

# **TERMS OF REFERENCE (TOR)**

## **Capacity Development of National Training Consultancy Service Providers (NTCSP) for RMG sector in Bangladesh**

### **1) Introduction**

Sudokkho is a 7-year skills training market development programme, funded by DFID and SDC. Directorate of Technical Education (DTE), Government of Bangladesh is the executing agency of Sudokkho. The programme is implemented by Palladium International in a consortium with Swisscontact and the British Council. Sudokkho provides technical assistance for setting up market-driven, quality skills training systems within the Readymade Garments (RMG) and Construction sectors with investment from key stakeholders such as employers, private training providers and trainees. The programme's target is that 110,000 poor people, including women and disadvantage populations, will earn increased income in skilled or semiskilled jobs after successful completion of relevant and quality training.

Sudokkho builds upon the TVET reform agenda in coordination with the Directorate of Technical Education (DTE) of the Ministry of Education (MoE). The Government of Bangladesh (GoB) supports initiatives that facilitate greater involvement of the private sector to ensure skills training is relevant and of high quality, thereby increasing post-training employment opportunities, as stipulated in the National Skills Development Policy 2011.

The programme also supports the capacity building of National Training Consultancy Service Providers (NTCSP). Objective of this support is to make a pool of national consultants available in the market who can offer advisory and technical training consultancy services to the RMG industry that facilitate long-term skills development in the industry.

### **2) Sudokkho's Industry Based Training System (IBT) for RMG Industry**

For skills development in the RMG sector, the proven method today is Continuous Development programmes tailored specifically to the needs of apparel factories. These programmes focus specifically on bridging the gaps in skills and knowledge levels, thereby offering greater job satisfaction to workers.

Sudokkho's Industry Based Training (IBT) system for RMG is centred on all the key performance drivers. It is a comprehensive training system, covering all the skills and knowledge areas currently required by supervisors and operators in the global industry. IBT addresses the gaps and obstacles that hold back performance. Methodology includes realistic simulation exercises and real-life case studies. Time for trainees to reflect on and permanently absorb the lessons is factored into the schedule. Trainees are engaged in a creative manner with an intensive and practical programme, which, once applied in the factory, has proven to lead to significant performance gains.

Sudokkho throughout the years has provided technical assistance to over 100 RMG factories for setting up Industry Based Training (IBT) systems inside the factories. One of the key features of this training system is its capacity to train new sewing machine operators (SMO) within a short duration of 2 – 3 weeks. The IBT system is developed and implemented in partner factories by international training consulting firms hired by Sudokkho. These firms specialize in capacity building in the fashion industry and have been involved with the RMG industry in Bangladesh over decades. Once RMG factories come onboard to collaborate with Sudokkho, the international consulting firms are assigned to work closely with them on the factory site.

Activities include:

- Training and development need assessment of the RMG factory
- Training system design
- Development of relevant training modules and tools
- Training of SMO Trainers, Assessors and Production line supervisors
- Oversee the first batch of sewing machine operators (SMO) training
- Backstopping support to the factory for additional coaching and monitoring

### **3) Opportunity for providing training consultancy services to the RMG industry:**

Due to high demand, RMG factories in Bangladesh often find it challenging to recruit skilled Sewing Machine Operators (SMO) in line with their production requirements. Majority of factories hire unskilled workers as helpers, who are gradually capacitated through informal on-the-job training. The process generally takes a long time and is not always efficient. Many factories run their own training centres inside the factories. Even then, there is an absence of structured curriculum, appropriate training techniques and tools; requiring RMG factories months to produce graduates (SMOs) who can be placed in production lines.

Throughout the years, in the course of its partnership with RMG factories, Sudokkho has identified that there is significant demand within the RMG industry for technical consultancy services for setting up training systems which can develop the capacity of their unskilled workers. This demand is likely to grow even further due to recent wage increase of unskilled workers (BDT 5,300 to 8,000). Factories are at a point where hiring unskilled workers from the gate has just become more expensive for them. This amplifies the need for time and cost-efficient ways of skills development. Thus, creating an opportunity for Bangladeshi consulting firms with the technical knowhow to capitalize on this business opportunity and cater to the demand for training consultancy service in RMG industry.

