

## **ADDITIONAL INFORMATION TO ATTACHED TECHNICAL ASSISTANCE**

### **OUTLINE TERMS OF REFERENCE FOR CONSULTANTS**

1. Capacity building assistance will be required in the following areas to ensure that the Additional Skill Acquisition Program (ASAP) secretariat (implementing agency) is able to scale up the project beyond the pilot stage while ensuring quality and results. Accordingly, a national firm having the following resource persons will be recruited for a period of 24 months.

- (i) **Human development economist/team leader (international, 13 person-months intermittently over 24 months).** The team leader should have a master's/M. Phil. in Economics from a reputed university. He/she should preferably have more than 15 years of experience in development work and research with preferably focus on skills development. The team leader will guide a multi-disciplinary team of consultants and external resource persons to help the ASAP secretariat in two broad areas—capacity building and organizational strengthening on the one hand—and tracking the results of ASAP implementation. He/she (along with the team) will undertake detailed consultations with relevant ASAP staff and interview a sample of stakeholders (e.g., students covered by ASAP, parents, teachers, industry associations, sector skills councils [SSCs], private and public skills providers, potential employers, and industries) to understand their perspectives, and the overall challenges and opportunities faced by ASAP. Based on this, the team leader will guide the design and delivery of the following:
  - a. Skill-gap analyses to understand market demand for skilled workers and aspiration of the youth (with a focus on women) for jobs within and outside Kerala. This will also include demand mapping for the community skills parks (CSPs) to ensure that the menu of skill development courses offered is relevant. A detailed review of the National Student Survey data, Kerala specific surveys, as well as relevant economic research, will be required. In addition, the team leader will have to carry out suitable surveys focusing on the areas of interest to ASAP.
  - b. Define employability in terms of the market expectation in the skills areas relevant to ASAP. Design innovative ways of measuring the employability of ASAP students before and after they secure the level 1 certificate.
  - c. Design practical ways of tracking the employment outcomes for at least the sub-set of ASAP certificate holders who enter the job market within 6 months of getting the certificate. The information coming from the ASAP management information system (MIS) will help in the identification of such candidates. Beyond that, the human development economist/team leader will design tracer studies to monitor outcomes of ASAP's courses in terms of enhancing employability and improving employment outcomes.
  - d. Develop strategy for marketing Kerala as a “human resource hub” by strengthening ASAP's engagement with SSCs and relevant industry partners to increase job opportunities for ASAP certificate holders within and outside Kerala.

- e. Develop public–private partnership (PPP) options for outsourcing the operation and maintenance of the CSPs to private operators.
- f. Capacity building of program managers and skill development executives (SDEs) so that they are able to supervise and conduct the training programs effectively and assure quality.

(ii) **Program management cum institutional strengthening specialist (international, 11 person-months intermittently over 24 months).** The institutional strengthening specialist should have a management degree from a reputed institute (with specialization preferably in organizational behavior/human resource planning/ project management) with more than 10 years of experience of managing development projects and overseeing the required institutional strengthening. He/she will undertake the following:

- a. Review the current structure and functioning of the ASAP secretariat in the context of its mandate and operational goals, and suggest the reorganization requirements for enhancing implementation efficiency and ensuring sustainability.
- b. Prepare the required manuals and refine existing manuals so that ASAP's business processes become streamlined, and all staff and program managers become fully aware and trained on their respective roles and responsibilities.
- c. Prepare a detailed program implementation road map to guide the ASAP secretariat in terms of planning the roll-out of ASAP activities, sequencing and scheduling of different activities, and ultimately monitoring and tracking them.
- d. Design and undertake the required capacity development and training programs for the staff of the ASAP secretariat and the program managers.
- e. Engage key external resource persons in specific areas (e.g., quality assurance of training, pedagogy reform, curriculum design and delivery, marketing campaigns, industry engagement, and PPP specialists) and organize training workshops for ASAP staff, program managers, and SDEs (recruited by ASAP for delivering foundation training in communication English and basic information technology) as necessary.

(iii) **Vocational training specialist (national, 11 person-months intermittently over 24 months).** The vocational training specialist will have a degree in education or equivalent and preferably have more than 10 years relevant experience in developing technical and vocational education and training curriculum and course material, and training of trainers in modern pedagogic practices. He/she will:

- a. Review ASAP's existing course curriculum and identify areas of strengthening industry responsiveness and relevance to the local context.

