

ANNEX A

Mexico

SCL / LMK

Consultancy for the design of a mechanism for the diagnosis of users of the labor intermediation system in Mexico

TERMS OF REFERENCE

Background

In Mexico, the labor market faces problems of low productivity. In a context of not very auspicious growth prospects (IMF 2015, OECD, 2016) and in the absence of external factors that drive the economy, it will be necessary to promote more important gains in productivity and turn the labor market into a source of greater growth (Alaimo and others, 2015).

Among the main labor policies that seek to increase productivity levels and improve the protection levels of workers, labor intermediation services (LIS) can play a key role. LIS can contribute to improving productivity levels, since they allow improving the match between labor supply and demand (which improves productivity in the workplace) and reallocate workers to more productive jobs. Additionally, LIS can contribute to improving the protection levels of workers, since they play a key role in the articulation of active employment policies that seek to promote successful work trajectories. Considering that the low levels of protection of workers (which translate into low levels of pensions) are largely linked to the existence of informal work trajectories and episodes of unemployment that do not allow for adequate contribution densities (IDB, 2016), fostering successful work trajectories (in productive and formal jobs) would result in greater pension savings and encourage more sustainable pension systems (Cavallo and Serebrisky, 2016). In this sense, the available evidence shows that LIS are cost-effective policies (Card, Kluve and Weber, 2010, 2015) and allow improving the access of workers to formal jobs (Pignatti, 2016) and better remunerated (Flores Lima, 2010).

The Ministry of Labor (STPS) and the National Employment Service (SNE) have made important progress in labor intermediation. In 2015, Mexico had an extensive territorial network with physical presence in the 32 states of the Mexican Republic and with an Employment Portal operating nationwide. The SNE devoted greater financial and human resources to the intermediation system, thus allowing for better placement rates. The STPS is in the process of strengthening the Employment Portal through the implementation of computer improvements that aim to increase its coverage to job seekers and companies. In addition, both the STPS and the SNE made important advances in generating and analyzing labor market information through the implementation of Labor Observatories and the creation of a Labor Information System at the national level. Finally, in recent years, the Government has devoted increasing resources to training and job placement programs that seek to improve the employability of especially vulnerable groups.

Despite the progress made, it is necessary to continue strengthening the labor intermediation system. The LIS is disjointed among several public and private actors and still lacks an integrated service delivery model (ILO, 2016). In particular, contrary to the most developed employment services at the international level, the Mexican LIS does not have a mechanism for diagnosing the profile and needs of the beneficiaries (profiling) that allows defining the type of care that a person requires and thus granting an intervention that is relevant and cost-effective.

Objective (s) of the Consultancy

Design a user profiling tool that allows to adapt the interventions of the labor intermediation system to the needs of job seekers and companies.

Main activities

The selected candidate must perform at least the following activities:

- Review of good international practices. The contractual will review mechanisms, instruments and methodologies used in public services for the profiling of system users. It will conduct a critical analysis of the literature and available evidence and analyze the applicability of international best practices to the Mexican LIS.
- Identification of the needs of the Mexican LIS with respect to the profiling of users. The contractor will hold meetings and interviews with key stakeholders involved in the profiling activities, seeking to identify the needs of the LIS with respect to user profiling based on the context of labor market policies in Mexico and their institutional and operational characteristics.
- Analysis of the information available in Mexico. The contractual will review the information available in Mexico and relevant for the design of an instrument for the profiling of LIS users. The contractual will analyze what information is available (in quantity and quality) for the creation of a profiling tool. In addition, the contractual party will formulate recommendations aimed at improving the information (both quantitative and qualitative) relevant to the design of a profiling instrument.
- Design of the diagnostic mechanism. Based on international good practices, the needs of the LIS of Mexico and the information available in the country, the contractual will design an instrument for the profiling of users. The designed instrument should allow the identification of the specific needs of the users of the training and employment system and the adequacy of the interventions with the needs of the users. The contractor must pilot the instrument designed in search of opportunities for improvement and incorporate the identified change needs to the design of the profiling instrument. The contractual will propose a gradual plan for the implementation and strengthening of the diagnostic mechanism.

