project team, from the beneficiary entity of this TC, and in some cases,

from main stakeholders of the initiative.

**16. Schedule of Payments**

- 16.1.** Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.
- 16.2.** The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

<b>Payment Schedule</b>	
<b><i>Deliverable</i></b>	<b>%</b>
1. <i>Product 1</i>	20%
2. Product 2	50%
3. <i>Product 3</i>	30%
<b>TOTAL</b>	100%



### 3. Strategic roadmap to guide the digital transformation process

*Selection process #*

#### TERMS OF REFERENCE - Firm

Strategic roadmap to guide the digital transformation process

BELIZE

BL-T1182

Promoting female talent for sustainable and inclusive growth in Belize

[Web link to approved document]

#### 1. Background and Justification

- 1.1.** The Labor Markets and Social Security Division (SCL/LMK) promotes more and better employment in Latin America and the Caribbean. The IDB works to achieve regional goals in poverty reduction, equality of opportunities and improvement of labor productivity, by strengthening employment and training services, improving the design and scope of social security, and the analysis of labor markets and labor information. To achieve these goals, LMK is currently focusing on analytical work and projects in the following four main areas: Labor Intermediation, Skills Developing, Workforce Migration, and Social Security.
- 1.2.** Belize grapples with a multifaceted challenge despite its low unemployment rate of 4% in 2023. A substantial portion of the working-age population, constituting 41%, remains outside the workforce, posing a potential threat to the country's long-term economic growth. Although Belize's economy has shifted towards service sectors over recent decades, persistent human capital gaps and skills shortages persist, particularly evident in key industries like tourism, BPO, agriculture, and construction. Notably, more than 73% of firms identify the lack of human capital as a significant impediment to growth, with issues such as low female labor force participation and limited capacity to attract skilled migrant workers contributing to labor shortages.
- 1.3.** Active labor market policies (ALMP) can help to improve skills and employability of the labor force. However, there is a limited offer of ALMP and the provision of training and labor intermediation faces important challenges. First, the offer of training suffers from issues related to access, relevance and quality. There is low access to training programs, especially for women, due to poverty, lack of money to pay fees, transportation and childcare costs. Male-dominated training environments and entrenched gender norms deter female participation, with over 80% of TVET students being male. Also, the training offer has low relevance and quality, with only 1/3 of firms reporting have had collaborative relationship with training institutions . Second, labor intermediation has limitation that hinder its effectiveness. The Public Employment Service (PES) has low coverage and lacks specialized to support integration of women in the labor force and management or migrant labor. This is further complicated by the absence of systems like Labor Intermediation Technological Platform and Labor Markert Information System for effective job matching and production and dissemination of labor market information.
- 1.4.** In this context, the IADB is financing a Technical Cooperation (TC) which objective to support the strengthening of policies to improve Belize's workforce employability with a particular focus on women in working age through activities that are being held to design a roadmap to guide the

digital transformation of the Ministry of Rural Transformation, Community Development , Labour and Local Government (MoL).

## **2. Objectives**

**2.1.** The Ministry requires the design of a high level architecture, that supports their vision, functions and services with their processes, data management and information systems. The architecture will serve as a framework that will drive an organized roadmap of projects, to ensure flexibility, modularity, reusability, scalability, security, and best practices in the execution of the roadmap. The information system roadmap, will start with a LIS (labor intermediation system) and a LMIS (Labor market information system) with quick wins and measurable indicators of adoption, connected to interoperable services to automate end to end digital services. Other modules can be projected within the architecture, to be part of the roadmap.

## **3. Scope of Services**

**3.1.** Information system analysis consists of three activities, analysis of current processes and information systems, implication compared with the objectives, and future planning.

3.1.1. Status analysis: conduct status analysis of the ICT environment, such as collecting and interpreting system information, and identifying the problems. The MoL status and its development level also would be analyzed.

3.1.2. Future Model Design: Develop a vision and design for the future model and define a set of goals, strategies, and targets to realize the vision considering the status analysis. Define the target model in line with the goals and strategies.

**3.2.** Interoperability status and integration to the architecture: align interoperability needs, plan to interoperate and risks and benefits.

**3.3.** Implementation Plan: Describes how the information system will be deployed, installed, and transitioned into an operational system. The plan contains an overview of the system, a brief description of the major tasks involved in the implementation, and the overall resources needed to support the implementation effort (such as hardware and software).

