

Terms of Reference (ToR) to Engage Workplace-Based Training (WBT) Providers Under B-SkillFUL Programme Phase II

1. Background

Swisscontact, Swiss Foundation for Technical Cooperation, is headquartered in Zurich and was founded in 1959 by leading figures from the Swiss private sector and Swiss universities. It is exclusively involved in international co-operation and since 1961 has carried out its own and mandated projects. A part of the organisation, Swisscontact – Bangladesh, is registered as an international nongovernmental organisation (INGO) under NGO Affairs Bureau, Government of the People’s Republic of Bangladesh, carrying out various development projects and programmes in the areas of skills development (ASTHA, B-SkillFUL, Uttoron), SME promotion (B-SkillFUL, M4C), Local Economic Development (PRABRIDDI), Agricultural Insurance (BMMDP) and Financial Services (Sarathi) from its office based at House 28, Road 43, Gulshan-2, Dhaka-1212, Bangladesh.

B-SkillFUL Phase II is a four-year (2021 – 2024) programme, funded by the Swiss Agency for Development and Cooperation (SDC), represented by the Embassy of Switzerland in Bangladesh, and implemented by Swisscontact. It contributes to Switzerland’s overall goal in Bangladesh, which is to bring about a more equitable society that enjoys inclusive and sustainable growth, aligned with the 2030 Agenda of the United Nations. The programme aims to improve productivity and competitiveness of small and medium enterprises (SMEs) and create better jobs by providing Business Development Services (BDS) to at least 800 SMEs and Workplace Based Training (WBT) to at least 13,000 new and existing workers. The programme will also promote improved working conditions, gender equity, social inclusion, and more environmentally sustainable practices among participating SMEs.

After a successful completion of Phase I, B-SkillFUL Phase II commenced operations from September 2020 in three growth sectors of Bangladesh. These consist of furniture making, light engineering and leather goods manufacturing sectors, located across six districts: Bogura, Dhaka, Gazipur, Kishoreganj, Nilphamari and Rangpur.

The programme will collaborate with WBT providers to develop structured WBT solutions for SMEs. It will increase access to WBT for existing (newly joined and more experienced) workers at SMEs who typically do not have formal vocational qualifications. Through programme interventions, relevant skills training to current SME workers will be delivered by supervisors, or Master Crafts Persons (MCPs) at the worksite.

Annual WBT worker (trainee) targets are: Year 1: 649; Year 2: 5200; Year 3: 5200; and Year 4: 1951.

2. Rationale

Assessments of light engineering, furniture making, and leather goods sectors identified that employers are willing to support their employees’ participation in WBT – providing the resulting increase in productivity outweighs training costs. Hence, the programme’s WBT services are tailored to specific training needs of SMEs and minimise workers’ time away from the worksite. To keep costs to SMEs low, WBT utilises local resources. Local WBT providers support the programme by engaging relevant stakeholders *i.e.*, SMEs, master trainers, subject matter experts, MCPs and workers. WBT providers play a crucial role in terms of identifying potential SME clients and creating buy-in for the WBT model among stakeholders.

3. Objectives and Scope

WBT will be delivered primarily at the worksite but may include partial delivery in dedicated training spaces. The total duration of WBT for each occupation is not fixed but will depend on the current skill levels and needs of individual workers. MCPs at each participating SME site will be trained as an instructor/coach/mentor and, in turn, assess and train workers informally on the job. As demand for WBT increases a cohort-based approach may also be offered in addition to individualised learning.

The WBT skills to be provided will range from basic vocational, re-training, upskilling and multi-skilling of new (unskilled) and existing (semi-skilled and skilled) workers. WBT initially focuses on individual learning using coaching methodologies delivered by MCPs. Courses are developed by subject matter experts¹ together with master trainers. The subject matter experts and master trainers deliver ‘train the trainer’ workshops to MCPs at participating SMEs who, in turn, train workers. WBT uses a ‘competency-based’ approach that focuses upon the learners’ demonstration of required competencies. Under the competency-based approach, there is no set time requirements for any course. The learner completes the course when the required competency or competencies are demonstrated. Throughout WBT courses, MCPs and subject matter experts/master trainers will conduct workers’ assessment based on demonstration and observation. Transversal issues like gender equity, safety, environmental sustainability, and Labour Rights and Decent Work (LRDW) will be integrated in all WBT courses.

