



Maldives: Enhancing Employability and Resilience of Youth Project (MEERY; P163818)

Ministry of Higher Education

Republic of Maldives

Terms of Reference and Scope of Services

For

A Consultancy to Design the Entrepreneurship and Personal Skills Training Course/Module:

Train- Selected Trainers and Roll Out the Course/ Module at Selected Pilot Sites.

1. Background

Several aspects of the Maldives' recent development pattern highlight imbalances between labor demand and supply. Public sector jobs are predominantly in the civil service with the rapid expansion of cadres in the 1990s and 2000s. However, with the increasing standard of living over time, the labor market has become more challenging for Maldivians in general. Increasing educational attainment among the younger generation and expectations have coincided/collided with the rapid growth in low-skill service jobs associated with tourism and construction, leading to a mismatch in skills supply and demand. Despite the high levels of growth and labor market conditions in public investments, tourism, fisheries and non-tradable tourism related activities, important challenges remain for young Maldivians. These relate to (i) the need for greater inclusion and productive employment for youth, especially for those who cannot rely on public sector jobs (because of a sharp reduction of public sector employment) or who are from the most vulnerable segments of the population; and (ii) an increasing reliance on foreign labor in important sectors such as tourism and construction services and limited opportunities for women.

The Government of Maldives (GoM) is implementing the “Maldives: Enhancing Employability and Resilience of Youth (MEERY)” Project. The project is funded by the World Bank. The objective of the project is to improve the relevance of technical and vocational skills and foster entrepreneurship to promote youth employment in priority sectors. The project is being administered by the Ministry of Higher Education (MoHE), with a Project Steering Committee that will be co-chaired by the MoHE and the Ministry of Economic Development. The project comprises three components and a Contingent Emergency Component. The three primary components are:

Component 1: Fostering skills development and entrepreneurship in priority sectors (Tourism & Construction and ICT_related Services Sectors through four sub-components:

- 1.1: Labor-market assessment and analysis for demand driven skills identification*
- 1.2: Revision of Skills Development (TVET and Entrepreneurship) Curriculum*
- 1.3: Face-to-Face Skills Delivery.*
- 1.4: Support for Entrepreneurship Development.*

Component 2: Promoting entrepreneurship and employment through skills Development and eLearning Strategy through three sub-components:

- 2.1: Strategy Development, Strengthening and Diversifying skills development programs.*
- 2.2: IT infrastructure for skills development and jobs platform.*
- 2.3: Career hubs for education-industry linkages.*

Component 3: Project Coordination, Monitoring and Evaluation

The Project Management unit (PMU) of the MOHE, who will be in charge of implementing the project is looking for a qualified Firm to carry out this assignment.

2. Objective(s) of the Assignment

The objectives of this assignment are as follows:

- (i) To design an entrepreneurship course composed of various modules (to be taken separately by youth in training and interested in engaging in the Business Plan Pitch competition) and various support materials (on-line and downloadable materials and courses as well as in class, face-to-face courses);
- (ii) Develop a Personal Skills Training module, including but not limited to, teaching a mindset of self-starting behavior, identifying and exploiting new opportunities, goal-setting, planning and feedback cycles, and overcoming obstacles, for the success of entrepreneurs;
- (iii) Train 50 trainers (BDS providers, lecturers, individual private providers, etc) on the above course and module, who can then be mobilized to deliver the trainings. The trainers will be selected by the MoED in collaboration with the MoHE and the PMU; and
- (iv) Roll out the entrepreneurship course/PST module on a pilot basis in the North, in Male and in the South to selected youth by the trained Master Trainers with oversight from the selected Firm

3. Scope and Tasks of the Assignment

The selected Firm will carry out the following key tasks:

Task 1: Development of the entrepreneurship module

Task 1.1: Develop an entrepreneurship course based on a training program similar to the Business Edge series of training modules by customizing IFC Business Edge catalogue (in case the firm uses the Business Edge model, it has to be a certified Business Edge Trainer) or develop an entirely new entrepreneurship module. The selected firm will need to work in close collaboration with the TVET/Polytechnic and BDCs/MoED during the development of the entrepreneurship module.

The entrepreneurship module should include, but may not be limited to, the following aspects: Developing a Business Plan, Marketing, Financial Planning and Management, General & Operations Management, Personal Productivity, Tourism, enterprise Governance and Human Resources. Additional topics for personal skills may also be included in the entrepreneurship module, such as identifying business opportunities, leadership and strategic management, action planning, persuasion and negotiation skills, acquiring starting capital, networking, personal initiative etc.