## **4. Key Activities**

**4.1.** Perform stakeholder mapping and survey and analysis of preliminary information necessary for the design of a high-level architecture, aligned with the government's digital strategy.

**4.2.** Prepare the methodological design to conduct the activities.

**4.3.** Participate in conversations with the MoL and other identified stakeholders.

**4.4.** Read and take in account the existing documents.

**4.5.** Assess the IT eco system. The assessment should cover information systems, processes, level of automation and digitalization, self-service channels, data quality, data governance, , devices and local network status, interoperability, volumetry of transactions, connectivity, and other domains if applicable.

**4.6.** The analysis should cover the options to improve services to customers, increase compliancy, improve data quality, digitalize processes, and implement or strengthen information systems, also opportunities to strengthen local networks and devices, staff readiness, self-service channels, , interoperability with other entities, and other if applicable.

**4.7.** Propose a solution, aligned to the digital strategy, that will include all domains, the options,

recommendations, and specifications, including as a minimum: a financial plan, an integration plan, a data quality and data governance plan, a migration strategy, a time plan, risks analysis, talent development and readiness plan, an interoperability plan, and recommendations around information systems, infrastructure, security, and overall digitalization plan.

- 4.8. Participate and report to a regular team where IDB can participate and steer to ensure the best possible output from this consultancy.
- 4.9. Make short-, mid-, and long-term recommendations.
- 4.10. Up to 2 (two) trips that will include the facilitation of workshops, interviews, and application. Of the methodology.
- 4.11. Design of an information systems high level architecture.
- 4.12. Design of high-level processes
- 4.13. Design interoperability requirements.
- 4.14. Accompaniment to the Bank's team in the drafting of the components of the platform
- 4.15. Systematize the results and conclusions.

## 5. Expected Outcome and Deliverables

- 5.1. Product 1: An inception report detailing the assessment work plan with timelines.
- 5.2. Product 2: A report detailing the findings of the assessment and the diagnosis and analysis.
- 5.3. Product 3: solutions and recommendations. The report should contain at least:
  - 5.3.1. Recommended best information systems architecture.
  - 5.3.2. Main milestones
  - 5.3.3. Timeline
  - 5.3.4. Required resources:
  - 5.3.5. Dependencies
  - 5.3.6. Measurable indicators (KPI) of the project
- 5.4. Product 4: The final version of all activities, final project charts, and a virtual presentation on the findings of the assessment and the recommendations.

## 6. Project Schedule and Milestones

**This consultancy will have a duration of 7 months**

<b>Deliverables</b>	<b>Timeframe</b>
Submission and approval of Product 1	1 month after the signature of the contract
Submission and approval of Product 2	3 months after the signature of the contract
Submission and approval of Product 3	5 months after the signature of the contract
Submission and approval of Product 4	7 months after the signature of the contract

## 7. Reporting Requirements

- 7.1. Every report must be submitted to the Bank in an electronic file. The report should include the cover, main document, and all annexes. This file must also be in an electronic format used by the Bank, such as one of the MS Office, JPG and/or TIFF formats. ZIP files (compressed) will not be accepted as final reports due to the regulations of the Bank File Management Section.

## 8. Acceptance Criteria

**8.1.** The approval of the products will be determined by the IADB. Dulce Baptista Operations Senior Specialist of the Labor Markets and Social Security Division is the authorized person to accept the work.

## 9. Other Requirements

This invitation is aimed at providers who can diagnose, analyze, and recommend technological and non-technological components with recognized experience in solutions for Pension systems or equivalent. The firm shall have:

- 9.1.** At least 3 years of experience analyzing and understanding Labor Intermediation or similar ecosystems.
- 9.2.** Experience in at least one similar case from any sector.
- 9.3.** Extensive experience in process assessments.
- 9.4.** The complete set of experts and specialists to meet the needs.
- 9.5.** Key Personnel. The consulting firm must offer an interdisciplinary team as a work team for the development of the consultancy, declaring the training, experience, skills, position, functions, and time of dedication of the experts.
- 9.6.** All members of the team must meet the minimum expertise listed below.
- 9.7.** The consultant must ensure that the experts have the appropriate profiles to ensure that the projects and developments are worked in parallel without affecting the schedule in the work plan, the SLAs, and the quality of the products established for the contract.
- 9.8.** At the beginning of the contract, the contractor must submit for approval by the assigned authority, the work plan for the period and the list of professionals, together with the dedication they will have for the execution of the activities.
- 9.9.** To comply with the obligations arising from the contract and the schedule defined in the work plans, the contractor must have, within the established terms, the professional, technical, and assistance resources in addition to the minimum defined.
- 9.10.** One expert can cover multiple roles if applicable.
- 9.11.** The load of hours by each specialist is part of the planning that must be delivered to achieve the objectives of the project.