WBT providers will be contracted to work with SMEs to assess their WBT needs. The programme will collaborate with WBT providers to build capacity of local master trainers², and subject matter experts to address the specific demands of SMEs. WBT providers will also provide mentoring support to MCPs to deliver quality WBT at programme SMEs. WBT providers will be trained and responsible for initial data collection related to the effectiveness of WBT activities.

The specific objectives of the assignment are:

- a) Engage SMEs as potential clients;
- b) Implement WBT (vocational training at workplace) along with mentoring and coaching support to SMEs under B-SkillFUL programme team supervision; and
- c) Assist in measuring results.

The scope of this assignment will be in six districts (Dhaka, Gazipur, Kishoreganj, Bogura, Rangpur and Nilphamari) to implement intervention areas as planned and approved in the programme documents.

4. Geographic Focus by Sector

Table 1 shows what sectors, districts and upazillas have been selected for programme participations.

Table 1: Geographic Focus by Sector

Sector	Districts	Upazillas
	Bogura (peri-urban)	▪ Sadar and Erulia Upazilla

¹ Subject matter expert refers to sector/industry expert (light engineering, furniture making, leather goods) having hands on work experience as supervisor/foreman/master crafts person/ustad. Also got supervision experience of unskilled, semi-skilled and skilled workers

² Local master trainer refers to the ToT (workplace-based training), industry experienced personnel hired as permanent/contractual staff under WBT provider

Sector	Districts	Upazillas
Furniture	Gazipur (urban and peri-urban)	▪ Sadar Upazilla, Sreepur Upazilla
	Dhaka-Savar (peri-urban)	▪ Hemayetpur, Tetuljhora, Birulia and Ashulia
	Rangpur (peri-urban)	▪ Sadar Upazilla
Light Engineering	Nilphamari-Saidpur (peri-urban)	▪ Saidpur Upazilla
	Bogura (peri-urban),	▪ Sadar and Erulia Upazilla
	Gazipur (urban and peri-urban)	▪ Gazipur Sadar, Sreepur Upazilla
	Dhaka-Savar (peri-urban)	▪ Savar Upazilla
	Rangpur (peri-urban)	▪ Rangpur Sadar.
Leather Goods	Dhaka – Hazaribag (urban), Kamrangirchar, Old Town (Bangshal, Nawabur)	▪ South City Corporation
	Dhaka-Savar (Peri-urban)	▪ Savar Upazilla
	Kishoregonj - Bhairab (peri-urban)	▪ Bhairab Upazilla
	Rangpur (peri-urban)	▪ Sadar Upazilla
	Gazipur	▪ Sadar Upazilla, Sreepur Upazilla

Note: Proposal must specify locations listed in above table

5. Occupations for WBT:

Table 2 below notes the training for occupations that are eligible under the programmes.

Table 2: Selected Occupations for WBT

Leather Goods	Furniture Making	Light Engineering
Sewing	Carpentry/ Modern Carpentry Works	Foundry
Cutting	Furniture Fitting	Machine Operation
Lasting	Furniture Design & Drawing	Welder
Skiving	Machine Operation (Wood Working)	CNC Machine Operation/Auto CAD
Designing	Lacquer Polisher	Fitter/Assembly
Quality Control	Auto CAD Operation	Painting
Fitting/Assembly		Quality Control

Note: Proposal must specify the areas of expertise as per occupations listed above.