Reports / Deliverables

Report 1: Critical analysis of good practices and international evidence (product 1).

Report 2: Critical analysis of the needs of the LIS in Mexico regarding the profiling of users and the information available in the country for the creation of a profiling tool (product 2).

Report 3: Design of the profiling instrument with operational pilots (product 3) and gradual implementation plan (product 4).

Payment schedule

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

- Product 1: 30%
- Product 2: 20%
- Product 3: 20%
- Product 4: 30%

Qualifications

- Requirements: Technical Coordinator: Minimum of 10 years of experience in the field of design and implementation of employment policies, including design activities and implementation of profiling mechanisms applied in successful LIS internationally. Technical team: to be determined.
- Languages: Spanish and English.

Characteristics of the Consulting

- Consulting Category and Modality: International consulting firm.
- Duration: To be determined.
- Duration of the Contract: to be determined.
- Work place (s): to be determined.
- Responsible person: Senior Specialist in Labor Markets, (LMK / CME).

Payments and Conditions of Employment: The remuneration will be determined according to the regulations and criteria of the Bank. The Bank may also contribute against travel and moving expenses, if applicable. If the candidate is not a citizen or resident of the country where he will provide his services, the Bank will assist him in obtaining the work permit or corresponding visa (if applicable). If the candidate does not obtain such permission or visa to work at the IDB, the contract offer will be rescinded.

Consanguinity: Individuals with family members working for the IDB that include the fourth degree of consanguinity and the second degree of affinity are not eligible. This includes employees and contractual. Candidates must be citizens of a member country of the Inter-American Development Bank.

Diversity: The IDB is committed to diversity and inclusion and to providing equal opportunities in employment. We welcome diversity based on gender, age, education, national origin, race, disability, sexual orientation, religion and HIV / AIDS status. We encourage the nomination of women, afro-descendants and people of indigenous origin.

ANEXO A

Mexico

SCL/LMK

Cloud Readiness Assessment and Roadmap Development for the National Employment Service in Mexico

TERMS OF REFERENCE

Background and Justification

The Ministry of Labor (STPS), through the General Coordination of the National Employment Service (CGSNE), is responsible for policies on labor intermediation, skills development, and mobility in Mexico. The National Employment Service (SNE) was created in 1978. It has been supported by the IDB since 1997 and, at this time, the Labor Intermediation System (SIL) of Mexico has established itself as the most advanced in the region. It has national coverage, operating with a logic of territorial decentralization, and in this framework, offices were created in coordination with the governments of the 32 states, basically oriented towards the rapprochement between local supply and demand.

As of December 2016, Mexico had a broad territorial network of 166 offices, as well as various on-line and face-to-face services for job seekers and employers: (i) access to labor market information through the Labor Observatory (OLA); (ii) labor bonding services, through the Job Exchange, Employment Portal, Labor Intermediation Centers (CIL), SNE by Telephone, State Employment System; (iii) access to active labor market policies, through job search support programs, job fairs (face-to-face and virtual), job search workshops (group or individual), skills development programs labor, through BÉCATE and programs to support enterprise formalization, as well as actions to attend to situations of labor contingency; and (iv) management of migratory flows (Labor Mobility, Temporary Agricultural Workers Program Mexico -Canada and care for returnees).

SNE's Information and Communication Technology (ICT) is outdated, limiting their ability to increase the ability to deliver services more effectively and efficiently. The Integral System of Labor Intermediation (SIISNE) needs to be modified to accommodate the changes of proposed processes to improve the effectiveness of the SIL of Mexico. The computational infrastructure, especially the computer center, shows capacity limitations; restricting the ability to innovate and adapt the CGSNE. The network infrastructure, the link between the regional offices and the computer center, is insufficient in several offices; this limits the efficiency of the office and affects its performance.

