

TANZANIA PRIVATE SECTOR FOUNDATION



TERMS OF REFERENCE FOR DEVELOPMENT OF FRAMEWORK FOR ESTABLISHING THE SECTOR SKILLS COUNCILS (SSCs) FOR SELECTED ECONOMIC SECTORS

1. BACKGROUND

Tanzania Private Sector Foundation (TPSF) has received financing from the Government of Tanzania through the Ministry of Education, Science and Technology (MoEST) as one of the implementing partners of Education and Skills for Productive Jobs (ESPJ) in the National Skills Development Strategy. To implement this program, TPSF intends to apply a portion of this fund to cover eligible payments under the contract for the provision of consultancy services for development of framework for the establishment of the respective Sector Skills Councils (SSCs) in Tanzania. The framework for the Sector Skills Councils will then form as an input into the establishment of the National Skills Council (NSC).

The Education and Skills for Productive Jobs (ESPJ) Program-for-Results (PforR) has been developed with a vision of addressing specific skills challenges as outlined in the National Skills Development Strategy (NSDS 2016 - 2026) that emphasizes the need for a more responsive education and ongoing training to make Tanzanians competitive in the local and international market.

It has been conceived that having the Councils at this moment is essential because they are part of the governance structures and operational Education and Skills for Productive Jobs (ESPJ) Program for Results. The ESPJ addresses needs with respect to human capital as outlined in Tanzania's National Development Vision 2025 (FYDP-I & FYDP-II). The strategy is closely aligned to the Education and Training Policy (ETP) 2015, as well as to other policies namely, the Integrated Industrial Development Strategy (IIDS) 2025 and the National Employment Policy (NEP).

The Education and Skills for Productive Jobs (ESPJ) program will support creation of Sector Skills Councils (SSCs) for each economic sector under the program as a platform for coordination and collaboration on skills within the sector. The sector skills councils will bring together all representatives of skills system stakeholders, with employers playing a leading role and therefore create platforms with the aim of, reviewing the past and present available skills within our labour work force and evaluate the changes required to meet current and future needs. The main aim being that to minimise the skill gaps that exist and build capacity of Tanzanians to acquire competences required in the priority economic sectors.

Specifically, Tanzania Private Sector Foundation (TPSF) has been assigned the responsibility of establishing the respective Sector Skills Councils (SSCs) for the six selected economic sectors. The Sector Skills Councils (SSCs) will later form as inputs/basis for establishing the National Skills Council (NSC). These Sector Skills Councils to be formed are; (i) Agribusiness and Agro-processing, (ii) Transport and Logistics, (iii) Tourism and Hospitality, (iv) Energy, (v) Construction, and (vi) Information and Communication Technology (ICT). The Councils

are expected being effective platforms for promoting public-private collaboration with regard to nourishing knowledge and skills development for the respective sectors. The establish SSCs will have the following goals:

- a.reduce skills gaps and shortages;
- b.improve productivity;
- c.increase opportunities for all individuals in the workforce; and
- d.Improve learning capacity.

The SSCs would be led by the private sector, under the leadership of the Tanzanian Private Sector Foundation (TPSF) that is the apex body of all private sectors in Tanzania. SSCs shall act as an aggregator of industry interests, bringing together firms and business associations and training providers, relevant Ministries and Regulatory Agencies The key role for the SSCs will be: identifying and prioritizing skills needs in the concerned economic sector; developing industry skills strategies and plans to achieve priority goals in line with the National Skills Development Strategy and Plan; defining and revising occupational and competency standards, training programs and curricula; facilitating industry membership on training institution boards; facilitating public private partnership in training delivery; and/or promoting enterprise-based training for students and instructors.

2. OBJECTIVES OF THE ASSIGNMENT

The overall objective of the assignment under consideration is to engage a consulting firm that shall prepare a framework for establishing and operationalization of dynamic and articulated respective Sector Skills Councils (SSCs). These institutions (SSCs and later NSC) shall assist all stakeholders in the industry, as well as policy makers in capturing primary components of training needs and build a sustainable workforce that supports the identified six economic sectors.