6. Tasks and responsibilities of WBT providers

- a) Identify potential SMEs for WBT in targeted districts;
- b) Conduct individual SME's WBT needs in targeted locations;
- c) Participate in an orientation from B-SkillFUL team on programme, WBT modality, financial management and monitoring and evaluation;
- d) Promote WBT at SMEs with special emphasis on women worker inclusion (both current workers and potential new workers);
- e) On board and mobilise experienced local master trainers¹ and subject matter experts;
- f) Receive ToT from national master trainer and course development training organised by B-SkillFUL Programme;
- g) Develop training courses and learning materials engaging local master trainers and subject matter experts and SME owners;
- h) Identify unskilled, semi-skilled and skilled workers for WBT;
- i) Integrate transversal issues like gender equity, safety, environmental sustainability LRDW in all WBT courses;
- j) Organise and deliver ToT for subject matter experts delivered by local master trainer;
- k) Support subject matter experts in conducting ToTs for MCPs;
- l) Support MCPs and subject matter experts in delivering WBT to unskilled (new entrant), semi-skilled and skilled workers to selected SMEs;
- m) Monitor WBT implementation in SMEs on regular basis;
- n) Collect monitoring (baseline and post WBT data) after training (regular basis);
- o) Train and supervise MCPs to conduct worker's assessment and provide certification;
- p) Share the achievements and learnings of the programme related to WBT;
- q) Submit quarterly, half-yearly and annual progress report to the programme team; and
- r) Preserve all financial and program related documents up to five years to meet compliance issues.

7. Tasks and responsibilities of B-SkillFUL Programme

- a) Organise orientation and capacity building sessions for WBT provider(s) on the programme approach and WBT modalities (i.e. need assessment, WBT content development, monitoring, WBT database, evaluation etc.);
- b) Support WBT providers identifying SMEs and workers;
- c) Approve the identified SMEs and workers which will be explored and included by WBT providers;
- d) Provide technical backstopping support to WBT providers in preparing training learning materials on crosscutting issues like gender equity, safety, environmental sustainability, LRDW;
- e) On board National Master Trainer;
- f) Organise ToT for WBT provider, local master trainers and subject matter experts;
- g) Review and approve ToT and WBT course materials;
- h) Provide technical support to WBT providers in overall WBT implementation; i.e. MoU template preparation for SMEs, worker's competency assessment etc.;
- i) Monitoring and evaluation of WBT provider's activities;
- j) Review work progress regularly (including monitoring and WBT database) and provide feedback for improvement; and
- k) Review and feedback on quarterly, half-yearly and annual report submitted by WBT providers.

8. Implementation Arrangements

The WBT providers will be recruited as per Swisscontact terms and conditions and undertake the assigned tasks and responsibilities under the direct supervision of the B-

SkillFUL programme team. The WBT provider(s) will also work closely with BDS providers, other WBT providers in the six geographic locations.

The WBT providers are required to be team players with the ability to maintain good working relationship with the B-SkillFUL team, selected SMEs, workers, business associations, stakeholders, and donors.

9. Minimum Qualifications and Experience of WBT providers

Required areas of specialisation for WBT Provider(s) will be as follows:

- a) Have a vision to offer tailor made WBT responding to the needs of SMEs;
- b) Marketing capacities to promote the WBT business case to SMEs and workers;
- c) At least 7 years of experience as technical skills training provider;
- d) Local presence will be required to reach unskilled workers (new entrants), semi-skilled and skilled workers with the support of programme staff and co-implementers at the local level and local business associations;
- e) Strong network with technical experts (master trainers, subject matter experts etc.);
- f) Proven experience working with SMEs preferably light engineering, furniture making and/or leather goods sectors;
- g) Pedagogical expertise – course design, learning material design, instruction – emphasis on independent learning / competency based;
- h) Demonstrated experience in WBT support to SMEs as well as experience of private sector and entrepreneurship development will be an advantage;
- i) Familiar with certification systems recognised by stakeholders;
- j) Proven management capacity / track record / structured management / financial capacity/ governance system currently is in place;
- k) Prior experience of participating in similar development programmes/projects;
- l) Experience in monitoring / data collection / surveys;
- m) Familiar with data collection for online data base will be an added advantage; and
- n) Gender balanced team will be given preference.