The CGSNE has valuable information; however, it is necessary to improve quality; and systematize the processing and use of it. There is information vital to the linking process (e.g. contact information), which has not been properly verified and limits the efficiency of the service provided. In addition, there is difficulty in reporting, which limits the ability to monitor, analyze and feedback the performance of

business strategies. The technological update should be accompanied by the development of new processes and operating protocols that are permanently adapted to the technological development and improve the SIL.

With this, there is the need to strategically review and assess the SNE's overall cloud computing maturity and recommend future direction based on analysis of the SNE's current environment, the cloud market, the SNE's emerging computing requirements, and analysis of operational risk and IT security factors, in addition to best international practices.

Consultancy Objectives

General Objective

The general objective is to strategically review and assess the SNE's overall cloud computing maturity and recommend future direction based on analysis of the SNE's current environment, the cloud market, the SNE's emerging computing requirements, and analysis of operational risk and IT security factors.

Specific Objectives

- (i) Confirm understanding of SNE's vision for cloud computing, Leadership's priorities, and key challenges. Collect data regarding SNE's infrastructure, processes, tools, and IT Operations structure.
- (ii) Assess and analyze the cloud computing factors to develop recommendations for the SNE's cloud migration considering best international practices. Determine cloud computing readiness for the next one to three years, and gain additional insight into the user communities that would be impacted by cloud services. Develop a comprehensive assessment of eight cloud computing factors (CCFs) to provide SNE with a single snapshot of the current environment with key areas identified which may benefit from migration to the Cloud based on the results of a gap analysis. The eight CCFs are:
 - 1. Mission/Architecture
 - 2. Technology
 - 3. Economics
 - 4. Security
 - 5. Policy
 - 6. Governance/Change Management
 - 7. IT Integration
 - 8. Organization
- (iii) Assess a collection of service or process groups identified by the organization as 'Cloud Candidates' to determine the appropriate future delivery model
- (iv) Develop the final report that captures the breadth and depth of the assessment which includes the following content:

- Assessment of SNE's current environment, as identified across the following CCFs: Mission/Architecture, Technology, Economics, Security, Policy, Governance/Change Management, IT Integration, and Organization.
- Results of an assessment of cloud migration for of up to two organizations that are similar in size or function
- Results of Risk & Security and Feasibility Analysis
- Recommendations sorted into one of three categories (Immediate, Short, and Long Term)
- A three-year Cloud Migration Roadmap
- A decision matrix for selecting cloud providers
- A decision matrix for evaluating services to migrate to the cloud

Scope of Work

Present a technical proposal that includes:

- (i) Details of the work required to respond to each of the specific objectives, as well as the relationship with the roles of each member of the professional team;
- (ii) A Gantt chart where each activity to be carried out is detailed in accordance with defined functions;
- (iii) CV of the company;
- (iv) CV of the project team.

Activities

Below, the minimum level of activities that must be developed in conjunction with the specific objectives are noted.

Planning and Discovery:

- a) Conduct project kickoff
- b) Collect/review SNE IT tools, documentation (AS-IS, etc.)
- c) Develop detailed project plan
- d) Activate secure portal that will be used to store all key documentation related to this project and enable access to the portal to SNE

Services Assessment:

- a) Collect SNE IT/business requirements
- b) Assess current SNE environment across cloud computing factors
- c) Conduct gap analysis between current SNE environment, best international practices, and requirements
- d) Assess up to 2 similar organizations who have migrated to Cloud
- e) Develop list of SNE Cloud Candidate services

Alternative Analysis:

- a) Conduct Risk Analysis for the SNE Cloud Candidate services
- b) Conduct Feasibility Analysis for the SNE Cloud Candidate services
- c) Develop preliminary recommendations

Final recommendations and roadmap:

In function of the diagnostic and proposal of use:

- a) Develop 3-year Cloud Roadmap (based on recommendations)
- b) Develop Decision Framework for selecting cloud service providers
- c) Develop Final Cloud Assessment Detailed Report
- d) Develop final Cloud Assessment Executive Presentation
- e) Conduct final presentation to SNE Stakeholders

Expected Products

This consultancy must submit the following products. All these products must be approved to be considered as final products.