Specifically, the assignment will focus on developing systems and frameworks for SSCs effective delivery by applying best practice and experiences from reputable and functional councils

3. SCOPE OF SERVICES

The Consultant shall be entrusted with the responsibilities of undertaking the following core functions:

- (i) Review interim Sector Skills Councils
- (ii) Review existing systems and frameworks for establishment and operation of the SSCs. This includes development of Legal, Governance and Administrative Structures and Operations Manual
- (iii) Facilitate the process with regard to the formation, legalization and operationalization of the respective SSCs;
- (iv) Develop a strategy for programs sensitization to the public in general and industry in particular, on the need of developing skills, knowledge and rightful attitudes of the national work force for the purposes of improving productivity and competitiveness;

- (v) Identifying key players/stakeholders with the view of seeking their support and engaging them on the formation/establishment and operationalization of the respective SSCs.
- (vi) Work with SSCs Secretariat on the design and conduct a needs assessment analysis with the relevant stakeholders in order to understand the current and future sector's labor market trends and knowledge gaps among students and graduates of relevant schools.
- (vii) Advise best practice on how to create linkages to ensure that the Councils will support students in developing skills which they will use throughout their life and in their work in line with National Skills Development Strategy (NSDS) and government strategies, including the development of enterprising and employability skills which will shape their future working life, as well as cognitive skills and the opportunity to put learning into a practical context;
- (viii) To develop a Financial Sustainability Plan (FSP) for the SSCs once the funding from ESPJ will be phased out.

4. METHODOLOGY

The Consultant will define the methodology, inclusive of multimedia and participatory tools; however for this assignment the methodology should include, the following approach:

- (i) Document review: Desk review of existing education structure, related curriculum and other relevant documents regarding national sector policies such as project documents and government policies and strategies and legal frameworks;
- (ii) Review project data sources and methodology for collecting both quantitative and qualitative data;
- (iii) Carry out Key Informant Interviews (KII): liaise with potential key informants including Private and Public Sector, Ministry of Education, Science and Technology, National Council for Technical Education (NACTE) and selected training institutions;
- (iv) Conduct consultation with public and private sector (surveys, focus group discussions, observation); and
- (v) Consultant shall organize stakeholders' consultative meetings/workshops with a view of soliciting opinions and primary inputs facilitating the formation of SSCs.

5. EXPECTED OUTPUT

- Functional and operational NSC/SSC
- Framework for establishing NSC/SSCs
- Operations and Guideline Manuals
- Sustainability strategy
- Institutional strengthening and capacity building
- Governance structures
- Depository of literature

6. DELIVERABLES

The foreseen deliverables of the consultancy service shall be developed and submitted in electronic (MS Word/PDF) version and five (5) hard/colour printed copies of the relevant report.

6.1 Inception Report

This report shall briefly describe the mobilization and establishment status of the Consultant, the specific staffing plan, the updated work plan the Consultant proposes to follow in carrying out the assignment, based on the Consultants initial findings, details of any constraints or inputs required from the Client and such remarks as are deemed appropriate including the works done so far. This report shall be submitted not later than one (1) calendar week from the date of commencement of the services. The Client shall review the report and provide an approval within a period of two (2) calendar days prior to commencing the next step on the assignment.

6.2 Stakeholder's Meeting Reports

As part of the assignment, the selected Consultant will be required to conduct a consultative workshop involving potential stakeholders and present initial findings on the assignment, indicated evidenced based changes over the Project period, including final findings, and suggestion of a sectorial growth plan over a defined period of time. The meeting will be a constructive forum to clarify outstanding aspects on the establishment of the proposed Councils before finalization of the assignment. The Consultant shall undertake the assignment for a period of two (2) calendar days and utilize additional two (2) days on writing the relevant report on a scheduled meeting. The Client shall review and provide comments within one (1) calendar day.