### OVERALL EXPERIENCE SPECIFIC EXPERTISE

- a) **Project Manager:** Professional in Economy, Systems Engineering or telecommunications or industrial. Three (3) Years of experience in projects
- b) **Architect:** Professional in Systems Engineering or Electronics or Electrical or Telecommunications or Industrial. Specialization in Software Engineering or Enterprise Software Architecture, or Technology Management or Innovation. Three (3) Years in Enterprise Architecture or Interoperability or Data Architecture or Digital Transformation
- c) **Expert in the Labor market sector:** Professional in areas of knowledge in social and human sciences, economics, administration or accounting or engineering. At least 5 years of experience in the labor markets sector.
- d) **Expert in process assessment:** Professional in Economy, Systems Engineering or telecommunications or industrial. 3 Years of experience in process assessment and design.

e) **Infrastructure expert:** Professional in Systems Engineering or Electronics or Electrical or Telecommunications. 3 years of experience in IT infrastructure

f) **Interoperability expert:** Professional in Systems Engineering or Electronics or Electrical or Telecommunications or Industrial. Specialization in Software Engineering or Enterprise Software Architecture, or Technology Management or Innovation. 3 years of experience in interoperability, integration or equivalent.

**10. Supervision and Reporting**

**10.1.** Dulce Baptista will be supervising the products of this consultancy. She will approve, give feedback, or instructions for modifications. For this, she will collect the comments and requirements from the project team, from the beneficiary entity of this TC, and in some cases, from main stakeholders of the initiative.

**11. Schedule of Payments**

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<b>Payment Schedule</b>	
<b>Deliverable</b>	<b>%</b>
1. <b>Product 1:</b> An inception report detailing the assessment work plan with timelines	20%
2. <b>Product 2:</b> A report detailing the findings of the assessment and the diagnosis and analysis	20%
3 <b>Product 3:</b> solutions and recommendations	30%
4 <b>Product 4:</b> The final version of all activities, final project charts, and a virtual presentation on the findings of the assessment and the recommendations	30%
<b>TOTAL</b>	100%

#### 4. **Feasibility study for digital skills initiative in Belize.**

##### **TERMS OF REFERENCE - Firm**

###### FEASIBILITY STUDY FOR DIGITAL SKILLS INITIATIVE BELIZE

BL-T1182

Promoting female talent for sustainable and inclusive growth in Belize

[Web link to approved document]

#### **1. Background and Justification**

- 1.1.** The Labor Markets and Social Security Division (SCL/LMK) promotes more and better employment in Latin America and the Caribbean. The IDB works to achieve regional goals in poverty reduction, equality of opportunities and improvement of labor productivity, by strengthening employment and training services, improving the design and scope of social security, and the analysis of labor markets and labor information. To achieve these goals, LMK is currently focusing on analytical work and projects in the following four main areas: Labor Intermediation, Skills Developing, Workforce Migration, and Social Security.
- 1.2.** Belize grapples with a multifaceted challenge despite its low unemployment rate of 4% in 2023. A substantial portion of the working-age population, constituting 41%, remains outside the workforce, posing a potential threat to the country's long-term economic growth. Although Belize's economy has shifted towards service sectors over recent decades, persistent human capital gaps and skills shortages persist, particularly evident in key industries like tourism, BPO, agriculture, and construction. Notably, more than 73% of firms identify the lack of human capital as a significant impediment to growth, with issues such as low female labor force participation and limited capacity to attract skilled migrant workers contributing to labor shortages.
- 1.3.** Attracting migrant labor to supplement the workforce in Belize faces challenges, including a lack of sector-specific information on skills needs, mismatch between available skills and job opportunities, as well as normative and procedural barriers. Migrant labor who represents 15% of the population are predominantly low-skilled. Most come from Central America (77%) and work in in agriculture, hunting, and forestry, (79%).
- 1.4.** Active labor market policies (ALMP) can help to improve skills and employability of the labor force. However, there is a limited offer of ALMP and the provision of training and labor intermediation faces important challenges. First, the offer of training suffers from issues related to access, relevance and quality. There is low access to training programs, especially for women, due to poverty, lack of money to pay fees, transportation and childcare costs. Male-dominated training environments and entrenched gender norms deter female participation, with over 80% of TVET students being male. Also, the training offer has low relevance and quality, with only 1/3 of firms reporting have had collaborative relationship with training institutions . Second, labor intermediation has limitation that hinder its effectiveness. The Public Employment Service (PES) has low coverage and lacks specialized to support integration of women in the labor force and management or migrant labor. This is further complicated by the absence of systems like Labor