- (i) Work plan.
- (ii) Interim Strategic Cloud Assessment Report
- (iii) Interim Risk, Feasibility, and Preliminary Cloud Recommendations Report
- (iv) Final Cloud Assessment Report (including High Level Cloud Transition Roadmap)
- (v) Executive Cloud Assessment Report

Timeline, Milestones and Report Requirements

The duration of this consultancy is 180 calendar days to begin once the contract is finalized.

- (i) Work plan or Report 1
 - Report with updated and detailed programming of the complete process of activities and tasks to implement; in accordance with the Technical Proposal submitted by the contractual.
 - A description of specific functions, deadlines, and identification of responsible parties for each activity, adjusted based on the effective date of the contract and necessities of the Technical Proposal.

The deadline for this report will be a maximum of 20 calendar days after the contract takes effect.
- (ii) Report 2
 - Interim Strategic Cloud Assessment Report

The deadline for this report will be a maximum of 60 calendar days after the contract takes effect.
- (iii) Report 3
 - Interim Risk, Feasibility, and Preliminary Cloud Recommendations Report

The deadline for this report will be a maximum of 105 calendar days after the contract takes effect.
- (iv) Report 4
 - Final Cloud Assessment Report (including High Level Cloud Transition Roadmap)

The deadline for this report will be a maximum of 150 calendar days after the contract takes effect.
- (v) Report 5
 - Executive Cloud Assessment Report

The deadline for this report will be a maximum of 180 calendar days after the contract takes effect.

Criterion of Approval

The submission of all reports must be in a digital format via email. If there are comments related to submitted reports, these will be communicated to the firm. Once notified, the firm will have 10 working days to present a new report which consolidates and addresses the specific comments.

The firm will be notified of the approval of each report, which will be associated with payments, in a maximum of 10 working days.

Other Requirements

Property, use, and confidential information. The material and intellectual property of all reports and products derived from this study will be exclusively that of the Inter-American Development Bank. Said products must be submitted in the corresponding electronic files, according to the specifications described for each product. The firm will not be able to make use of reports, data, or any other product derived from the entrusted study.

Supervision and Reports

All reports and communications must be directed to the project lead and to the relevant internal team (LMK). The project lead's responsibility will be to:

- Provide all necessary information to achieve the specific objectives.
- Supervise and control the work process, safeguarding the strict fulfillment of objectives and deadlines agreed upon for submission of reports and products.
- Maintain periodic meetings with the firm.
- Authorize specific adjustments to the work plan and, in general, manage and resolve emergent situations not previously considered.
- Analyze and approve the work plan, the supervision instruments, and the solicited reports, addressing comments and/or recommendations to the firm that are pertinent in the timeframes previously mentioned.
- Collaborate with and support the firm to obtain official documents, databases, and the relevant information carry out the consultancy, and in general provide help that corresponds with his/her areas of competency.
- Authorize scheduled payments contemplated by this document.

Payment Schedule

This consultancy will be paid in accordance with accepted and approved reports, based on the prices agreed in the contract, and according to the percentages specified below:

Payment Plan	
Deliverables	%
Report 1	10%
Report 2	15%
Report 3	25%
Report 4	25%
Report 5	25%
TOTAL	100%

The IDB will not make advance payments for consulting contracts unless a significant amount of travel is required.

The IDB is seeking the proposal with the most competitive costs for the services described in this document. The consultancy price must include all elements related to the firm's material provisions, team and tools, labor costs, administrative costs, transportation costs, indirect costs, taxes, and profits.