- b. Help ASAP in designing more advanced vocational courses for levels 2 and 3 certifications that map to higher levels of 6 to 7 (i.e., advanced diploma) as per India's National Skill Qualification Framework.
  - c. Support ASAP secretariat in planning the key courses to be delivered at the skill development centers and CSPs, in line with the demand mapping at the CSP-level.
  - d. Review the list of skill development courses to be offered by ASAP and in consultation with the industries and/or SSC make an assessment of the type of equipment and facilities required for effectively delivering the courses. Accordingly, provide inputs into the design and upgrading of skill development centers and CSPs.
  - e. Work with trainers and instructors of public and private skills training service providers engaged by ASAP to upgrade their knowledge and teaching skills in competency-based education and training, holistic assessment, gender and social equity sensitivity, and learning resource development.
  - f. Provide inputs to ASAP for strengthening the design and delivery of capacity building programs of ASAP for training the master trainers and the SDEs.
  - g. Guide the ASAP secretariat in assessing the quality of foundation and skills development training provided by the private and public training service providers.
  - h. Assist the ASAP secretariat in revising and updating the course curriculum and delivery methods of different trades as required.
- (iv) **Labor market specialist (national, 11 person-months intermittently over 24 month).** The labor market specialist should preferably hold a master's degree in economics or any other related discipline from a reputed university, with preferably more than 10 years of experience in labor market analysis, manpower planning, and skill-gap analysis, and adequately equipped to undertake the following:
- a. Support human capital development economist in designing and conducting surveys to establish skill-gaps at state level and at select districts (In the relatively backward districts, the skill-gap surveys should focus on identifying community-based livelihood generation opportunities and the backward-forward linkages within the local economy or with that of nearby towns and cities.).
  - b. Review and refine the skill-gap analyses carried out by the National Skill Development Corporation, based on the skill-gap assessment study carried out and in relevance to the sectors focused under ASAP to cater to the local demands and other historically relevant locations outside Kerala. Undertake consultations with SSCs in this regard.

- c. Analyze the sectors/sub-sectors in other states where there is demand for skilled workers from Kerala.
  - d. Combine the demand projections (within and outside Kerala) and guide the ASAP as to the areas it should focus on.
  - e. Support the vocational training specialist in identifying the menu of skill development training courses that should be offered in the different CSPs based on the combination of demand within and outside Kerala.
  - f. Provide strategic inputs to support the ASAP secretariat in refining and tracking the employment and employability indicators listed in the results framework and design and monitoring framework.
- (v) **Monitoring and evaluation and survey specialist (national, 11 person-months intermittently over 24 months).** The monitoring and evaluation (M&E) specialist will have a master's degree in economics or statistics or equivalent from a reputed university, with preferably more than 10 years relevant experience in undertaking M&E of development projects. He/she will:
- a. Review the ASAP MIS and identify ways in which it can be strengthened and supplemented through additional surveys/studies for assessing and establishing the outcomes of the program (i.e., results beyond the outputs).
  - b. Design appropriate tracking surveys to capture ASAP's outcome in terms of enhanced employability and improvement in the employment prospects of level 1 certificate holders. Also, design the surveys in such a manner that the indicators listed in the design and monitoring framework, results framework, and disbursement-linked indicators can be tracked.
  - c. Support the ASAP secretariat in engaging and training a team of Kerala-based surveyors who are aware of the local dynamics in different districts.
  - d. Collect and analyze the survey data.
- (vi) **Industry engagement specialist (national; 10 person-months intermittently over 24 months).** The industry engagement specialist will have an MBA degree from a reputed university, with preferably 10 years or more experience in a wide range of sectors is required to help ASAP in entering into contracts with dynamic and modern firms. He/she will:
- a. Review the findings of the skill-gap analyses and analyze the feedback received from SSCs and industry associations regarding their needs for skilled workers.
  - b. Identify corresponding service sector and manufacturing firms in the states such as Karnataka and Tamil Nadu where youth from Kerala traditionally get employed in large numbers. In this context, the industry engagement specialist should undertake a detailed review of the dynamic Indian as well as foreign companies, and develop a strategy for ASAP to

engage with them. Where feasible, arrangements for supplying skilled labor to select companies will be designed.

- c. Assess the scope for partnership between ASAP and large human resource companies such as Teamlease so that ASAP certificate holders are able to tap into job opportunities.
- d. Assist the ASAP secretariat in designing a job portal which would act as a platform of interaction and engagement between potential employers and ASAP certificate holders.
- e. Based on the feedback of industry, support the ASAP secretariat in making well-reasoned decision on courses to be introduced/dropped/updated/modified to enhance market relevance. Also, analyze the trend in terms of student enrollment in different ASAP courses as against the targets, feedback of both students, as well as that of the institutions, where they carry out internships, etc. in this regard.
- f. Work with the communications specialist to prepare the required brochures and marketing material to position the ASAP courses appropriately to attract the target trainees and engage the potential employers.