Intermediation Technological Platform and Labor Market Information System for effective job matching and production and dissemination of labor market information.

- 1.5. In this context, the IADB is financing a Technical Cooperation (TC) which objective to support the strengthening of policies to improve Belize's workforce employability with a particular focus on women in working age through activities that are being held to identify skills needs in Belize, to design sectoral talent pipelines that close skill gaps in these sectors and to elaborate a feasibility study to implement a digital skills initiative in Belize.
- 1.6. The Bank is currently seeking to hire a firm to elaborate a feasibility study to implement a digital skill initiative in Belize.

## 2. **Objectives**

- 2.1. The objective of this consultancy is to produce a feasibility study to implement a digital skill initiative in Belize.

## 3. **Scope of Services**

- 3.1. The consulting firm will provide a scope of services for each phase including multiple elements listed below.
  - 3.1.1. The consulting firm, under the supervision of IDB is responsible for the elaboration of a feasibility study to implement a digital skill initiative in Belize.
- 3.2. The consulting firm will ensure that the planned activities are carried out in a timely manner, in constant compliance with IDB policies and procedures.

## 4. **Key Activities**

### 4.1. Work plan

### 4.2. Feasibility study:

#### 4.2.1. Phase 1:

- 4.2.1.1. Description of general objective, context
- 4.2.1.2. Description of specific objectives, scope and methodology
- 4.2.1.3. Analysis of the technological environment
- 4.2.1.4. Analysis of the financial and banking context

#### 4.2.2. Phase 2:

- 4.2.2.1. Analysis of available talent
- 4.2.2.2. Overview of the digital skills community in Belize
- 4.2.2.3. Conclusions and recommendations

## 5. **Expected Outcome and Deliverables**

- 5.1. **Product 1 – Work plan**
- 5.2. **Product 2 – Phase 1 of feasibility report**
- 5.3. **Product 3 – Phase 2 of feasibility report**

## 6. Project Schedule and Milestones

**This consultancy will have a duration of 1 month**

Product	Percentage	Amount
Product 1	10%	2.500
Product 2	40%	10.000
Product 3	50%	12.500
Total	100%	25.000

## 17. Reporting Requirements

17.1. These products can be sent in Word or PDF format and should be written in English. It should provide all items mentioned in these terms of reference in the previous section.

## 18. Acceptance Criteria

18.1. The approval of the products will be determined by the IADB. Dulce Baptista Operations Senior Specialist of the Labor Markets and Social Security Division is the authorized person to accept the work.

## 19. Other Requirements

19.1. Not applicable

## 20. Supervision and Reporting

20.1. Dulce Baptista will be supervising the products of this consultancy. She will approve, give feedback, or instructions for modifications. For this, she will collect the comments and requirements from the project team, from the beneficiary entity of this TC, and in some cases, from main stakeholders of the initiative.

## 21. Schedule of Payments

21.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.

21.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

Payment Schedule	
<i>Deliverable</i>	%
5. <i>Product 1</i>	10%
6. Product 2	40%
7. <i>Product 3</i>	50%
<b>TOTAL</b>	100%



## 5. Design of sectoral talent pipelines with a gender focus for digital and tourism sectors

*Selection process #*

### TERMS OF REFERENCE - Firm

Design of sectoral talent pipelines with a gender focus for digital and tourism sectors

BELIZE

BL-T1182

Promoting female talent for sustainable and inclusive growth in Belize

[Web link to approved document]

