

Terms of reference (ToRs) for the procurement of services below the EU threshold

Developing and Implementing a Training for the Management Staff of Industrial Training Institutes (ITIs) in the States of Karnataka, Maharashtra, Telangana, Rajasthan, West Bengal, Gujarat, Andhra Pradesh and Tamil Nadu

**Project number/
cost centre:
2019.2188.1.001.00**

0. List of abbreviations	2
1. Context.....	3
2. Objectives of the Assignment.....	3
3. Tasks to be performed by the contractor	4
4. Concept.....	7
Technical-methodological concept.....	7
Other specific requirements	7
Project management of the contractor	7
5. Personnel concept.....	8
Team leader	9
Expert 1 and 2.....	10
Experts 3 and 4	10
6. Costing requirements	11
Assignment of personnel.....	11
Travel	12
Trainings	12
Other costs.....	12
7. Inputs of GIZ or other actors.....	12
8. Requirements on the format of the bid	13

0. List of abbreviations

AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2020
AuV	Outsourcing of data protection form
CSTARI	Central Staff Training and Research Institute
DGT	Directorate General of Training
IGVET	Indo-German Programme for Vocational Education and Training
ITI	Industrial Training Institute
MSDE	Ministry of Skill Development and Entrepreneurship
MVP	minimum viable product
RBM	results-based monitoring
ToRs	Terms of reference
VET	Vocational Education and Training

1. Context

More than 250 million young people are expected to join the Indian labour market in the next 15 years. Sustainable economic development and job creation are thus at the top of India's political agenda. India's ambition to become a globally leading manufacturing hub furthermore requires sufficient, qualified workers. To produce a workforce of adequate quality and quantity the Indian Government therefore promotes the active involvement of private enterprises for establishing a demand-driven, workplace-based vocational education and training (VET) system. Acknowledging the advantages of the German VET model in this regard, the Indian Government has expressed interest to incorporate elements of the German system into the Indian VET context.

In line with this policy objective, the *Ministry of Skill Development and Entrepreneurship* (MSDE) has signed an implementation agreement with the *Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH* to jointly implement *the Indo-German Programme for Vocational Education and Training* (IGVET). The overall objective of IGVET is to support local cooperation between public and private sector actors in creating high-quality, industry-relevant training and apprenticeship opportunities for India's youth. To this end, the project works closely with selected industry clusters and Industrial Training Institutes (ITIs) as well as Sector Skill Councils (SSCs) in the states of Maharashtra, Telangana, Karnataka, and Rajasthan.

The IGVET project has started its second phase of implementation (IGVET II) in September 2020. Based on the learnings, methods and concepts that were developed in the first phase of implementation (April 2016 – August 2020), IGVET II will focus on replicating and expanding its activities over the next three years, both within the existing four states as well as in additional states such as West Bengal, Gujarat, Andhra Pradesh and Tamil Nadu. With a view to facilitating this process of replication, IGVET II seeks to strengthen the capacities of key actors involved in the implementation of cooperative VET. One group of actors that is given special consideration in this context comprises the principals and other responsible management staff of Industrial Training Institutes (ITIs).

2. Objectives of the Assignment

Industrial Training Institutes (ITIs) play a major role in India's formal skill development system. More than 15,000 ITIs are currently offering one to two-year training programmes in over 181 designated trades. Employers, however, find that ITI graduates oftentimes lack the practical skills that are required to fulfil their respective job roles. At the same time, ITI managers are struggling to establish linkages with the private sector to align the contents of ITI-based training with the requirements of the industry. To bridge this mismatch, IGVET II seeks to develop a target group oriented, mixed-methods training which enables ITI managers to

- (1) gain an in-depth understanding for the advantages and prerequisites of cooperative VET in their respective sector and locality,
- (2) establish lasting partnerships with relevant private sector organisations, and
- (3) develop a concrete action plan for the implementation of high quality, cooperative VET.

3. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

A. Developing a detailed implementation plan for the assignment. This includes:

- Reviewing the provided commission documents, stakeholder maps, knowledge products and concepts
- Gaining an in-depth understanding of the models of cooperative VET developed by IGVET I
- Participating in a kick-off call with the IGVET II team
- Outlining work packages, responsibilities and timelines for the requested services
- Presenting the implementation plan to the IGVET II team and incorporating feedback and changes

B. Conducting a short online survey to understand the challenges and specific training requirements of ITI managers in the IGVET II cluster locations. This includes:

- Developing a short online survey (up to 20 questions) to understand the challenges, doubts, capacities and training requirements of ITI managers with regard to cooperative VET.
- Disseminating the survey among selected ITI managers at the IGVET II cluster locations (list of ITI managers will be provided by IGVET II team).
- Conducting follow-up to achieve a minimum of 10 responses from each state.
- Analysing and reviewing the survey results together with the IGVET II team.
- Based on the survey results, specifying the training needs of the ITI managers in the field of cooperative VET.

C. Developing a comprehensive concept and content for a 5-day mixed-method training on cooperation with the private sector. This includes:

- Based on the identified training needs of the ITI managers, specifying the goals of the 5-day training.
- Based on the specified training goals, designing a training concept that matches the training needs of the shortlisted ITI managers and that includes the models and methods of cooperative VET developed by IGVET I.
- Based on the training concept, developing detailed training content and material for a 5-day training, including:
 - i. up to 10 hours of live sessions (online or face-to-face, as per the applicable Covid-19-related restrictions),
 - ii. up to 15 hours of self-paced learning,
 - iii. up to 8 hours of industry visits and interactions (online or face-to-face, as per the applicable Covid-19-related restrictions), and
 - iv. up to 7 hours of support in the development of concrete action plans detailing strategies for initiating partnerships with the private sector for cooperative VET.
- Aligning the training concept and content with the requirements of DGT, CSTARI and NIMI.
- Reaching out to suitable partners for the industry visits and industry interaction.
- Developing templates for the creation of action plans.

- Specifying assessment criteria for evaluating the quality of the action plans.
- Revising the training concept, content, templates and assessment criteria with the IGVET II team and incorporating feedback and changes as required.
- In line with the requirements of DGT, CSTARI and/or NIMI, developing templates for the training completion certificates.

D. Mobilising 450 ITI managers (principals or management staff) from the IGVET II cluster locations. This includes:

- Developing a strategy for reaching out to at least 450 ITI managers in the IGVET II cluster locations.
- Developing a flyer and a short promotion video to inform the ITI managers about the purpose, objectives, duration, modalities and content of the training.
- Reaching out to ITI managers through the Directorate General of Training (DGT) as well as the responsible state level departments
- Together with the IGVET II team, defining criteria and information required for course registration.
- Developing a platform for online registration of the training participants, capturing all required information.
- Monitoring the registration process and conduct follow-up with DGT and state departments if needed.

E. Implementing the 5-day mixed-methods training for 450 ITI managers. This includes:

- In the case of face-to-face training, managing the logistics and booking of the training venue.
- In the case of online training, onboarding the training participants (maximum batch size: 30) to the Learning Management System (LMS) platform.
- Introducing the training participants to the self-paced learning material.
- Implementing the training as per the specified concept and content.
- Tracing the participation of the registered ITI managers in both the live sessions and self-paced learning activities and conducting follow-up in case of drop-outs.
- Supporting each training participant in the development and submission of an action plan draft for initiating fruitful partnerships for cooperative VET.
- Reviewing the submitted action plan drafts and provide qualitative feedback to each training participant.
- Tracing the submission of the final action plans and follow-up with the training participants, if needed.
- In collaboration with DGT, CSTARI and NIMI, facilitating the awarding of training completion certificates to those participants who have submitted their final action plans.
- Collecting participant feedback and document learnings in a training completion report for future reference.

F. Tracing the status of implementation of the action plans among a random sample of 100 ITI managers 6 months after the completion of the training. This includes:

- Gaining an in-depth understanding for the monitoring requirements of IGVET II.