10. Team Composition

Table 3: Team Composition

Position	Key Responsibilities
From the WBT Provider	
WBT Implementation Manager (1 position)	Planning, implementation, and monitoring of WBT delivery and Coordination with B-SkillFUL Team
Local Master Trainer/ToT expert (1 position)	Design ToT, develop WBT content and learning materials
Subject Matter Experts (1 position/per occupation)	Provide WBT (occupation wise vocational training), coaching and mentoring support to MCPs
Field Officer (2 positions)	Identify potential SMEs, conduct need assessment of SMEs, and WBT monitoring
Finance Coordinator (1 position)	Overall finance management
Monitoring Officer (1 position)	Responsible for all monitoring work related to WBT implementation
Office Assistant (1 position)	Provide logistic support
From B-SkillFUL, Swisscontact	
Senior Manager	Provide strategic planning & partnership guidance to the WBT provider(s)

Sector Manager	Manage the assignment, provide feedback as and when necessary to adjust methodology if needed and ensure quality output.
Sector Coordinator	Manage the assignment at the local level in the geographic location by working in close collaboration with the WBT providers, monitor activities and progress, provide feedback, and updates to the management on the regular basis.
National Master Trainer	B-SkillFUL team will hire National Master Trainers who will design and deliver ToT and course development training to subject matter experts, local level master trainers and WBT providers.
Sector Officer	Maintain regular contacts with SMEs and WBT providers and feed in relevant information regarding WBT implementation as per guidance of Sector Co-ordinators

11. Team Roles and Responsibilities

i. WBT Implementation Manager – 1 position

Essential Requirement:

- Bachelor's degree in Business Administration, Social Science, Marketing, Education, Diploma/B.Sc. in Engineering, or any other relevant discipline;
- Minimum 7 years of relevant and progressive professional experience in similar role(s) preferably in private industry/training institute/research/consulting firms;
- Possesses leadership and management skills;
- Good verbal and written communication skills in English and Bengali;
- Good computer literacy in MS Office programmes (specifically Word, Excel, PowerPoint, and Outlook);
- Demonstrates awareness and sensitivity to gender and diversity;
- Prior experience managing partners, services providers will be an added advantage;
- Good understanding of private sector development will be given preference;
- Ability to assist in as well as lead strategic planning and contribute to strategy development and implementation;
- Good analytical, negotiation, problem solving and decision-making skills; and
- Attentive to details and quality of work.

Roles and Responsibilities:

- Implementation Manager will plan, implement, and monitor WBT interventions in the respective geographic locations as stated in the contract with BDT providers;
- Establish relationships and communicate clearly with SMEs, WBT providers, beneficiaries, other target groups and all relevant internal and external stakeholders;
- Finalise the selection of partner SMEs, maintaining quality WBT delivery;
- Responsible for all administrative/ financial tasks, related to the program implementation in the respective geographic location;
- Supervise Local Master Trainers and Subject Matter Expert;
- Assist and guide the team to conduct field level activities;

- Participate in the planning meetings of B-SkillFUL for exchange and learning, and to drive programme's activities as an integral member of intervention team at B-SkillFUL programme;
- Prepare monthly/quarterly/half yearly and yearly report and submit to B-SkillFUL Programme; and
- Provide special field report (if any) to the programme focal person as well as B-SkillFUL Senior Manager.

ii. Local Master Trainer – 1 position

Essential Requirement:

- At least 7 years of work experience in the industry specially in furniture/light engineering/leathers goods sectors;
- B.Sc./Diploma in Engineering, or any other relevant discipline;
- Prior experience on designing ToT materials and delivering ToT;
- Work experience as instructor/coach/mentor will be an added advantage;
- Experience in designing and development of curriculum/learning material for technical courses; and
- Experience in developing lesson plan through standard curriculum.