***In this context, Sudokkho through its National Training Consultancy Service Provider (NTCSP) Program, plans to strengthen the capacity of private consultancy firms in Bangladesh. Sudokkho is specifically looking for firms/organizations who want to expand their service portfolio by offering training consultancy to the RMG industry for designing and implementing in-factory training systems for sewing machine operations.***

### **4) About the National Training Consultancy Service Provider (NTCSP) Program**

The design of the NTCSP program has been based upon Sudokkho's Industry Based Training (IBT) support provided to RMG industry (described above). Sudokkho conducts the NTCSP training program by engaging an international training consultancy firm named Dagher Consulting Group (DCG). The firm specializes on lean manufacturing, productivity improvement, skills development and has been involved with the RMG industry in Bangladesh for decades.

Organizations who participating in the NTCSP training program, nominate their staff to be trained by Sudokkho to become NTCSPs. The total duration of the training programme is 26 working days. This

includes 11 days of classroom training sessions and 15 days of in-factory demonstration, learning and application. All 26 days are designed for technical people with background preferably in production and Industrial Engineering or equivalent. Within the 26 days, there are multiple sessions on marketing, which need to be attended by business / management background personnel from the participating firms. The NTCSP training program is broadly structured according into the following sessions (see Table 1):

**a. Performance Challenges and Future Needs**

This two-day session helps participants to develop an understanding of the current scenario of RMG sector and major problems related to skill development and productivity. Also, an introduction of levels of knowledge, skills and abilities of mid – level factory management will be made, as well as why the IBT system approach can solve existing problems. This session will serve to align the participants to common objectives and understanding of the IBT system.

**b. Engineering Elements and Values**

Before taking TCSP programme forward, participants must possess with basic engineering knowledge to facilitate learning and to better understand the performance challenges and future needs. This includes 3-day of on-site demonstration and learning. Training participants will visit selected garments factories to receive a practical demonstration on production engineering.

**c. Industry-based Training (IBT) System for Sewing Machine Operators (SMO)**

This module is the core of the NTCSP training programme. The 3-day classroom session provides a complete understanding of Industry Based Training for sewing machine operators in RMG factories. The participants will have the opportunity to learn the entire IBT methodology developed by Sudokkho and DCG. On the final day, training participants will go through a test to evaluate their understanding of the IBT system for sewing machine operators.

**d. Industry-based Training (IBT) System for Production Supervisors**

In this 2-day of classroom session, training participants will learn about another feature of the IBT systems, which is training of production line supervisors in RMG factories for enhancing their working methods, techniques and processes. At the end of day 2, trainees will be tested on their understanding.

**e. On-site Application**

The on-site application session comprises of 12 working days. It is linked with sessions (modules) c. and d. Participants who successfully complete the above sessions will be taken to selected RMG factories for on-site application of what they have learned about IBT system. It provides a great opportunity to put learning into practice and gain valuable experience for implementing IBT system in future client factories. Participants will carry out both SMO training and supervisor training at factories. There will be an evaluation at the end of on-site application.

**f. Marketing Strategy**

As mentioned earlier, the objective of the NTCSP programme is to capacitate Bangladeshi firms to offer advisory and technical consultancy services to the RMG industry. Therefore, after completion of training, firms need to have a proper marketing strategy to approach potential client factories and secure contracts for setting up training systems for sewing machine operations. This 3-day classroom session has been designed to coach participating firms on how to develop a business value proposition in relation to IBT system. Specific details of this session include assessing current state of the factory, analysing the

opportunities then calculating the amount of investment required from client factories and what is the return on that investment (ROI). During this session participating firms will also be expected to formulate service pricing, based on which they will offer training consultancy services to client RMG factories. The session is specifically for the business / management personnel of the participating firms. Technical consultants of participating firms will also be joining the session.