6.3 Interim Report

This shall be produced at the end of the forth (4th) calendar week after the commencement of the assignment. The report shall describe the progress of the assignment, indicate summary of achievements, constraints and suggest the way-forward on executing the remaining portion of the contract. The reports shall be reviewed within a period of three (3) calendar-days by the Client by measuring the adequacy and consistency to the provided Terms of Reference (ToR). The Consultant shall proceed to the next course of action once the Progress Report is approved by the Client.

6.4 Assignment Review Workshop Report

On the fifth (5th) calendar-week, there shall be a two (2) days Assignment Review Workshop to be conducted in either Dar-Es-salaam or Dodoma; to be attended by a maximum of fifty (50) representatives of key stakeholders, preferably those who attended the initial Stakeholder Meeting, whereby the findings on the assignment shall be discussed. It is anticipated that the workshop resolutions and key contribution of the stakeholders will be reflected in the Draft Final Report. The Consultant shall be responsible for preparation of essential inputs, organize the

workshop and submit appropriate report in three (3) hard/colour printed copies and one electronic (MS Words/PDF) version. The Client shall closely coordinate with the Consultant and bear the responsibility of offsetting the costs and management of the Workshop.

The Consultant shall develop the Workshop Report that includes the following elements:

- (i) Current scenario on the education sector
- (ii) Socio-economic environment
- (iii) National Education Policy
- (iv) Statement on Council's Management Structure
- (v) Governance Overview and Resource Availability for Curriculum Implementation
- (vi) Teaching Methodology and Assessment of Student Achievement
- (vii) Monitoring and Evaluation of the Councils Sustainability
- (viii) Institutional Guidance and Counselling Services
- (ix) Proposed Structures of the National/Sector Skills Councils

6.5 Draft Final Report

The Consultant shall submit a comprehensive Draft Final Report that presents the required outcomes on the assignment, including issues and challenges in the implementation of the proposals. The Report shall address all key aspects as stipulated in the Terms of Reference, with recommendations for future course of action that will ensure the sustainability of the structures. There shall be Appendices providing information on feedback/comments/level of satisfaction on the processes and outcomes on the assignment. The Draft Final Report shall be submitted on the last day of the seventh (7th) calendar-week effective from the Contract Commencement Date. The reports shall be reviewed within a period of one (1) calendar-week by the Client; thereafter the Client shall allow the Consultant to proceed with the final submissions, with identified changes, if any.

6.6 Final Report

After receiving comments from the Client based on the observations of the Final Draft Report, on the eighth (8th) calendar week, specifically on the third day of the 8th week, the Consultant shall submit the Final Report to the Client. The Consultant shall take into account comments from the Client before submitting the Final Report, one (1) calendar-day prior to the contract ending date, for the Client ultimate attention.

7. PROFILE OF THE CONSULTANT, QUALIFICATIONS AND EXPERIENCE

The consultant should be a consortium or a firm with strong knowledge and experience in skills development, curriculum development and deeper understanding of the selected sectors, their growth trends and skills requirements. The consultant's keen understanding of the Tanzanian education sector and its linkages with its development dynamics and vision and experience in conducting similar assignment are key added advantage and will be given enough weight. The consulting firm should be organised as follows:

7.1 Team Leader

The Team Leader shall lead in conducting literature review of existing curriculum, pedagogy and other relevant processes, procedures, and documents relevant in the development of the respective Councils; design a methodology to collect both quantitative and qualitative data for an assessment to understand the current landscape in the labor markets and the perceived knowledge gap that exists among graduates of various training schools, and responsible for conceiving the structure of the required Councils. S/He must possess the following:

- (i) Master's Degree or above in either Labour market, Education, Adult Education, Public/ Business Administration, Economics, Demography or equivalent qualifications in a related Social Sciences;
- (ii) Minimum of ten (10) years of experience in guiding educational/institutional development, facilitating curriculum development, design and delivery of training modules and development of training materials and manuals in relation to executive audiences
- (iii) Five (5) years demonstrated experience in designing a workable framework of public and private education sector management structures similar to anticipated Councils;
- (iv) S/he should also be conversant with regulations of leading curriculum reviews and knowledgeable in navigating the Ministry approval systems for education curriculum revision; and
- (v) The person having a sound experience in executing contracts financed through Development Partners funds shall be having an added advantage.