Roles and Responsibilities:

- Design and deliver ToT to Subject Matter Experts in the programme geographic locations;
- Provide technical support to Subject Matter Experts to develop competency-based curriculum and learning material for WBT;
- Develop capacity of MCPs and SME management staff for WBT delivery in association with Subject Matter Experts;
- Assist Subject Matter Experts and Field Officers identifying partner SMEs and field level activities;
- Guide Subject Matter Experts and Field Officers for conducting need assessment of selected SMEs;
- Maintain quality WBT delivery.

iii. Subject Matter Experts – 1 position/occupation

Essential Requirement:

- Technical degrees: engineering/diploma/trade course related to furniture making/light engineering/leathers goods;
- 5 years hands on work experience as supervisor/foreman/master crafts person/ustad in the furniture making/light engineering/leathers goods industries/factories;
- Supervision experience of unskilled, semi-skilled and skilled workers;
- Experienced in skilling and upskilling of workers;
- Work experience as instructor/coach/mentor will be an added advantage;
- Ability to develop curriculum/learning material for furniture making/light engineering/leathers goods related occupations;
- Willing to work with supervisor/foreman/master crafts persons/ustad for providing WBT;

- Knowledge and experience in business development in furniture making/light engineering/leathers goods;
- Understanding or practical experience on gender mainstreaming, promoting labour rights and decent work etc.;
- Capacity to facilitate and communicate with different SMEs and stakeholders; and
- Computer skills: Microsoft applications (word, excel, PowerPoint) and common internet applications will be required.

Roles and Responsibilities:

- Conduct SME's need assessment;
- Support WBT providers in developing WBT delivery plan;
- Identify unskilled, semi-skilled and skilled workers for WBT in consultation with MCP and management
- Deliver need-based WBT;
- Provide coaching and mentoring support to MCPs and SME management staff;
- Guide field officer to identify potential SMEs for partnership;
- Supervise and monitor activities of Field Officers.

iv. Field Officer – 2 positions

Essential Requirements:

- Bachelor's degree in Business Administration, Social Science, Marketing, Diploma in Engineering, or any other relevant discipline;
- Minimum 3 years of proven expertise to work in skills training, employment, and data collection related activities;
- Have knowledge and expertise on vocational training for industry/SME workers;
- Capacity to facilitate and communicate with different SMEs and stakeholders specially specialised experts;
- Effective relationships with various stakeholder including selected SMEs, network with industry experts; and
- Good networking skills to engage with SMEs, especially workers.

Roles and Responsibilities:

- Identify partner SMEs;
- Conduct WBT need assessment;
- Identify SMEs and unskilled, semi-skilled and skilled workers for WBT;
- Monitoring WBT delivery;
- Assist monitoring officer preparing profile of unskilled, semi-skilled and skilled workers for WBT;
- Work closely with the different stakeholders including SMEs, local and national level associations to create the win-win situation.

v. Profile of Finance Coordinator – 1 position

Essential Requirements:

- Bachelor's Degree in accounting, Finance or Business Administration;
- Minimum 4 years' experience with focus in financial management and accounting in an NGO;
- Proficient in MS Excel and good working knowledge of computer applications;
- Sound understanding about internal control system and audit requirements;
- Sound understanding of VAT and AIT;
- Works independently and is a team player;
- Proficient in written and oral communication skills;
- Possesses good negotiation skills; and
- Knowledge of accounting software.

Roles and Responsibilities:

- Oversee all the financial entries in the books of accounts and maintain all finance related records;
- Ensuring all day-to-day implementation of the programme's finance related tasks such as maintain petty cash and cash advance registers;
- Checks invoices with all supporting documents and prepare payment vouchers;
- Calculate relevant VAT/taxes and deposit to government exchequer;
- Cash and cheque transactions with banks;
- Ensure appropriate audit related support to external audit team assigned by B-SkillFUL programme
- Prepare and submit invoices as per contract with WBT provider; and
- Prepare and submit financial report as per contract with WBT provider.

vi. Profile of Monitoring Officer – 1 position

Essential Requirements:

- Relevant Bachelor's degree in Social Science, Business Administration or Science & Engineering discipline;
- At least three (3) years' progressive and relevant work experience in the field of monitoring, evaluation, and data entry activities in NGO/INGO/Research entities;
- Is a team player but also has the ability to work independently and with limited supervision;
- Excellent computer literacy in MS Office programmes (specifically Word, Excel, PowerPoint, and Outlook);
- Experience in SME monitoring data entry and database management system;
- Technical background in quantitative analysis (statistics/econometrics);
- Results orientated, excellent data presentation, and strong research and reporting skills;
- Good verbal and written communication skills in English and Bangla; and
- Communicates clearly with internal and external stakeholders.

