TERMS OF REFERENCE

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| Title | Business development consultants for Private Training Providers (PTPs) |
| Objective | Support in business development of PTPs by building capacity of Industry Relations and Placement Unit (IRPU)  |
| Period | November 2017 to March 2018 |
| Location | Dhaka (Bangladesh) with travel to adjoining towns and outside in case selected PTPs are located there |
| Reports to | The consultants will work closely with the Project Officers and directly report to Skills and Employment Director of Sudokkho. |

**Background of Sudokkho**

Sudokkho is a 5-year skills training and employment programme, funded by DFID and SDC and implemented by Palladium in a consortium with Swisscontact and the British Council.

The programme seeks to test and scale-up market-driven, quality skills training systems within the Readymade Garments (RMG) and Construction sectors that will stimulate further investment in training by trainees, Private Training Providers (PTPs) and employers. The programme’s target is that 100,000 poor people, including women and disadvantage populations, will earn increased income in skilled or semi-skilled jobs after successful completion of training.

The programme supports PTPs and Industry-based training initiatives (supply-side stimulation), and raises awareness about the value of skills development among the trainees and industry (demand-side stimulation).

Sudokkho builds upon the TVET reform agenda in coordination with the Directorate of Technical Education (DTE) of the Ministry of Education (MoE). The Government of Bangladesh (GoB) supports initiatives that facilitate greater involvement of the private sector to ensure skills training is relevant and of high quality, thereby increasing post-training employment opportunities, as stipulated in the National Skills Development Policy 2011. The programme strengthens the institutional capacity and supports key functions of the Industry Skills Councils (ISC) in the concerned sectors and supports capacity building of national training consultancy service providers (TCSP) to sustain a long-term development process.

**Rationale and concept for the consultancy assignment**

Sudokkho’s training system is structured around two modes of delivery that are both linked to the industry, i.e.

1. Private Training Providers (PTPs)
2. Industry-based Trainings (IBT)

The programme focuses on skills development training in the readymade garment and construction sectors.

The graph below illustrates these two modes of delivery, along with the potential beneficiaries, i.e. job seekers, employees and new-recruits to be trained.



The Sudokkho Training System as used by the PTPs will be recognised for its quality (of training methods and materials) and credibility (by the industry). Training that is provided by PTPs is considered a Sudokkho training under the following conditions:

* The PTP will apply the Competency Based Training (CBT) curriculum that is supplied by Sudokkho and was developed in collaboration between Sudokkho, training providers and Industry.
* The PTP will use the Training Manuals (trainee manual as well as facilitators guide) when available and supplied by Sudokkho. When the Bengali versions of the manuals are not available, then the English version should be used by the instructor.
* The PTP will use the Competency Skills Log Book (CSLB) with all trainees.
* Assessment and certification of trainees will be done with the procedures and quality standards as developed by Sudokkho.
* The PTP should demonstrate contribution from industry (in cash and/or in kind and/or commit employment opportunities) and trainees at an agreed minimum level.

Additionally, the PTPs are encouraged to apply the following:

* Use the Gender and Social Inclusion guide that was developed by Sudokkho.
* Integrate in the training the soft skills training package that is supplied by Sudokkho.
* Assign instructors who have been trained by Sudokkho to deliver training courses.

The project is currently working with 36 PTPs located in Dhaka, greater Dhaka and outside of Dhaka. There are three major types of capacity building supports that Sudokkho provides to these PTPs:

1. Investment in tools, equipment and training aids which helps PTPs to implement training course meeting industry requirements and standards.
2. Build the capacity of PTPs to deliver quality training. This will accelerate the process for them of becoming a credible training provider for the industry. Capacity building is facilitated by providing training curricula and manuals, providing skills assessment guides, training in school management and managing the quality of learning, training of instructors in training skills, training of instructors in technical skills, support in the development of skills certification and quality assurance system, and facilitate development of gender responsive and socially inclusive training.
3. Support the PTPs in becoming a valuable skills-development business partner for the industry. This will stimulate the industry to invest in training and will facilitate linking graduates to employment opportunities. **Sudokkho assists each private training provider in its business development and marketing capacity building and support to strengthen linkages and brokering partnerships between PTPs and employers/industries**. To support this initiative, Sudokkho has brought a concept of Industry Relations and Placement Unit (IRPU) which is set up for each PTP. IRPU is responsible for overall business development of the PTPs.