7.2 Education Expert

The expert shall be highly knowledgeable in formulating strategic policies and plans in the education sector, database management, project management, stakeholders' consultations or identical core competencies. The incumbent shall possess the following:

- (i) Master's degree and above in the field of Education or equivalent sector;
- (ii) A minimum of eight (8) years' experience working within the education sector, conducting labor-based market assessments relevant to the public and private sector;
- (iii) Proven experience in reviewing and developing curriculum for education institutions within the last three (3) years or have significant prior experience in curriculum review and development;
- (iv) Extensive experience in providing strategic advice and the development of public policies in education sector;
- (v) Extensive practical experience with participatory education process, especially to ensure gender and governance-balanced perspectives;
- (vi) Familiar with the prevailing educational set-up and socio-economic surroundings in Tanzania; and
- (vii) Outstanding communication skills, with excellent command of spoken and written English and Kiswahili languages.

7.3 Governance/Policy Expert

The staff shall be responsible for data collection, preparation of questionnaires, supervising periodic sample surveys, conducting field visits, holding consultations and preparation of logical frameworks for the establishment of the Skills Councils. S/he shall possess the following:

- (i) a graduate in Education, Law, Statistics, Economics, Business Administration Data Management or equivalent qualifications and a member of a registered professional regulatory body; whereas postgraduate qualification in Education shall be an added advantage;
- (ii) minimum of eight (8) years of cumulative experience in capturing data and interpreting Key Performance Indicators (KPI); design, research analysis and preparation of strategic plans under specific education oriented projects under similar working environment;
- (iii) good analytical and writing skills and broad experience with facilitating and conducting focus group discussions and interviews; and
- (iv) strong legal background and on governance issues
- (v) outstanding communication skills with excellent command of spoken and written English and Kiswahili languages,

7.4 Sector Specialists

The consultant should either have in-house sector specialists in selected sectors of *Agribusiness and Agro-processing, Transport and Logistics, Tourism and Hospitality, Energy, Construction, and Information and Communication Technology (ICT)* or associate consultants who can provide the back stopping and beef-up the team of consultants in the course of developing the respective Sector Skills Councils.

7.5 Non-Key Staff

The Consultant shall determine the Support staffs such as Data Analysts (2), Data Collectors (3) and Logistics/Driver (1) that are deemed essential being incorporated in the assignment. However, their engagements are at the discretion of the Consultant and their backup experience and qualifications shall not be considered during the evaluation of the proposals.

8. INSTITUTIONAL ARRANGEMENT

The Consultant shall be reporting to the Executive Director of Tanzania Private Sector Foundation (TPSF) on all technical matters pertaining to the implementation of the assignment.

9. DATA, SUPPORT SERVICES AND FACILITIES TO BE PROVIDED BY THE CLIENT

9.1 Support Services to be Provided by the Client

The Client shall provide all necessary support to the Consultant for the purpose of assisting effective performance of contractual obligations. This support will include the following:

- (i) Relevant data and key information that is available and assist the Consultant perform the assignment successfully;
- (ii) Essential assistance for matters related to the coordination with the relevant Government Ministries, Departments and relevant Agencies as required for carrying out the assignments; and
- (iii) Arrange for logistics and bear the cost of conducting the stakeholders' workshop/meetings.

9.2 **Facilities NOT to be provided by the Client**

For all onsite-duties, the Consultant shall be responsible for making their own arrangements for office and living accommodation, transportation, communication, printing and secretarial services etc., in connection with the services to be rendered to the Client.

Any queries relating to this ToR should be submitted in writing to TFSF under the following address:

THE EXECUTIVE DIRECTOR
TANZANIA PRIVATE SECTOR FOUNDATION
P.O. BOX 11313
DAR ES SALAAM

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