Roles and Responsibilities:

- Collect data on regular basis to measure achievements against targets;
- Conduct field visit to monitor programme implementation and verification of data provided;
- Develop and finalise work plans in association with B-SkillFUL team in accordance with programme activities, data requirements and timeframes as relevant;
- Conduct periodic review of monitoring and reporting mechanism;
- Enter data into B-SkillFUL's MIS/Excel data base;
- Assist B-SkillFUL monitoring team in data collection, analysis, survey and studies;

- Support Implementation Manager in data reporting;
- Support Implementation Manager in developing report on monitoring and prepare presentations based on data as required; and
- Assist Implementation Manager in dissemination monitoring data.

12. Duration of the Assignment

The tentative duration of the assignment will be within the timeframe of **August 2021 to June 2024**.

13. Selection Criteria

Sl.	What to evaluate	Description	Points
1.	- CV of the local master trainer (ToT expert), - CV of subject matter expert (industry expert) refers to the potential occupation list (Section 5) - CV of WBT Implementation Manager - CV of Field Officer	To be evaluated as per professional experience requirements	20
2.	Local presence	Detail of existing resources and experience in target locations	10
3.	Organisation Profile Detail of existing skill trainings (vocational) and reference	- Detail of ongoing vocational training services/WBT services; - Organisational profile - Sector specific experience and work experience in donor funded development project/programme	40
4.	Detail Financial Proposal	Detailed budget	30

Note: Financial proposals must be submitted as per B-SkillFUL template (refer to annex 1)

14. Deliverables and Outputs of the Assignment

- Inception report including updates in team set-up, staff deployment, detail activity plan for WBT interventions (August 2021 to July 2022), and other critical issues; this is to be submitted within two months of contract signing;
- WBT intervention specific deliverables (i.e., MoU with SMEs, develop year wise WBT business plan with implementation strategies etc.) will be finalised during contract signing;
- Monitoring report (updated monitoring database) as per contract;
- Communication related documents (case studies, etc.) as and when required;
- Submit monthly, quarterly, and annual financial report with supporting documents (format will be provided by B-SkillFUL);
- Submit monthly, quarterly, and annual progress report as per contract (format will be provided by B-SkillFUL); and
- Timesheets outlining brief monthly tasks from technical and financial backstopping staffs should be submitted which is also a requirement to claim related costs.

15. Reporting

The WBT providers will report to Team Leader, B-SkillFUL Programme Phase II but will work closely with Sector Coordinators, Sector Manager and Senior Manager.

16. Submission Instructions

- a) CV of local Master Trainers (*1 CV per WBT provider*) must have highlights on ToT and industry experiences (preferably Light Engineering, Furniture and Leather Sectors);
- b) CVs of Subject Matter Experts must have highlights on sector/industry (light engineering/furniture /leather goods) specific work experiences as supervisor/foreman/master crafts person/ustad etc.;
- c) Profile of Subject Matter Experts must be relevant with the occupations listed (*refer to section 5*);
- d) The WBT delivery plan must contain worker (trainee) target, district, and occupation wise Subject Matter Experts' list (*refer to sections 4 and 5*);
- e) The potential WBT providers/organisations can apply for multiple locations which needs to be stated with elaboration in the proposed WBT delivery plan;
- f) Technical Proposal should be within maximum 20 pages and detail team composition including CVs can be attached as annexes;
- g) Technical Proposal and Financial Proposal should be submitted in separate envelopes (both hard copy and soft copies should be submitted);
- h) hard copies and soft copies of the proposal(s) must be submitted to the following address: For soft copy: email: "bd.bskillful@swisscontact.org". For hard copy: House # 28, Road # 43, Gulshan-2, Dhaka-1212 **by 7 August 2021**. Addressing to Mr. Shohidul Alam, Manager-Business Administration, B-SkillFUL Programme Phase II. Please mention "Engage WBT Provider" on the top of the email subject line.

Swisscontact is an equal opportunity employer. We strongly encourage applications from women headed organisation.
