

TERMS OF REFERENCE

Title	Engagement of a Training Service Provider to support the ITF Partners working in the RMG sector.
Objective	The objective of this assignment is to develop capacity and implement a market driven vocational training system by RMG manufacturers in Bangladesh, in line with training concepts that are developed by Sudokkho.
Period	Up to 370 consultant days between November 2015 to May 2016
Location	Bangladesh, with focus on Dhaka, Gazipur and Sreepur
Reports to	The consultant will work closely with the Manager Industry-led Training, and reports directly to the Team Leader of Sudokkho.

Background

Sudokkho is a £22 million, 5-year program that is funded by UK aid and SDC. The program is implemented by Palladium, in consortium with Swisscontact and the British Council. Sudokkho supports private-sector led training for the poor, and in particular training that effectively supports women and disadvantaged populations into decent employment. The program seeks to test and scale-up market driven, quality skills training models within the Ready Made Garments (RMG) and Construction sectors that will stimulate further investment in training by trainees, private training providers and employers. Within the program period, Sudokkho supports up to 70 different training initiatives that will train at least 110,000 men and women of whom 65% will increase their income for a total cumulated value of three times the program costs, i.e. approx. £65 million. Sudokkho supports and builds upon the TVET reform agenda of Bangladesh in coordination with the Directorate of Technical Education (DTE) of the Ministry of Education.

The program is structured around three components:

1. Supporting private training providers to offer affordable quality training that enhances employability.
2. Supporting private sector industries to develop and operate industry-led training facilities.
3. Supporting the policy environment and the development of skills training packages that meet the occupational standards of the industry and can be used by above mentioned training systems.

Rationale for the consultancy assignment

The RMG sector in Bangladesh has been encountering a shortage of skilled workers since its onset in the early 1980s. In the last two decades, the sector has matured and is realising the continued need for skilled workers. Manufacturers are gradually understanding the business benefits in upskilling their workforce.

An unskilled workforce is one of the main causes of low productivity in manufacturing units. The productivity levels in RMG factories in Bangladesh are far below than that of some other sourcing countries such as Sri Lanka and Vietnam. In order to continue to operate a sustainable business in the competitive global market, the RMG sector in Bangladesh must work towards improving productivity which can be achieved through better business practices including having a skilled workforce.

Sudokkho's "Industry-led Training Fund" (in short ITF) is a grant that shares investing in skills training. The fund will buy-down the risk of identifying and operating skills training and employment initiatives that can have a sector-wide impact and are innovative in presenting different training systems compared to traditional training approaches.

Sudokkho works together with private sector employers to support industry to develop innovative and sustainable skills training systems that allow existing or new employees to acquire the skills that lead to employment in higher valued semi-skilled or skilled jobs. The focus of Sudokkho's contribution is on the development of training systems and to capacitate its implementers. Individual projects under the ITF should have an outreach beyond that of a single employer, and be applicable to a wider scale within the sector.

The ITF shares the risk with industry of investing in skills training programs, stimulating the industry to invest and take initiative in vocational training and employability systems. Two potential ITF partners in the RMG sector have highlighted the need for a skilled workforce through two different partnership modalities. One partnership is to support a group of companies to operate a training centre which will provide skills training to new and potentially also exiting workers for its own factories. The training centre may potentially also train workers for other factories within a certain industrial cluster. Another partnership model is to work with an international garments buyer to work with its supplier factories in setting up in-factory training centres. Both partners would like to focus on sewing machine operators' trainings.

The ITF partners do not have the in-factory capacity to run the training centres and would initially require the support from a training service provider (TSP) to work with them to develop and operationalise the training centres. The partners will in principle be responsible for all operational costs, provide the infrastructure and ensure availability of trainees. Sudokkho contributes to the development process, including the hiring of a TSP for a time duration needed to develop a sustainable training system. Through this consultancy assignment, Sudokkho also aims to strengthen the TSP's capacity in delivering its services to the RMG training market.

Sudokkho and the ITF partners seek the services of a TSP to conduct this assignment which will pilot training models within factories. Depending on the outcome of the pilots, Sudokkho and the ITF partners will work together to scale-up these models and ensure that the models are sustained by the factories and TSP by promoting and implementing the models as commercially viable products.

Method, key duties and tasks

The TSP will work with the factories to address the scope of work, drawing upon the existing analysis and recommendations which were formulated during the scoping phase:

Designing Training Packages

- Develop training packages for sewing machine operator by customising existing training curricula, materials and tools for in total seven factories during the pilot stage of Sudokkho's cooperation with the ITF partners. A training package includes 1) competency profile, 2) competency standards, 3) curriculum guide, 4) facilitator guides, 5) learner guides, 6) formative assessment tools and 7) training aids. Of these, Sudokkho has developed four of the products that may be fit for use in the ITF projects. Sudokkho has also developed the scope of the training model, which is based on Competency Based Training.