- Based on the action plan templates and the specified assessment criteria, developing a report format to trace the status of implementation of the action plans.
- Converting the report format into an online questionnaire for the ITI managers to fill out 6 months after completion of the training.
- Transferring the backend management of the online questionnaire to the IGVET II.
- Creating a random sample of 100 ITI managers from the list of training participants for inclusion in the tracer study.
- Conducting the tracer study among the created sample.
- Analysing and reviewing the tracer study results together with the IGVET II team

Certain milestones, as laid out in the table below, are to be achieved by certain dates during the contract term:

Milestone	Deadline
Detailed implementation plan for the assignment (= inception report)	14 th December 2020
Submission of final survey questions	22 nd January 2021
Submission of survey results analysis	26 th February 2021
Submission of training goals	5 th March 2021
Submission of detailed training concept (including dates and timelines as well as preliminary agenda for each training session)	26 th March 2021
Submission of detailed training content, including presentations, assignments and exercises for live sessions, material for self-paced learning as well as templates for action plans	30 th April 2021
Final flyers and landing page for online registration	14 th May 2021
Mobilisation of 450 ITI managers (i.e. final participant lists)	28 th May 2021 (deadline may be extended for later trainings)
Training implementation	June 2021 – May 2022 (exact dates to be determined)
Submission of final tracer study concept and questionnaire	17 th December 2021
Submission of 450 action plans	30 th June 2022
Submission of training completion report including learnings and recommendations for future initiatives	29 th July 2022
Submission of tracer study results and analysis	26 th August 2022

Period of assignment: From 01.12.2020 until 31.08.2022.

4. Concept

In the bid, the bidder is required to show how the objectives defined in Chapter 2 are to be achieved, if applicable under consideration of further specific method-related requirements (technical-methodological concept). In addition, the bidder must describe the project management system for service provision.

Technical-methodological concept

Strategy: The bidder is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 and 2). Following this, the bidder presents and justifies the strategy with which it intends to provide the services for which it is responsible (see Chapter 3).

The bidder is required to present and explain its approach to **steering** the measures with the project partners and its contribution to the results-based monitoring system.

The bidder is required to present the actors relevant for the services for which he or she is responsible and describe the **cooperation** with them.

The bidder is required to describe the key **processes** for the services for which he or she is responsible and create a schedule that describes how the services according to Chapter 3 are to be provided. In particular, the bidder is required to describe the necessary work steps and, if applicable, take account of the milestones and contributions of other actors in accordance with Chapter 3.

The bidder is required to describe its contribution to knowledge management for the partner and GIZ and promote scaling-up effects (**learning and innovation**).

Other specific requirements

The project's design identity as well as GIZ corporate design guidelines will have to be followed in all presentations, flyers and publications that are created as part of the assignment. In line with GIZ regulations, a written declaration of consent will have to be collected from all people that photographed or filmed during the assignment.

The contractor is required to guarantee the overall quality and accuracy of work processes and outputs. The contractor is expected to conduct all necessary rounds of review with the project (and in some cases its implementing partners) and to integrate the feedback accordingly in order to meet quality expectations. The contractor may be required to submit more than one draft of the specified deliverables if quality standards are not met.

All deliverables of this assignment remain the sole property of GIZ and should not be used further. GIZ holds an unlimited copyright to all produced material and assets. The contractor shall ensure that GIZ's copyrights are respected at all times. The contractor shall be responsible for obtaining necessary permissions/license/royalties for any material used (for e.g. music, pictures, etc.) unless provided by the project.

Project management of the contractor

The bidder is required to explain its approach for coordination with the GIZ project.

- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH from 2020

In addition to the reports required by GIZ in accordance with AVB, the contractor submits the following reports:

- Inception report
- Brief quarterly reports on the implementation status of the project (5-7 pages)

The bidder is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the bid; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

The bidder is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the bid in accordance with section 5.4 of the AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between GIZ and field staff
- Contractor's responsibility for seconded personnel
- Process-oriented technical-conceptual steering of the consultancy inputs
- Securing the administrative conclusion of the project
- Ensuring compliance with reporting requirements
- Providing specialist support for the on-site team by staff at company headquarters
- Sharing the lessons learned by the contractor and leveraging the value of lessons learned on site

5. Personnel concept

The minimum eligibility criteria and the requisite expertise/skill sets required for the project are as follows:

- a) The average annual turnover for the last three financial years (last-but-four financial years can be included in case of invitation to tender held within six months of end of last financial year) must be at least EUR 300,000
- b) Number of employees as of 31.12 of the previous year shall be at least 10
- c) The consultancy should have undertaken similar practical oriented work for a minimum value of EUR 25,000 with a proof of projects undertaken.
- d) The consultancy must have prior experience in the design and implementation of training concepts for public-private cooperation. The consultants shall provide samples of prior successful concepts.

- e) The consultancy must have prior experience in the VET sector. The consultants shall provide proof of prior successful projects.
- f) The consultancy should have completed at least 3 successful projects in the capacity building of VET actors. The consultants shall provide proof of prior successful projects.
- g) The consultancy should have completed at least 2 successful projects focussing on the facilitation of public-private cooperation in the VET sector. The consultants shall provide proof of prior successful projects.
- h) The consultancy should have completed at least 1 successful project focussing on capacity building measures for ITI staff (principals, Master trainers, management staff). The consultants shall provide proof of prior successful projects.
- i) The consultancy should have existing linkages with German VET experts or consultancies.
- j) The consultancy shall have experience of working in India. The consultants shall provide proof of prior successful work.
- k) The consultancy shall have experience in implementing development projects. The consultants shall provide proof of prior successful work.

The bidder is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 8), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points.

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Overall responsibility for the training content development
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying, planning and steering the pool of experts needed to carry out the different tasks
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): University qualification (German 'Diplom'/Master) in project management, education or a related field
- Language (2.1.2): Good business language skills in English
- General professional experience (2.1.3): 10 years of professional experience in the VET sector

- Specific professional experience (2.1.4): demonstrated experience in private sector cooperation and/or design and implementation of trainings for vocational school managers
- Leadership/management experience (2.1.5): 6 years of management/leadership experience as project team leader or manager in a company
- Regional Experience (2.1.6.): 5 previous assignments in the Indian context
- Development Cooperation (DC) experience (2.1.7): 1 previous assignment in DC projects
- Previous experience with GIZ projects (2.1.8): 1 previous assignment with GIZ

Expert 1 and 2

Tasks of experts 1 and 2

- Technical set-up and backend management of the initial survey
- Analysis and processing of the survey results
- Design of flyers and landing page for online registration of training participants
- Target-group oriented visual design of (digital) training content, including presentations, videos, exercises, teaching and training material, handouts, etc.
- Visual design of action plan templates and conversion into online report format
- Technical support to training participants
- Monitoring of training participation, completion and participant follow-up
- Analysis and processing of the tracer study results

Qualifications of experts 1 and 2

- Education/training (2.2.1 and 2.3.1): University qualification (German 'Diploma'/Master) in instructional design, mixed-methods content development, media and communication or related fields
- Language (2.2.2 and 2.3.2.): Good business language skills in English
- General professional experience (2.2.3 and 2.3.3.): 3 years of experience in pre-production, production, post-production and editing processes for (digital) trainings
- Specific professional experience (2.2.4 and 2.3.4): demonstrated experience in (digital) content development for management trainings in the VET sector
- Development Cooperation (DC) experience (2.2.7 and 2.3.7): 1 previous assignment in DC projects

Experts 3 and 4

Tasks of experts 3 and 4

- Design of survey questions
- Design of training concept and content for flyers, presentations, videos, exercises, teaching and training material
- Design of action plan templates
- Mobilisation of training participants
- Implementation of live training sessions (on-site or online)
- Support to training participants in the development of action plans
- Design of tracer study concept and questionnaire
- Analysis of tracer study results
- Writing of training completion report