**Assignment of this TOR is related to point # 3 i.e. business development and marketing capacity building of PTPs** so that these PTPs do not depend on subsidy given by donor funded projects and become sustainable in long term. Out of 36 PTPs, consulting firm will provide its services to 10 PTPs on a pilot basis. Once the intervention becomes successful, it will be replicated for all other PTPs.

Key functions of IRPU are envisaged as per the followings:

* Make deals and sign Memorandum of Understanding (MoU) with the industry for outsourcing of training from industry, contribution for training fee and assurance of employment for the trained graduates;
* Collect labour market information mainly related to the Construction and RMG sectors with entry and skills requirements including other occupational information;
* Develop a system within the training centre to receive information on employment opportunities from the industries/employers on regular basis while maintaining strong contacts with them concerning current and upcoming employment opportunities;
* Deal with job dissatisfaction of the individuals as well as the employers mainly for new entrants in job;
* Help to prepare profiles of job seekers;
* Maintain a database of trainees interested in employment with industry partners;
* Maintain statistics and records on local employment with local businesses and industries;
* Review candidate inventories and contact potential applicants to arrange interviews and arrange transfers, redeployment and placement of personnel;
* Advise job applicants (trainees) on employment requirements and on terms and conditions of employment;
* Arrange interviews for trainees and travel and accommodation for trainees as required;
* Link graduates with available loan/credit schemes for self-employment if available;
* Carry out follow-up/visits to the workplaces of the newly placed graduates or the newly established business/enterprises of the graduates;
* Conduct awareness programs to enhance trainees enrolment and support in social marketing campaign supported by Sudukkho;
* Develop and distribute brochures, booklets and pamphlets about the training centre and its placement services;
* Inform communities, employers and businesses about courses offered by the training centres;
* Make regular correspondences with potential employers for job placement of graduates;

**Methods, key duties and tasks**

The consulting firm will undertake the following duties and tasks:

1. Prepare a detailed work plan, referring to the key functions of IRPU, for the implementation of this assignment, to be approved by the Skills and Employment Director. The work plan will indicate the key activities and time frame to meet the objectives.
2. Review relevant documents available with the projects. Consultant will visit appropriate development project(s) to find out information and learnings related to industry relations and placement unit. He/she will also have interaction programme with partner PTPs and the trainees to find out their requirements for business development. Employers will also be visited to realize their expectations which will be key for the success of business development of PTPs.
3. Support PTPs to brokering partnerships with the industries/employers of Construction and RMG sectors which will lead to signing of the MOU between PTPs and industry for employment opportunity and fee generation from the industry. PTP should demonstrate contribution from industry (in cash and/or in kind and/or commit employment opportunities) and trainees at an agreed minimum level.
4. Develop operational guidelines for IRPU which will help PTPs to:
* Increase fee paying trainees
* Improve networking and co-ordination among trainees, employees, industry, business, PTPs etc.
* Promote skills training among the potential trainees including women, poor and disadvantaged as a robust tool for gaining access to gainful employment
* Provide information to the management of PTPs for clear direction of job market trends
* Facilitate narrowing down the gaps between demand and supply of skills competencies for trained workers
* Market training as a ‘Training Product’ to employers and targeted trainees for viable training business model of PTPs
* Follow-up and track employment of graduates for the verification of job retention and income
1. Estimate budget for setting up an IRPU to make it fully functional.
2. Share and capacitate PTPs and relevant project staff to implement IRPU operational guidelines. The final IRPU operational guidelines will be produced after getting feedbacks from the PTPs and relevant stakeholders.
3. By the end of the assignment, the consultant will have a debriefing meeting with the project management team. A final report will be presented formulating the methods applied, results achieved and recommendations to Sudokkho, PTPs and Industry.
4. Consulting firm will work from its own office located in Dhaka. Most of the PTPs are within extended Dhaka and some of them are located in Jessore, Chittagong, Nilphamari and Sunderban.