(vii) **Communications specialist (national, 10 person-months intermittently over 24 months).** A communications specialist with preferably more than 10 years relevant experience of handling outreach efforts in development projects is required. He/she should have a degree in mass communication or journalism. He/she will:

- a. Conduct stakeholder analysis (including students, parents, teachers, public and private skills providers, industry associations, SSCs, and potential employers) and design a comprehensive communications strategy for positioning ASAP. Ensure that the communication strategy clearly explains the vision and purpose of ASAP to the various stakeholders, within and outside Kerala.
- b. Support ASAP secretariat in designing appropriate communication material for advertising the courses offered by ASAP to the target beneficiaries.
- c. Provide strategic inputs to strengthen ASAP's key campaigns in mobilizing the target beneficiaries and SDEs e.g., thousand splendid stars.
- d. Coordinate with the SSCs and industry associations with which ASAP has signed partnerships, and help to design a strategy for marketing ASAP certificate holders and general Kerala youth outside the state.
- e. Support ASAP secretariat in designing communication and marketing campaigns to target specific industries within (e.g., technopark, banking and finance companies, hospitality, retail, etc.) and outside (e.g., Indian

and foreign manufacturing companies, information technology companies, health care, etc.) Kerala.

- f. Develop partnerships with key media outlets/newspaper agencies to gain their support and cooperation in promoting outreach for the ASAP.
- g. Prepare case studies on ASAP subprojects to document key lessons and experience gained.
- h. Design appropriate dissemination material (electronic and print) to present the experiences and success of ASAP among the target stakeholders.

(viii) **Social development (gender) specialist (national, 9 person-months intermittently over 24 months).** A social development (gender) specialist with a masters' degree in economics or sociology or social welfare, and with preferably more than 10 years relevant experience working on gender and social aspects is required to:

- a. Study and analyze the various factors that determine the education and workforce participation-related behavior of females and males in Kerala. For example, the drop-out rate of males from the secondary to the higher secondary and college levels is higher than that for females. There is a strong tendency amongst females to pursue higher education and multiple degrees, and not to join the active workforce.
- b. Based on a review of all these factors, guide the ASAP Secretariat as to how best retention of males at the secondary, higher secondary, and undergraduate levels can be improved, and how specific courses can be designed which would be of interest to male and female candidates. The menu of service sector-oriented skills training courses being offered by ASAP is expected to be of occupational interest to females. The gender specialist should guide the ASAP secretariat in terms of introducing elements that will make the design and delivery of courses more aligned to the needs, aspiration, and interest of females.
- c. Coordinate closely with the labor economist, M&E specialist, and vocational training specialist to collect and analyze gender-focused data.
- d. Conduct gender sensitization workshops for the ASAP secretariat and other key stakeholders.
- e. Support the communications specialist to design gender-sensitive communication strategies and the development of key messages on gender equality measures within the context of the program.
- f. Prepare knowledge products on the social development and gender issues in Kerala drawing on the data collected under this program and the lessons learnt.

- (ix) **Public-private partnership specialist (national, 10 person-months intermittently over 24 months).** A management graduate from a reputed university or a chartered accountant, with preferably more than 12 years of relevant experience of structuring PPP contracts in the area of facilities social infrastructure is required. He/she will support ASAP on the following tasks:
- a. In consultation with the human capital development economist and the industry engagement specialist, design and administer investor appetite survey targeted towards potential CSPs being established by ASAP.
  - b. Develop a strategy for PPP in CSP operations and management based on the investor appetite survey.
  - c. Establish in cognizance with the skill-gap study and the domestic employability prospect, the commercial potential for CSPs to be let out for private sector participation as contractor.
  - d. Develop options for business models to engage private sector for operations and management of CSPs under the PPP mode.
  - e. Support ASAP in developing bid documents and contractual documents relevant for engaging private sector partner as contractor.
  - f. Support ASAP in evaluating the bids, negotiating with the shortlisted bidders, and engaging the successful contractors to be engaged under the PPP mode.
  - g. Provide strategic inputs to the design monitoring module to be integrated into the MIS for monitoring the operations, utilization, and management of the CSPs by the partner institutions.