**Table 1: NTCSP Training Program Outline**

*Note: Training dates are indicative; final adjustments will be made prior to the commencement of the program*

Modules	Training Recipient	Location		Dates	
		Classroom	Factory	Start	End
<b>Session: 1 – Performance Challenges and Future Needs in RMG Industry</b>					
Current state of the RMG and productivity elements	Marketing Team And designated consultants of participating firm	1 Day		17 June 2019	17 June 2019
Current levels of knowledge, skills and abilities of line management, supervisors and workers working in RMG					
Future business needs to overcome the challenges					
Future skills and abilities required for line management, supervisors and workers based on future business trends					
Unit cost drivers and cost per minute					
In-Class Case Study (mind map chart connecting value engineering to unit cost)					
Review of the IBT Training Structure for both Sewing Machine Operators and Production Supervisors					
<b>Session: 2 – Engineering Elements and Values</b>					
On Site Demonstration and Learning (Engineering Elements and Values)	Designated Consultant of participating firm		3 Days	22 June 2019	24 June 2019
<b>Session: 3 – Training System for Sewing Machine Operators</b>					
Basic Training for Sewing Operators	Designated Consultant of participating firm	3 days		25 June 2019	27 June 2019
Technical Training for Sewing Operators					
Advanced Training for Sewing Operators					
Backstopping and Trainees integration					
Performance Measures and Calculations					
In-class assignment demonstrate the knowledge and skill in logical order and purpose					
Knowledge evaluation related to sewing machine operator program					
<b>Session: 4 – Training System for Production Supervisors</b>					
Review Training Structure (merged with session 3, day 1)	Designated Consultant of participating firm	2 Days		30 June 2019	1 July 2019
Module 1 – Work methods					
Module 2 – Manufacturing systems					
Module 3 – Process Tools					
Module 4 – Enabling supervisors					
Performance Measures and Calculations					
Knowledge evaluation related to Production Supervisor program					
<b>Session: 5 – On-Site Application (8 NTCSPs)</b>					
On-Site Application: Training System for sewing operators			12 Days	7 July 2019	25 July 2019

Modules	Training Recipient	Location		Dates	
		Classroom	Factory	Start	End
On-Site Application: Training System for supervisor	Designated Consultants of participating firm				
Skills and abilities evaluation related to supervisor and sewing operator programs					
<b>Session: 6 –Marketing Strategy</b>					
Understanding basics of Marketing	Marketing Team and designated consultants of participating firm	3 Days		30 July 2019	1 August 2019
Developing Business Value Proposition					
Building a Strategic Communication Skill					
Assessment and Analytical Tools					
Services Cost and Return on Investment (ROI) analysis					
Partnering with non – competitive TCSPs					
<b>Session: 7 – Evaluation and Certification</b>					
Final Evaluation and Certification: Operators & Supervisors Programme	Marketing Team and designated consultants of participating firm	1 Day		13 August 2019	13 August 2019
<b>Sub total</b>		<b>11 Days</b>	<b>15 Days</b>		
<b>Grand total</b>		<b>26 days</b>			

#### **g. Evaluation and Certification**

After successfully completing all the modules, training participants must go through a final evaluation comprising of a set of critical baseline standards required for expert-level TCSPs in order to satisfactorily deliver the training, coaching and mentoring. Sudokkho will certify the successful graduates as National Training Consultancy Service Provider (NTCSP).

### **5) Post Training Activity – Linkage with RMG factories for Providing Training Consultancy Services**

After a participating firm / organization successfully completes and graduates from the NTCSP programme, Sudokkho will link it with potential RMG client factory(s) to initiate discussions and secure contract for training consultancy service (i.e. implementation of a training system for SMOs). Sudokkho will source and identify the RMG factory(s) interested to implement in-factory training system; then facilitate meetings with the NTCSP firm / organization.

After establishing contact through Sudokkho, the NTCSP firm / organization will lead the discussions with client factory(s), outlining the details of the training consultancy service, and value proposition of setting up an in-factory training system. In the course of these meetings the NTCSP firm / organization will also share relevant technical details on how the training system will be setup in the client factory(s). At the end, NTCSP firm / organization will sign contract with client factory(s) and initiate the implementation of an in-factory training system.

During implementation of the training system, Sudokkho will provide backstopping support to the NTCSP firm / organization as additional coaching and monitoring.

## **Expression of Interest (EOI) for Participating in the NTCSP Program and Selection Process**

After receiving EOIs from potential firms / organizations, Sudokkho and DCG will screen the applications as per the below mentioned criteria. Once the initial selection has been made, Sudokkho and DCG will have one-on-one meeting with the shortlisted firm / organization. Participants who are nominated by their firms / organizations to take part in the NTCSP training, will also be interviewed at this stage.