Implementation and Support for Trainings

- Conduct assessors' training for the sewing machine operator module to be participated by 2-3 persons from each of the seven factories;
- Conduct a training of trainers for the sewing machine operator module to be participated by 2-3 persons from each of the seven factories;
- Conduct sewing machine operator trainings for the workforce in each factory by using the trainers who attended successfully the ToT course;
- Conduct capacity building training for supervisors and mid-level management from each of the seven factories to better support and coach trainees once they are on the production floors;
- Conduct up to four (4) information sessions on the training approach to sensitise senior management and other relevant personnel at each of the seven factories; and
- Provide backstopping support to trainees and supervisors when they are back on the production floor.

Monitoring and Evaluation

- Measure and monitor the impact of all the four types of trainings which will be delivered;
- Measure and monitor the efficiency gains from the trained workforce;
- Ensure that all deliverables are well aligned with Sudokkho's Gender and Social Inclusion Strategy;
- Ensure that Sudokkho and its financiers (UK aid and SDC) are referred to when applicable as per Sudokkho's branding guideline;

- Support the ITF partners and the Sudokkho team to monitor, analyse and document training related data;
- Work with the ITF partners and Sudokkho's MRM team to document lessons learnt from the pilots;
- Support the ITF partners and Sudokkho to setup data collection for scale-up and also to feed into the trainees tracer studies; and
- Work with the factory management, ITF partners and Sudokkho to ensure that the pilot projects are implemented effectively and efficiently.

Support for Scaleup

- Develop a sustainable business model for each training centres. This includes a business plan and guidelines to operationalise the plan; and
- Develop a scale-up plan for each training centres drawing upon the lessons learnt in the pilot phase.

Deliverables and reporting

The TSP will need to submit:

- Work plans for each factory illustrating the milestones and deliverables within the specified timeframe;
- Monthly reports for each of the seven factories highlighting the achievements and challenges as per the identified activities in the work plans;
- Complete training packages for each factory for approval, prior to implementation;
- Information materials to document and promote the achievements of the pilot projects;
- A midterm report (by 20 December 2015) documenting the progress of the pilots at each factory and overall project implementation; and
- A final completion report which must be submitted within one month of completion of the pilot projects, latest by 30th June 2016.

The midterm report should not exceed 15 pages and should include an executive summary of maximum 2 pages. The final report will not exceed 25 pages and its executive summary of maximum 5 pages. Both the executive summaries should be read as a standalone document.

Working groups will be formed with coordinators from the TSP, ITF partners and Sudokkho. Each working group will meet at least once a month to discuss progress and issues related to project implementation. The TSP will report progress to the working group at each monthly meeting.

The TSP will conduct two presentations to report to the Team Leader of Sudokkho on the midterm report and final completion reports.

Time schedule

This assignment will be for 480 consultant days between November 2015 to May 2016. A breakdown of the input days as per personnel is as follows:

- 1 Senior International Expert – Up to 40 consultant days;
- 1 International Expert – Up to 110 consultant days; and
- 2 full-time National Experts – Up to cumulated 220 consultant days.

Profile/requirement of the consultant

The consultants should meet the following essential selection criteria.

All personnel should have:

Experience of working in training for productivity improvement in the RMG sector;
Strong understanding of partnership modalities and institutional strengthening;
Significant experience of working in industry-based projects focused on capacity building interventions;
Academic qualifications in relevant field of expertise;
Exposure to monitoring and evaluation tools and techniques;
Adequate level of verbal and written communication skills, including representation and liaison skills; and
Track record of successful consultancies and similar type of assignment.

In addition, specific personnel should fulfil the minimum criteria as below:

Senior International Expert

- A minimum of 10 years' of international experience in working on productivity improvements, designing and developing training systems for RMG suppliers;
- Strong project management skills especially in a leadership role;
- Excellent report writing skills;
- Experience in working with development cooperation related programs and projects;
- Strong analytical skills, sound judgement, the capacity to think strategically, including the ability to produce high quality outputs; and
- Fluent in English.

International Expert

- A minimum of 06 years' of international experience in working on productivity improvements interventions and implementing training systems for RMG suppliers;
- Demonstrated experience in coaching and mentoring trainees;
- Demonstrated understanding and experience of working in Bangladesh;
- Excellent report writing skills; and
- Fluent in English.

National Expert

- A minimum of 05 years' of work experience as a trainer in skills for the RMG sector (NTVQF levels 1-3);
- Demonstrated experience in coaching and mentoring trainees; and
- Fluent in Bangla and proficient in English.

Guidelines for Submission of Proposal

Interested TSPs should send their proposal which should consist of a technical and financial proposal, along with CVs of all nominated personnel to Anannya.DasGupta@thepalladiumgroup.com.

The technical proposal should elaborate on how the scope of work will be addressed and demonstrate that the proposed team meets the essential selection criteria.

The financial proposal should provide an extensive breakdown of all costs involved in implementing the pilots in the seven factories, indicating also the daily fee rate per person.

All applications must be sent by **17:00 (Bangladesh time) on Wednesday, 07th October 2015**.