**Deliverables and reporting**

The consulting firm will ensure the following deliverables within the stipulated timeframe:

1. Work plan, to be presented and agreed upon within the first week of the assignment
2. An IRPU operational guidelines including the information as explained above
3. 10 PTPs selected for pilot make deal/sign MOUs with the industries for employment and contribution to training fee for the training conducted by the PTPs
4. With support of the consulting firm, IRPU of PTPs facilitates job placement for gainful employment for at least 3,000 trained graduates
5. With support of the consulting firm, IRPU recruits trainees who pay a training fee of at least half of the estimated training cost.
6. Consulting firm support IRPU of at least 5 top PTPs to set up linkages with the industry for outsourcing training services from the PTPs on fee basis.
7. Case studies for successful partnerships will be documented and reported electronically to the project
8. A final report as described above. Report and lessons learned will be presented to the financers, PTPs and relevant stakeholders of the project. Electronic copy of these documents will be submitted to the project. The report is to be approved and accepted by the Team Leader and Skills and Employment Director of Sudokkho.

**Time schedule, consulting days and payment mechanism**

This is a blanket contract and a total up to 5 months during November 2017 and March 2018 has been allocated for the entire assignment, including preparation and travel, consultation with the project stakeholders, industries, Sudokkho Team and final reporting.

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| **#** | **Items** | **Number of days** |
|  | Team Leader  | 90 days @18 days/month for 5 months |
|  | Business Development Consultant  | 90 days @18 days/month for 5 months |
|  | Business Development Consultant | 90 days @18 days/month for 5 months |
|  | Total | 270 days |

Payment mechanism:

Payment will be made based on the following milestone delivery:

1. **First Instalment** – 30% of the total contract amount after completion of the followings as mentioned in the deliverable and reporting section above:
* Completion of deliverable (i)
* Completion of deliverable (ii)
* At least 3 PTPs makes deal/signs MOUs with the industries for employment and contribution to training fee for the training conducted by the PTPs – This is related to deliverable (iii)
1. **Second Instalment** – 30% of the total contract amount after completion of the followings as mentioned in the deliverable and reporting section above:
* Additional 3 PTPs make deal/sign MOUs with the industries for employment and contribution to training fee for the training conducted by the PTPs - This is related to deliverable (iii)
* IRPU of PTPs facilitates job placement for gainful employment for at least 500 trained graduates - This is related to deliverable (iv)
* At least 50% of the trainees who are enrolled after getting support of consulting firm in collaboration of IRPU contribute at least 50% of training fee to the PTPs - This is related to deliverable (v)
* At least 2 PTPs linked with the industry for outsourcing training services from the PTPs on fee basis - This is related to deliverable (vi)
1. **Third Instalment** – 40% of the total contract amount after completion of the followings as mentioned in the deliverable and reporting section above:
* All 10 PTPs make deal/sign MOUs with the industries for employment and contribution to training fee for the training conducted by the PTPs - This is related to deliverable (iii)
* IRPU facilitates job placement for gainful employment for at least 3,000 trained graduates from 10 PTPs - This is related to deliverable (iv)
* At least 50% of the trainees who are enrolled after getting support of consulting firm in collaboration of IRPU contribute at least 50% of training fee to the PTPs - This is related to deliverable (v)
* At least 5 PTPs linked with the industry for outsourcing training services from the PTPs on fee basis - This is related to deliverable (vi)
* Completion of deliverables (vii & viii)

**Profile/requirement of the consultants**

* Experience of minimum 10 years in business and market system development;
* Proven track record of institutional capacity building preferably in Construction and RMG sectors
* Familiarity with the employment support system
* Familiarity with the skills development landscape
* Minimum Master’s degree in related field for the proposed consultants
* Experience of working in Bangladesh will be an advantage
* Excellent communication skills

**Consultancy proposal**

Interested consulting firm should prepare a technical and financial proposal.

The technical proposal should include:

1. Clear methodology about how the tasks will be accomplished along with strong justification and evidence as required; proposed activities/milestones with a timeline to conduct tasks and deliver results as mentioned in the TOR; any previous relevant experience
2. CV of the proposed consultants

The financial proposal should include:

1. Gross daily per-person consultancy fee including VAT/tax as applicable
2. Estimation of travel and any other relevant costs along with workshop(s) which can be reimbursed as per actual

Both proposals should be sent to the following email address not later than 10:00 AM Bangladesh time, 23rd October 2017: info@sudokkho.org