ANNEX A

Mexico

SCL / LMK

Consultancy for the design of an integral impact evaluation of the active labor market policies programs of the National Employment Service in Mexico

TERMS OF REFERENCE

Background

The Ministry of Labor (STPS), through the General Coordination of the National Employment Service (CGSNE), is responsible for the policies of intermediation, labor skills development and labor mobility in Mexico. The National Employment Service (SNE) was created in 1978 and has established itself as the most advanced in the region. Currently it has national coverage, operates with a logic of territorial decentralization, and in this framework offices were created in coordination with the governments of the 32 states oriented basically to the approach between local labor supply and demand.

As of December 2016, Mexico had an extensive territorial network of 166 offices, as well as various face-to-face and online services for job seekers and employers: (i) access to labor market information through the Labor Observatory (OLA); (ii) labor linkage services, through the Labor Exchange, Employment Portal, Labor Intermediation Centers (CIL), SNE by Telephone, State Employment System; (iii) access to active labor market policies, through job search support programs, job fairs (face-to-face and virtual), job search workshops (group or individual), skill development programs labor, through BÉCATE and support programs for the formalization of entrepreneurship (Promotion of Self-Employment), as well as actions to attend to contingency situations; and (iv) management of migratory flows (Labor Mobility, Temporary Agricultural Workers Program Mexico-Canada and attention to repatriates).

From March 2008 to date, more than 5.5 million people have registered on the portal, 7.7 million job vacancies have been posted and one million job seekers have been placed in formal jobs. Mexico has been dedicating efforts to improve the National Employment System (SNE) but these seem to have been insufficient. The advances achieved previously are still incipient and incomplete; they were also given in a slightly articulated way, without a global and systemic view. In order to continue strengthening the SIL of Mexico -including the SNE, the labor market information system and the training programs- and in this way improve the labor insertion of the job seekers that come to this service, the Government of Mexico has requested support in the strengthening of services, based on international best practices to provide efficient and effective care, according to the specific needs of each user.

The evaluation strategy also requires a comprehensive approach, analyzing the results, measured mainly in terms of access to formal employment, of all the programs that support job placement as employees. Instead of evaluating several programs separately, you have to devise a single evaluation that includes many programs at once.

Objective(s) of the Consultancy

Design a comprehensive impact evaluation of active labor market policy programs of the National Employment Service in Mexico

Main activities

The selected candidate must perform the following activities:

- Develop a work plan.
- Design a comprehensive impact evaluation of the active labor market policy programs of the National Employment Service in Mexico.

Reports / Deliverables

Report 1: Work plan (product 1).

Report 2: Design of a comprehensive impact evaluation of the active labor market policy programs of the National Employment Service in Mexico (product 2).

Payment schedule

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

- Product 1: 30%
- Product 2: 70%

Qualifications

- Requirements: Minimum of 10 years of experience in the field of design, implementation, monitoring and evaluation of employment policies.
- Languages: Spanish and English.

Characteristics of the Consultancy

- Consulting Category and Modality: PEC.
- Duration: To be determined.
- Duration of the Contract: to be determined.
- Work place (s): to be determined.
- Supervisor: Senior Specialist in Labor Markets (LMK / CME).

Payments and Conditions of Employment: The remuneration will be determined according to the regulations and criteria of the Bank. The Bank may also contribute against travel and moving expenses, if applicable. If the candidate is not a citizen or resident of the country where he will provide his services, the Bank will assist him in obtaining the work permit or corresponding visa (if applicable). If the candidate does not obtain such permission or visa to work at the IDB, the contract offer will be rescinded.

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Diversity: The IDB is committed to diversity and inclusion and to providing equal opportunities in employment. We welcome diversity based on gender, age, education, national origin, race, disability, sexual orientation, religion and HIV / AIDS status. We encourage the nomination of women, afro-descendants and people of indigenous origin.