#### 1. **Background and Justification**

- 1.1. The Labor Markets and Social Security Division (SCL/LMK) promotes more and better employment in Latin America and the Caribbean. The IDB works to achieve regional goals in poverty reduction, equality of opportunities and improvement of labor productivity, by strengthening employment and training services, improving the design and scope of social security, and the analysis of labor markets and labor information. To achieve these goals, LMK is currently focusing on analytical work and projects in the following four main areas: Labor Intermediation, Skills Developing, Workforce Migration, and Social Security.
- 1.2. Belize grapples with a multifaceted challenge despite its low unemployment rate of 4% in 2023. A substantial portion of the working-age population, constituting 41%, remains outside the workforce, posing a potential threat to the country's long-term economic growth. Although Belize's economy has shifted towards service sectors over recent decades, persistent human capital gaps and skills shortages persist, particularly evident in key industries like tourism, BPO, agriculture, and construction. Notably, more than 73% of firms identify the lack of human capital as a significant impediment to growth, with issues such as low female labor force participation and limited capacity to attract skilled migrant workers contributing to labor shortages.
- 1.3. Gender disparities in the labor force further compound Belize's challenges. While female labor force participation has increased from 33% in 1991 to 48% in 2021, it still lags behind the participation rate for men. Cultural norms, limited educational access, and occupational segregation perpetuate these disparities, with nearly 65% of women employed in low-paying sectors and occupying few leadership positions. Moreover, the gender gap persists among young women, with over 41% of those aged 15 to 25 not engaged in education or employment, compared to 19% among young men. Limited access to formal training programs, male-dominated training environments, and financial barriers exacerbate these challenges, underscoring the need for targeted interventions to address gender inequalities in the labor market (Provide a brief background of any information that is important to understand in order to accomplish the project/contract goals).
- 1.4. In this context, the IADB is financing a Technical Cooperation (TC) which objective to support the strengthening of policies to improve Belize's workforce employability with a particular focus on

women in working age through activities that are being held to identify skills needs in Belize, and to design sectoral talent pipelines that close skill gaps in these sectors.

- 1.5. The Bank is searching for a firm to design a two Sectorial Talent Pipelines in Belize. This work will include: (i) the assessment of a strategic productive sector; (ii) the definition of relevant professional profiles; (iii) the identification of existing training initiatives; (iv) establishing a strategy for the labor integration of priority groups (women and youth) through the implementation of a Sectorial Talent Pipeline in the digital and tourism sectors; and (iv) the design Sectorial Talent Pipelines with estimation of costs and operational management.

## **2. Objectives**

- 2.1. The general objective of this consultancy is to design Sectorial Talent Pipelines to develop human capital with a gender focus in two strategic productive sectors in Belize.

## **3. Scope of Services**

The consultancy will require:

- 3.1. Design an action plan to develop human capital of two strategic productive sector of Belize from a thorough assessment of micro and macroeconomic data and a dialogue with main stakeholders.
- 3.2. Design two Sectorial Talen Pipelines with
  - 3.2.1. Operational management design,
  - 3.2.2. Professional profiles defined,
  - 3.2.3. Training courses/programs identified.
  - 3.2.4. Roadmap of scalability to implement the Sectorial Talent Pipeline at a national level.
  - 3.2.5. Establish a strategy for the labor integration of priority groups (women and youth) through the implementation of a Sectorial Talent Pipeline.

## **4. Key Activities**

In order to fulfill these objectives, the following activities must be developed:

- 4.1. Identify skills and competencies that are required to fulfil the needs the digital and tourism sector.
- 4.2. Define relevant professional profiles and a medium length training program (150 to 600 hours) that is appropriate to the needs of two aforementioned sectors.
- 4.3. Analyze and define training centers and/or existing training initiatives that meet the emerging needs of the two strategic sectors to develop within the TC.
- 4.4. Develop two Sectorial Talent Pipelines detailing a proposal for operational management, governance framework, and estimation of costs of training, certification, intermediation, monitoring, and evaluation of results.
- 4.5. Define specific strategies to achieve a high employability (above 70%) of the participants of the Sectorial Talent Pipeline that include: demand coordination, quantitative and qualitative demand estimates, development of training suppliers, target of beneficiaries, quality management, and intermediation management.
- 4.6. Establish a strategy for the labor integration of priority groups (women and youth) through the

implementation of a Sectorial Talent Pipeline in the digital and tourism sectors followed by recommendations for designing a strategy for the labor integration of priority groups.

- 4.7. Develop a roadmap of scalability for the two Sectorial Talent Pipelines at a national level defining operational management, a governance framework, and estimation of costs.
- 4.8. Have regular meetings with the team of the project from the IADB.
- 4.9. Have meetings or develop workshops with main stakeholders of the Sectorial Talent Pipeline (firms with skills and competencies demands from the strategic productive sector, and potential training centers or suppliers)
- 4.10. Develop reports and deliverables according to what is established in the following section.

