
TERMS OF REFERENCE (Ver 13.09.2022)

Contract-no:

Project/mandate no: 1231.18.2.0
Project/mandate name/country: Occupational Skill Development for the Construction Sector
in Bhutan (OSD4CS) II

Employer: **HELNETAS Swiss Intercooperation, Bhutan**
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Contract duration From: 21st Nov 2022 To: 06th Dec 2022

1. Background

OSD4CS Phase II (01.07.2018 – 31.12.2022) is guided by the respective Project Document and Agreement signed in August 2018. The rationale behind the Project was the growing issue of youth unemployment in Bhutan, and the fact that the construction sector remains the most important sector in terms of employment generation. Human resource requirements for this sector are largely met through unskilled and semi-skilled guest workers from neighbouring countries. In parallel, skilling programs in the country are assessed to be detached from market realities, resulting in graduates who are not work ready. Therefore, the focus of the Project is on strengthening the quality of TVET in Bhutan by introducing relevant training approaches which are informed by market needs and leads to greater employability. The overall objective is: Young women and men obtain

decent¹ employment through quality and labour-market oriented vocational training. Towards this, the impact of the Project is expected to be:

- 75% of young women and men are successfully employed after graduation from quality dual training program.
- 65% people have increased their employment opportunities by attending labour-market oriented short-term training.
- 70% of graduates earning above minimum employment wage.

The target population are 15–24-year-old youth. Within this, 50% are expected to be women, and 50% of the total from disadvantaged groups, (unemployed youth, youth from remote areas and/or poor households).

A core part of the project was launching Dual Training Program (DTP) in Bhutan – a mode of training delivery that combines theoretical and practical training in technical training institutes (TTIs) and partner companies. The ratio agreed for Bhutan between the training venues are 30:70 in the TTIs and private companies respectively. The DTP launch in August 2019 welcomed 60 youth (14 female, 46 male) in Masonry and Construction Carpentry occupations in two partner TTIs, Chumey TTI in central Bhutan and Jigme Wangchuk Power Training Institute in southern Bhutan. As of December 2021, 257 youth (54, 25 and 178 in three batches respectively) have enrolled in dual training. Feedback from partner companies who have participated in skilling these youth, and the employment of all 54 graduates (20% women) from the first batch of dual training within the first 3 months of graduation are positive indications of market relevance. A factor could be the impact of the pandemic on the reduced number of skilled workers in the country as a result of restrictions on import of foreign workers; however, the general notion is that a return to 'normal' will still leave adequate demand for and employment space for practically skilled youth. Dual training was piloted in 2 trades within the construction sector and has so far been replicated in additional trades. The program was based on a DTP Framework and Operational Guideline that were developed through the Project in close collaboration with the Ministry of Labour and Human Resources (MoLHR) and partner TTIs and companies, and technical assistance from Helvetas.

In addition, various short-term trainings, curriculum support, procurement, and technical assistance have been completed. Developing partnerships with private companies is an important part of the Project and is ongoing.

The Project concludes on 31st December 2022. An end of Project review was foreseen in the Project Document.

2. Objective of the mission

The purpose of the review is:

- 1) To review the overall progress of project (if achieved as per planned outputs and outcomes in the Project Document).
- 2) To gauge the real impact of the project on the country's labour market.
- 3) To document priority best practices (1 or 2 best practices).

3. Expected Outputs

The final expected result of the mission is:

A final presentation on the main findings, along with a fit-for-purpose report.

¹<http://www.ilo.org/global/topics/decent-work/lang-en/index.htm> (18.09.2017)

4. Evaluation Questions

The evaluation must provide evidence-based information that is credible, reliable and useful. Although a mixed method of quantitative and qualitative methods is recommended, the actual method shall be determined by the evaluation design matrix to be prepared by the evaluation team. The evaluation team must propose clear methodology based on evaluation matrix to achieve the purpose and objectives of evaluation.

The proposal will be evaluated based on technical weightage 70% and financial 30%. The overall estimated cost of the evaluation is Nu. 740,000 (Seven Hundred Forty Thousand) only.

Based on the above-mentioned purpose and objectives of the evaluation, the study shall cover but not be limited to the following evaluation questions:

Relevance:

- To what extent has the Project contributed to the overall aims of MoLHR/RGoB to skill youth in the field of TVET?
- How consistent are the project's interventions with the needs of the primary stakeholders (youth, TTIs and employers)?

Effectiveness:

- Did the project achieve the intended results as per the project document?
- What have been the main factors supporting or constraining the achievement of planned results?
- Were the strategies adopted appropriate for the achievements of results?
- Has the partnership strategy been appropriate and effective?

Efficiency:

- Have planned activities and outputs been implemented and achieved on time and within the allocated resources? If not, what have been constraining factors?
- What have been the contributions of employers in the initiatives of the project, notably in the dual training component?

Sustainability:

- Is there evidence that initiatives taken through the Project or contributed towards by the Project will continue?
- What were the major lessons learnt?
- What are priority best practices that could be replicated?

5. Working methodology

- In-depth discussions in the Country Office & PMU
- Meetings with partners from the MoLHR/TTIs/CIs/Trainees (wherever applicable)
- Visit to select identified partner companies and TTIs (interviews and discussions)
- Other relevant approaches as proposed by the selected firm

6. Team

The mission will be conducted by the selected consultant and her/his team in collaboration with the PMU, Helvetas, and the implementing institutions in Chumey and Dekiling, and other relevant stakeholders.

The consulting firm must present the following qualifications:

- Professional background related to evaluation of projects and programs.
- Proven experience in evaluation of Projects.
- Experience in results-based monitoring and evaluation methodologies.
- Ability to deliver quality reports within the given time.

- Fluency in English is required.
- Excellent writing skills.
- Subject expertise shall be an advantage.

7. Time Frame of the assignment

- In country mission, 14 working days

Date	Activity
Nov 21, 2022,	Meetings with Helvetas and PMU
	Data collection and analysis with Project partners and beneficiaries
	Submission of draft report to Helvetas and feedback
Dec 05, 2022	Presentation of draft report to PSC/Helvetas
Dec 06, 2022	Finalization of consultancy report based on feedback from PSC and Helvetas

8. Reporting and debriefing

The consultant shall report to Helvetas on progress, findings and issues of this mission.

9. Logistics

While PMU/Helvetas will facilitate the arrangement of meetings with relevant stakeholders wherever and whenever required, the consultant is responsible for her/his logistics.

10. Reference documents

- Project Document & Agreement OSD4CS Phase II (1.07.2018 – 31.12.2022)
- Minutes of Project Steering Committee meetings
- Annual Work Plans (AWPs)
- Annual and Semester Reports
- Revised TVET Policy document
- DTP Framework (*MoLHR*)
- DTP Operational Guideline (*MoLHR*)
- TVET Quality Assessment Report 2022 submitted by Dr. Winfried Heusinger
- Midterm review report

Place and date

Thimphu, 02.11.2022