A proposed customized Business Edge® (BE) training program is presented in the table below and could be a starting point for accredited firms choosing to use the Business Edge model:

Modules	Duration in total	List of courses from the BE Catalogue	Customization/ New course?	Objective(s)
Writing a Business Plan	1 week	Evaluating investment decisions Developing a business plan	Expansion, development of new product, modernization for <u>existing</u> businesses + Pitching ideas to financial institutions/panel	Supporting businesses in developing a business plan and pitching their idea.
Creating the Business	1 week	Undertaking administrative steps to formally create a business		Supporting youth identify the critical path to creating formally a business (forms of corporations, business registration, dealing with fiscal and social security issues etc)
Introduction to Marketing Management	1 week			Raising awareness about the importance of Marketing and the various steps
Marketing Management	1 week	Preparing a marketing plan, a product strategy Developing a competition strategy		Developing a clear Marketing Strategy
Financial Management I	1 week	Using and analysing financial statements Controlling business assets Controlling costs	+Training on a software (excel or other)	Improving the financial system of the firm and knowing how to use this system for making decisions
Financial Management II	1 week	Working with budgets	+Training on a software (excel or other)	
Governance	1 week	Implementing enterprise governance Managing relationships Managing risks		

		Planning for business continuity		
Personal Productivity Skills	1 day for each course	Motivating People Managing Changes Managing Time Communicating Effectively		Assimilating different ways of managing people/staff
Introduction to Human Resource	1 week	Planning for Human resources Recruiting for Key Management Positions Performing Effective Job Design		Raise awareness about the importance of HR and the important areas
Human Resource Management I	1 week		+ Termination + Hiring/Firing Regulations in Maldives +More on the “Recruitment” (ability test, personality test) +More on identifying your HR needs and developing comprehensive job posting	Increasing productivity of the staff
General and Operations Management	1 week	Auditing Quality Controlling Physical Resources Planning and Controlling Work		
Tourism and Hotel Management	1 week	Caring for Guests 1 Caring for Guests 2 Saving Costs in the Accommodation Business Marketing Accommodation Services Selling Accommodation Services Running a Sustainable Accommodation		

		Business		
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Deliverables	Tentative Time Schedule
Inception report including implementation plan and timeline	Two weeks after contract signature 1 week
Successful design and development of the entrepreneurship module	6 weeks

Task 1.2: Development of the Personal Skills Training Module

Develop a Personal Skills Training Module, including but not limited to: teaching a mindset of self-starting behavior, identifying and exploiting business opportunities, goal-setting, action planning and feedback cycles, and overcoming obstacles, identifying business opportunities, leadership and strategic management, persuasion and negotiation skills, acquiring starting capital, networking.

Deliverables	Tentative Time Schedule
Inception report including implementation plan and timeline	1 week
Successful design and development of the personal initiative training module	2 weeks

Note: The training course/module will need to take into account: (i) the frequency of the sessions for each course/module (not too condensed but not too spread out), (ii) interactive and lively sessions that are customizable and relevant to entrepreneurs in the Maldivian context (avoid general lessons or abstract topics), (iii) practical applications to be done during the sessions (not too much theory/lectures), (iv) focus on small wins (practical changes within the trainees mindset etc). The number of days for each course/module will need to be determined by the firm, so the overall length of the entire module should fit one term/period of the training institutes where the module will be provided. Curriculum for each course/module will comprise content, materials, schedule and detailed organization of each session:

- A learning path that combines face-to-face training, and tests for each module.
- A final test to be undertaken after the course;
- A short summary for each module

All training materials, syllabus, schemes of work etc. developed by the firm will remain the intellectual property of the MEERY project, for the project to disseminate or utilize in future trainings as it sees fit. These modules will be adapted based on the feedback received from the trainees, if needed.

Task 2: Provision of Training-of- Trainers (ToT)

The Firm will be responsible for Train-of-Trainers. The Firm will be provided with a list of potential trainers to train and will complete training of 50 master trainers. The firm will be responsible for:

- Employing adequate methodology to train- the- trainers.
- Developing and updating the training plan. This plan will contain information on the dates, duration, location and maximum number of participants for each submodule.
- Organizing the logistics for all training sessions in collaboration with the PMU;
- Ensuring that modules and sessions are organized in all project locations
- Liaising with the PMU in cases of force majeure affecting trainers' participation to training;
- Ensuring that all trainers take the end-of-module assessment

- Submit reports on the attendance rate, issues, success of the training offer and proposing recommendations to improve the module if required.