## **5. Expected Outcome and Deliverables**

The expected outcomes and deliverables of this consultancy are:

### **5.1. Workplan and methodology – Product 1**

The firm should define a workplan with a schedule of roles and activities and propose a methodology in order to achieve the objectives of the consultancy in the estimated time.

### **5.2. Diagnostics of the digital and tourism sectors – Product 2**

The firm should quantify the skills requirements in the digital and tourism sector in Belize. This should include a thorough analysis of micro and macroeconomic data related with the competitive and sustainable development of the economic sector and quality employment opportunities for economically active population that live in vulnerable conditions.

### **5.3. Definition of relevant professional profiles and estimation of vacancies – Product 2**

The firm should carry out meetings or develop workshops with firms from the digital and tourism sectors in order to identify the emerging occupations, skills and competencies that are required by them. Here the sectors should validate professional profiles, recruitment requirements and training programs. Also, the availability of vacancies for the specific professional profile should be estimated. For this, the firm should make a literature review, analyze micro and macroeconomic information, and develop interviews with key actors from the labor market (public sector, private sector, international organizations, and training centers).

### **5.4. Assessment of relevant training offers – Product 3**

The firm should identify and analyze the potential suppliers of training and the relevance of the different courses/programs/initiatives that they offer for the professional profiles defined and the needs of the strategic productive sector. This would include the validation of previous experience or potential competence in the training of the specific skills and professional profiles, the compliance of quality standards and the compliance of standardized training.

### **5.5. Proposal of Sectorial Talent Pipelines – Product 4**

This deliverable should propose a strategy to develop human capital that will boost the growth and development in digital and tourism sectors in Belize. This includes the thorough planning of the different stages of its implementation, the operational management, the training management, the governance framework, certifications, intermediation, monitoring, and evaluation of results. Also, it should have the estimation of costs associated with the implementation of the model, training, and the evaluation of the pipelines according to the estimates of demand.

**5.6. Strategy for labor integration of women and youth – Product 4**

This deliverable involves the establishment of a strategy for the labor integration of priority groups (women and youth) through the implementation of two Sectorial Talent Pipelines.

**5.7. Definition of roadmap of scalability of the Sectorial Talent Pipeline – Product 5**

Form the pilot experience, the firm should propose an action plan to broaden the Sectorial Talent Pipelines at a national level. This should include a sustainable governance framework and financial model of the Sectorial Talent Pipeline, a design of a permanent management process of call and selection of beneficiaries, private sector communication, training, certification, labor intermediation, and evaluation of results.

**6. Project Schedule and Milestones**

**This consultancy will have a duration of 4 months**

<b>Product</b>	<b>Percentage</b>	<b>Amount</b>
Product 1 - Workplan and methodology		5.000
Product 2 - Diagnostics of the digital and tourism sectors and definition of relevant professional profiles and estimation of vacancies		5.000
Product 3 - Assessment of relevant training offers		10.000
Product 4 - Proposal of Sectorial Talent Pipelines and Strategy for labor integration of women and youth		15.000
Product 5 - Definition of roadmap of scalability of the Sectorial Talent Pipeline		15.000
Total		50.000

**7. Reporting Requirements**

**7.1.** These products can be sent in Word or PDF format and should be written in English. It should provide all items mentioned in these terms of reference in the previous section.

**8. Acceptance Criteria**

**8.1.** The approval of the products will be determined by the IADB. Dulce Baptista Operations Senior

Specialist of the Labor Markets and Social Security Division is the authorized person to accept the work.

**9. Other Requirements**

9.1. Not applicable

**10. Supervision and Reporting**

10.1. Dulce Baptista will be supervising the products of this consultancy. She will approve, give feedback, or instructions for modifications. For this, she will collect the comments and requirements from the project team, from the beneficiary entity of this TC, and in some cases, from main stakeholders of the initiative.

**11. Schedule of Payments**

11.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.

11.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

<b>Payment Schedule</b>	
<b><i>Deliverable</i></b>	<b>%</b>
1. <i>Product 1</i>	10%
2. <i>Product 2</i>	10%
3. <i>Product 3</i>	20%
4. <i>Product 4</i>	30%
5. <i>Product 5</i>	30%
<b>TOTAL</b>	<b>100%</b>