

**Loan 3131-BAN: Skills for Employment Investment Program (SEIP)
Support to Skills Development Coordination and Monitoring Unit (SDCMU)**

**Terms of Reference (ToR) of
Higher Level Skills Program Specialist (National)
(Package No. SD-18L)**

A. Background of SEIP

1. The Government of Bangladesh recognizes the low educational and skill levels of the labor force as a major binding constraint to achieving higher economic growth. To have a major dent on the economy, Bangladesh needs to invest heavily in human resources development, particularly in schooling and skills development. Currently, only 500,000 people receive skills training annually against the actual industry need of at least 2 million. Industry leaders want to participate actively in skilling and up-skilling the work force in priority sectors to exploit the full potential of growth opportunities. The government intends to establish a National Human Resource Development Fund (NHRDF) to pool resources from the government, private sector and development partners.

2. The investment program will support the Government of Bangladesh's reforms in skills development anchored in the National Skill Development Policy (NSDP), 2011. It will support large-scale private sector involvement and public-private partnership, which is critical to meet existing and future labor market needs and in reducing skills-gap. This in turn is crucial for Bangladesh to move away from the current "low-skill, low-wage equilibrium" to a "higher skill, higher wage virtuous cycle" to transition to a middle income country. The program will help the government to scale-up skilling of new entrants and up-skilling of existing workers that will contribute to higher growth of priority sectors. The SEIP will strengthen the skills ecosystem in Bangladesh and support transition to a sector-wide approach (SWAp) by establishing a unified funding system and enhancing overall coordination of the currently fragmented system.

3. The impact will be increased income and productivity of the working population aged 15 years and over. The outcome will be increased employment in priority sectors and skills for males and females. There are four targeted outputs: (i) market responsive inclusive skills training delivered; (ii) quality assurance system strengthened; (iii) institutions strengthened; and (iv) effective program management.

B. Objective of the SEIP Program

4. The overall objective of the project is to qualitatively and quantitatively expand the skilling capacity of identified public and private training providers by establishing and operationalizing a responsive skills ecosystem and delivery mechanism through a combination of well-defined set of funding triggers and targeted capacity support. Specifically, the objectives are to:

- i) Improve program for skilling new entrants and up-skilling existing workforce to enhance productivity and growth of priority industry sectors;
- ii) Impart skills training linked to gainful employment or self-employment through PKSF partners and their livelihood programs as well as through Bangladesh Bank Small and Medium Enterprise (SME) Department linked to jobs in SMEs;
- iii) Develop a network of training providers that are endorsed by industry for providing excellence of training to meet the skills needs of employers;

- iv) Establish and implement a strategy to address the special needs of groups specified in the NSDP and ensure their participation in SEIP programs;
- v) Implement a vocational trainer development program for trainers and assessors and a management leadership program for training provider management reflecting NSDP requirements;
- vi) Support the training providers for capacity development to ensure quality training delivery mechanism;
- vii) Establish and institutionalize a credible recognition of prior learning (RPL) system;
- viii) Support the NSDC-S and key government ministries to strengthen institutional arrangements and coordination to enable the TVET system to meet policy objectives within a coherent skills development framework; and
- ix) Support the establishment and operationalization of a National Human Resources Development Fund (NHRDF).

5. The National Skills Development Policy (NSDP) has been in place since January 2012 and emphasizes the importance of supply of human resources with necessary skills and knowledge to meet the industry demand of workforce. It also emphasizes the importance of better alignment of Technical and Vocational Education and Training (TVET) with skills development systems and industry skills demands. The NSDP also promotes changes in TVET system management, pedagogy, assessment and certification as well as expansion of the system along effective planning, coordination and monitoring of skills development activities by ministries, development partners, industry, public and private training providers.

C. Objective and Purpose of the Assignment

6. As the SEIP Tranche 2 project will include mid and higher training programs for the managers and entrepreneurs, the specialist will report for gradual replacement of foreign nationals with Bangladeshis. This report will also include the list of industries and occupations where the foreign nationals are employed, methodology for gradual replacement, outline and operation modalities of the incubators and the draft MoU with the selected university.

7. The skills gap in the industries sector has many reasons that include lack of skills of sector-specific experts, lack of training among the workers and managers, lack of adaptability with new machines and innovations, lack of institutional capacities and willingness of the industry owners for conducting training to develop workforce, lack of motivation among the industry owners for acquisition of skills from the expatriate workers and technologies; more importantly, industry owners are often influenced by the suppliers of new technologies to engage their foreign expertise.

8. It is recognized that shortage of mid and higher level skills is a fundamental constraint to the design, production and marketing of the products of industry. Due to skill shortages in both technical and managerial level, a good number of foreign workers and officials are working particularly in RMG and Textile Industries. Currently more than 200,000 foreign nationals are working in various industry sectors mostly at the mid-level supervisors and higher level managerial positions to contribute to the process of manufacturing, production and marketing, and annually their take-home salaries and allowances stand nearly US\$ 5 billion.

C. Scope of Work

9. It is necessary to initiate a comprehensive plan leading to a solution for the gradual and cumulative replacement of foreign mid- and higher level managers with Bangladeshis within their organizations by providing high end skills. To address the skills gap at the high end, it is also necessary to establish incubators for higher level managers and entrepreneurs at the private/public university.

10. The specialist will work under close supervision of SEIP's Skills Development and Coordination Monitoring Unit (SDCMU) and ADB SEIP project officers.

D. Detailed Tasks and/or Expected Output

11. The core tasks and responsibilities of the national consultant will be as follows:

- i) Identify the industry and occupations where the foreign nationals are employed after consultations with different industry associations like BGMEA, BKMEA, BTMA, LMEAB etc;
- ii) Prepare proposal along with the methodology for gradual replacement of foreign mid and higher level managers with Bangladeshis within their organizations by providing high end skills ;
- iii) Identify public/private university to establish incubators for higher level managers and entrepreneurs training under SEIP ;
- iv) Prepare outline and operation modalities of the incubators;
- v) Prepare draft MoU in consultation with the identified university;
- vi) Work in close collaboration with Dr. Mohiuddin Alamgir, international consultant, SEIP
- vii) Any relevant tasks assigned by the Executive Project Director, SEIP from time to time.

E. Minimum Qualification Requirements

12. The specialist will have a master's degree with preferably 15 years' experience at policy level relevant to higher level skills programs. He or she should be well conversant with the skills development management, coordination and funding mechanisms.

F. Deliverables:

- i) At the end of 20 (twenty) working days, draft progress report containing the number of foreign nationals working in different establishments including the list of occupations they are engaged;
- ii) At the end of 35 (thirty five) working days, draft progress report containing methodology for gradual replacement of foreign mid and higher level managers with Bangladeshis by providing high end skills programs;
- iii) At the end of 55 (fifty five) working days, draft report of the assignment to be submitted;
- iv) At the end of 65 (sixty five) working days, final report to be submitted.

13. As for the deliverables, the consultant will report to SDCMU and ADB project officers. For daily tasks under the assignment, the consultant will work from the SDCMU office and coordinate his work activities under SDCMU supervision.

G. Schedule and Places of Assignment:

14. Duration of the assignment: Estimated 66(sixty six) working days intermittent over a period of 6 months (approximately 11 working days per month).

15. The assignment will be based at Dhaka, Bangladesh with requirement of field visit as per need.

H. Payment Procedure:

16. Payment Schedule: The payment of remuneration will be made on monthly basis based on input working days.