Qualifications of experts 3 and 4

- Education/training (2.4.1 and 2.5.1): University qualification (German ‘Diplom’/Master) in the field of business economics or other related fields
- Language (2.4.2 and 2.5.2): Good business language skills in English
- General professional experience (2.4.3 and 2.5.4): 5 years of experience in the field of VET with a focus on public-private cooperation and/or cooperative VET
- Specific professional experience (2.4.4 and 2.5.4): relevant professional experience in the training of VET management personnel as well as in the design of teaching and training content and material
- Regional experience (2.4.6 and 2.5.6): 2 previous assignments in the India context
- Development Cooperation (DC) experience (2.4.7 and 2.5.7): 1 previous assignment in DC projects
- Other (2.4.8. and 2.5.8): Good understanding of the German Dual System of Training and the role of the private sector in cooperative VET

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Intercultural competence
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

Additional experts may be proposed in accordance with the above-stated qualifications and the total number of expert days as stated in the costing requirements under 6. The bidder may also choose to partner with a German expert or consultancy to bring in the required expertise on the German Dual System of Training. The bidder must provide a clear overview of all proposed experts and their individual qualifications.

6. Costing requirements

Assignment of personnel

Task	Number of Days			
	Team Leader	Experts 1 & 2	Experts 3 & 4	Total
A. Developing a detailed implementation plan for the assignment	3	5	7	15
B. Conducting a short survey to understand the challenges and specific training requirements of ITI managers in the IGVET II cluster locations	2	5	3	10
C. Developing a comprehensive concept and content for a 5-day mixed-method training on cooperation with the private sector	5	10	20	35
D. Mobilising 450 ITI managers (principals or management staff) from the IGVET II cluster locations	5	15	25	45

E. Implementing the 5-day mixed-methods training for 450 ITI managers, excluding travel days	15	30	120	165
F. Tracing the status of implementation of the action plans among a random sample of 100 ITI managers 6 months after the completion of the training	2	8	10	20
Travel (1 day per training each for expert 3 and 4)	0	0	30	30
Total	32	73	215	320

Travel

The assignment foresees up to 30 travel days (1 travel day per training each for expert 3 and 4), including flight costs, daily allowance and local transport. Furthermore, the assignment foresees up to 120 overnight stays (4 nights per training each for experts 3 and 4) at the training location.

The bidder is required to calculate the travel by the specified experts and the experts he or she has proposed based on the places of performance stipulated in Chapter 6 and list the expenses separately by daily allowance, accommodation expenses, flight costs and other travel expenses.

With the exception of the per diems for travel days, all costs will be reimbursed as actuals upon submission of the original bills.

Trainings

The contractor implements the following trainings:

- At least 15 trainings (maximum batch size: 30 participants) for the principals and management staff of ITIs in the IGVET II cluster locations.

The contractor shall budget for audio/visuals and training venues (or alternatively, the set-up of the LMS) for each of the 15 trainings.

Other costs

- Printing of training materials (e.g. handouts, booklets, workbooks, etc.)

7. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

- IGVET II results matrix and other relevant commission documents
- Stakeholder map for IGVET II
- Models and methods for cooperative VET as developed by IGVET I
- Contact to the Directorate General of Training (DGT) and relevant state government education and training departments
- Contact to partner ITIs in the IGVET II clusters

8. Requirements on the format of the bid

The structure of the bid must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 4) is to be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). It must be legible (font size 11 or larger) and clearly formulated. The bid is drawn up in English.

The complete bid shall not exceed 25 pages (excluding CVs and other company documents as mentioned in the grid for assessing the eligibility of firms).

The CVs of the personnel proposed in accordance with Chapter 5 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages. The CVs must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in German.

If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

Please calculate your price bid based exactly on the aforementioned costing requirements. In the contract the contractor has no claim to fully exhaust the days/workshops/ budgets. The number of days/workshops and the budget amount shall be agreed in the contract as 'up to' amounts. The specifications for pricing are defined in the price schedule.