The Firm need to be geographically flexible and adaptable regarding mobilization of their training teams and resources. The training will ultimately be delivered in all geopolitical zones, although training needs and number of trainees may vary considerably by zone. The number of trainees will be finalized in collaboration with the PMU once the mapping of all three priority atolls described above and potential intake for trainees and youth interested in the business plan pitch competition is done. It is expected that the training will be rolled out once the pilot interventions in these three first atolls have been tested and evaluated.

Develop a delivery schedule and plan that balance the required rigor and high standards of training required, with realism of the time and travel practicalities for trainers in catchment areas for the training locations. It is expected that the firm will develop a train-the trainers' implementation plan that offers a strong balance of high quality, efficiency and value for money.

The cost of the training venues, food during the training sessions and training accessories (video/audio) will be the responsibility of the PMU.

Deliverables	Tentative Time Schedule
Inception report including implementation plan and timeline	1 week
Successful completion of train the trainers for 50 master trainers Submission of report on training details	4 weeks

Task 3: Pilot the Entrepreneurial Course and the PST Module. The selected Firm will oversee three training sessions of the entrepreneurial course and the PST Module to be given by selected Master Trainers for selected students in the North, in Male and in the South).

Deliverables	Tentative Time Schedule
Training Session in the North	3 weeks
Training Sessions in Male	3 weeks
Training sessions in the South	3 weeks
Submission of final report with details of the pilot training sessions in the three regions	1 week

Note: The course/module will be conducted by the Master Trainers simultaneously. It is expected that the duration of the program will be 4 months. The Firm will provide one consultant (6 weeks in total) to travel between the three regions to observe and assist the trainers during the duration of the training period.

4. Tentative duration of the Assignment

The assignment will be for about 25 weeks and will be carried out after contract signature from March 2020 to December 2020.

5. Supervision

The firm will report to the Project Director/Project Coordinator in a collaborative manner to ensure that the overall objectives are achieved. The Project team will evaluate the performance of the deliverables.

6. Confidentiality, Ethics and Conflict of Interest

The selected Firm undertakes to comply with the World Bank's rules with regard to corrupt and fraudulent practices, conflict of interest and confidentiality. The Firm shall maintain confidentially on all sensitive information obtained during the assignment and shall not publish wholly or in part the findings or such information, without prior written consent by the DOSMEP. Any draft reports and other documents produced by the Firm will be discussed and cleared with the DOSMEP before their final issue.

7. Qualifications

Training. The Firm must have more than 15 years of experience in developing and delivering entrepreneurship trainings in Maldives or in the region. The Firm must provide details on the training modules/programs being delivered to youth or MSMEs that are relevant to this assignment;

Accreditation. The Firm must be Business Edge® accredited if it chooses the Business Edge Model;

Curriculum Development. The Firm must have more than 10 years of experience in developing curriculum in accountancy, financial management and marketing. The Firm must demonstrate a strong knowledge of the Maldivian private sector to ensure that the Business Edge® face-to-face training will be customized to Maldivian MSMEs;

Online materials. The Firm must show evidence of its capacity to develop online and downloadable materials;

Suggested Team composition. The Firm should have the following key experts: (1) Team Leader, (2) Senior Training expert, (3) Expert Training, (4) E-learning expert, (5) Support expert (logistic and training after-care). The key expert minimum qualification requirements should be:

Team Leader: Post Graduate Degree Business Administration or related course. 10 years of experience in project management and 10 years of experience in management, financial management curriculum development and/or marketing;

Senior Training Expert: Post Graduate Degree in Business Administration or similar discipline. 10 years of experience in training and curriculum development. Excellent knowledge in management, financial management, human resources and/or marketing;

Training Expert: Graduate Degree in Behavioral sciences, Leadership or Management. 5 years of experience in personal skills training in topics such as leadership, negotiations, power of influence, emotional influence etc. and experience in curriculum development.

E-Learning Specialist - Post Graduate Degree in Business Administration or similar discipline. 5 years of experience in e-learning;

Support Expert- Degree in Business Administration, Engineering, ICT, etc or similar discipline. At least 5 years of experience in project management, coordination etc.

8. Firm Evaluation/Selection Criteria

The method of procurement will be Consultants Quality Based Selection (CQS)

Criteria	Points
Required qualification and experience in training	30

Required qualification and experience in curriculum development	30
Required qualification and experience on developing online materials	20
E-Learning required qualification and experience	15
Business Edge accreditation	05

9. Duty of Care

- i. The Firm will be responsible for the safety and well-being of their personnel and Third Parties affected by their activities during this assignment, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.
- ii. The MEERY Project will share available information with awardees on security status and developments in Maldives where appropriate.
- iii. The Firm will be responsible for ensuring appropriate safety and security briefings for all their personnel working under the MEERY Project and ensuring that their expatriate personnel are registered.