Sudokkho will also carry out due diligence check with the finalist firms / organizations. After the due diligence checking is complete, Sudokkho will sign an agreement with the firms / organizations, outlining roles and responsibilities of each party. It is to be noted that there is no monetary transaction between Sudokkho and a participating firm / organization.

### **Essential criteria for participating organisations:**

- Experience in providing training or consultancy support to the RMG sector; preferably for productivity improvement
- Exposure to monitoring and evaluation tools and techniques
- Willingness to comply with the work plan
- Willingness to invest in time and people
- Dedicated personnel who can be nominated as consultants to deliver the IBT system
- Dedicated personnel who will participate in the training related to Marketing Strategy component
- Organisations which are willing to expand their businesses for providing technical consultancy support to RMG sector

### **Essential criteria for nominated personnel for the training:**

- Academic qualifications in relevant field of expertise preferably in production and Industrial Engineering or equivalent (e.g. Textile Engineering, Production Management, etc.)
- Have technical understanding of manufacturing processes of the RMG sector
- Experience of working in productivity improvement training in the RMG sector
- Demonstrated experience in coaching and mentoring trainees
- Proficient in MS Word, MS Excel and in typing Bangla
- Fluent in both Bangla and English
- Strong communication and interpersonal skills
- Passion for training

## **6) Roles and Responsibilities:**

### **Participating Firm**

- Capacity building of NTCSP programme is a rigorous training programme. Each module is related to next module; therefore, consultants/trainees need to participate in every classroom session and on-site allocation session to get full understanding about the programme. To be graduated as a national consultant, it is essential for the participants to mindfully take part in the sessions and complete whole programme.

Therefore, it is important that participated organisations allow consultants to join in the course releasing them from their day to day jobs. Therefore, organisations must be committed to spare their employees for taking the course. Organisations which cannot commit do not need to apply.

- Organisations cannot change participants and replace them with other employees while training. It means organisations need to nominate dedicated personnel who will continue the whole programme from initiation to completion.
- The purpose of the capacity building programme is to create competent national level consultants who offer Sudokkho's IBT system as a commercial service to the RMG sector. Therefore, organisations are expected to have a mindset to take it as a serious business incorporating into their regular services. After graduating from the programme, organisations will utilise the graduated national consultants to implement IBT system independently in factories. However, Sudokkho will assist firms to link them up with RMG industry so that they can autonomously implement IBT.
- As Sudokkho will not provide any stipend or TA/DA and transportation cost to participating firms and trainees, organisations may arrange transportation or TA/DA for their employees or employees may arrange by themselves during the whole training period.
- Organisations needs to ensure that nominated personnel comply with all rules, regulations and data confidentiality issues when working inside factories, as a part of the training programme.

### **Sudokkho**

- Engage Dagher Consulting Group (DCG) to conduct the capacity building programme.
- Arrange venues for classroom sessions
- Source factories for on-site application sessions
- Certify graduated consultants
- Source factories for linking graduate organisations with RMG industry

### **7) Briefing session**

A briefing session will be held on **May 2<sup>nd</sup> (Thursday), 2019**. Registration request to attend the session must be submitted by **17:00** (Bangladesh time) by **April 27<sup>th</sup> (Saturday), 2019** to [info@sudokkho.org](mailto:info@sudokkho.org) ; Sudokkho will confirm the registration, time and venue for the session via email and/or phone.

### **8) Submission of Expressions of Interest (EOI)**

Sudokkho invites interested and eligible firms / organizations to express their interest for participating in the National Training Consultancy Service Provider (NTCSP) Capacity Development Program. Applicants are requested to submit the following:

- Firm / Organization profile
- CVs of nominated personnel who will be taking part in the 'Capacity Building – National Training Consultancy Service Provider (NTCSP) Program
- Statement of purpose mentioning the reason for wanting to participate in the National Training Consultancy Service Provider (NTCSP) Program. Also, what sort of business benefits does the applicant foresee by taking up training consultancy service for RMG industry?

Please email these documents with the subject line- 'Capacity Building – National Training Consultancy Service Provider (NTCSP) Program' to this address: [info@sudokkho.org](mailto:info@sudokkho.org) by **May 12<sup>th</sup> (Sunday) 2019**.