

**SKILLS FOR FUTURE ECONOMY SECTOR DEVELOPMENT PROGRAM
CAM-SFE-SDF-CS-07 (Various Assessment Studies)**

Terms of Reference for Consulting Firm

“Developing Skills Framework for Textile and Apparel Industry in Cambodia”

26 August 2024

1. Background

The Skills for Future Economy Sector Development Program (SFESDP) of the ADB, AFD and the Royal Government of Cambodia (RGC) aims to improve employability of current and future labor force. The program consists of 3 outputs: Output 1: strengthen skills development ecosystem in Cambodia, Output 2: promote industry-led inclusive skills training in strategic partnership with industries, and Output 3: enhance the Skills Development Fund (SDF). It aims to develop a future labor force equipped with priority skills critical for the Fourth Industrial Revolution and a green economy by transforming selected TVET institutions. Additionally, it will operationalize the industry transformation map by enhancing the competitiveness and sustainability of priority industries, including the textile and apparel (T&A) sector, and by strengthening the Skills Development Fund (SDF) permanent agency. This initiative aligns with the government policy outlined in the "Cambodia Industry Transformation Map for the Textile and Apparel Industry 2023-2027" and the "Development Strategy for Garment, Footwear, and Bag Production 2022-2027," which focus on making Cambodia's textiles and garments more competitive, adding value, and ensuring sustainable and environmentally friendly growth.

SDF is an implementation agency and responsible for managing and implementing the Outputs 2 and 3 of the SFESDP. Under Output 2, SDF will develop a gender-responsive and inclusive textile and apparel skills framework, and deliver demand-based, inclusive training for the T&A industry workers. Under Output 3, the SDF will be strengthened, and the demand-based training programs financed by the SDF will be expanded.

To fulfill the objective of the Output 2, the SDF is looking for a consulting firm to carry out an assignment on “Developing Skills Framework for Textile and Apparel Industry in Cambodia”. The developed skills framework will be the main reference document for delivering modular training and middle management training and other soft skills training for the T&A industry. The firm recruited will be under the supervision of the Project Management Unit (PMU) of Output 2 and 3. As an external partner of SDF, Textile, Apparel, Footwear & Travel Goods Association in Cambodia (TAFTAC), will be instrumental in developing Cambodia's T&A skills framework by providing valuable industry insights during workshops, collaborating with the SDF on feedback on the draft framework, and facilitating data collection with their members. This ensures the framework reflects industry needs and is truly driven by T&A sector expertise. Furthermore, TAFTAC will also contribute to disseminating the finished framework, ensuring it reaches all relevant stakeholders and has a lasting impact.

2. Purpose of the Assignment

The goal of this assignment is to develop a gender-responsive and inclusive skills framework for the T&A industry in Cambodia.

The specific objectives of this assignment are:

- i) Develop sector and employment information, career map, occupation and job roles, skills and competencies description of the T&A industry in Cambodia;

- ii) Develop skills assessment tools and training programmes listing to align with identified skills and competencies description;
- iii) Identify training providers for developed training programmes, and propose recommendations for training programme delivery.

3. Duration of the Services

The assignment shall be completed within 6 months after commencement.

4. Scope of Services

This assignment has three main tasks as follows:

Task 1. *Developing sector and employment information, career map, occupation and job roles, skills and competencies description of the T&A industry in Cambodia*

- ✓ Identify and compile up-to-date information on sector and employment description including but not limited to key statistics, organization structure, emerging trends, and workforce profiles;
- ✓ Develop career maps including but not limited to career pathways and identification of required skills for both vertical and lateral progression for advancement and growth;
- ✓ Identify occupation and job roles and validate existing and emerging technical and generic skills and competencies of each occupation and job role, and rank relevancy level to industry's needs.

Task 2. *Developing skills assessment tools and training programme list*

- ✓ Develop user-friendly tools for skills match and skills gap assessment based on the identified skills and competencies description of each occupation and job role;
- ✓ Develop a training programme list which provides information on training programmes for skills upgrading and mastery that is aligned with industry-validated skills and competencies.
- ✓ Identify critical skills gap that can be developed on the job training, and/or by training providers

Task 3. *Identification of training providers (public, private and non-government) and recommendations for training programme delivery*

- ✓ Identify local training providers for the quality and rigorous training programmes and their limits;
- ✓ Propose recommendations to overcome the challenges of the training programme delivery.

Data Collection and Analysis: The consultant shall consider the following:

- Consultation with the SDF and TAFTAC: The consultant shall consult with the SDF concerning all steps of the study. Consultation with TAFTAC could be conducted together with the SDF and separately to collect TAFTAC's inputs on the draft skills framework.
- Stakeholder consultation: The consultant shall consult with relevant stakeholders including but not limited to the governmental ministries and institutions, development partners, business associations, business enterprises, and the training institutions. Consultative workshops shall be conducted in Phnom Penh.
- Secondary data collection: *Secondary data collection shall be conducted to collect relevant information about the target industry and their relevant training providers.*
- Questionnaire survey: A survey shall be conducted with business associations, and business enterprises of the target industry with an estimated sample size of 90 entities. The consultant shall develop the questionnaire and other tools as necessary. The questionnaire survey shall be conducted in Phnom Penh and other provinces, including but not limited to Banteay Meanchey, Kampong Speu, Kandal, Preah Sihanouk Ville, and Svay Rieng where the target entities are located.

- Gender inclusiveness: The study shall analyze and present gender-disaggregated data in the report. Also, the developed skills framework shall be gender-responsive.

5. Firm recruitment

The consulting firm should be based and registered in Cambodia. The method of selecting the consulting firm will be aligned with the Consultants' Qualifications Selection (CQS) process of the ADB. The interested firms are to submit an amplified and detailed expression of interest (EOI) in reply to the advertisement which will be posted on ADB's CSRN website, SDF channels, and a local advertising portal. A firm with the best-evaluated EOI will be requested for a combined submission of the technical and financial proposal, and subsequently, invited for negotiations. The firm will be engaged if the proposal meets the requirements, and the negotiations are successful.

6. Team Composition and Qualification Requirements for the Experts

The consulting firm will need to arrange transportation and accommodation for survey activities and must deploy the following team of experts to carry out the assignment as follows.

A. Team Leader – International Skills Framework Development Specialist (1 person, 4.5 person-months)

Qualification:

- At least a master's degree in policy studies, development studies, education, economics, or other related fields,
- At least 9 years of international professional experience in gender-responsive garment industry development, private sector and business development, industrial operation and management, skills training, and skills framework development,
- Extensive experience and knowledge of skills framework development, garment industry and relevant policies in Cambodia, garment industrial operation and management, and capacity development,
- Having project experience with T&A industry development and project experience in Cambodia will be a plus,
- Ability to supervise and control the quality of the study with a high level of accuracy,
- Ability to analyze qualitative and quantitative data,
- Excellent English, and interpersonal and communication skills.

Responsibilities:

- Manage all activities on the ground and supervise the team,
- Develop research methods, data collection tools, and work plan,
- Lead the consultation with key stakeholders,
- Conduct secondary data collection,
- Identify sector and employment description, development of career maps and occupation and job roles,
- Develop the skills framework and ensure the quality of the skills framework,
- Ensure the effective and efficient performance of the team,
- Ensure high quality of collected data and reports,
- Keep the collected data confidential,
- Prepare reports and presentations,
- Interact with client and handle complaints,

- Perform other tasks as requested to complete the assignment with high quality.

B. Deputy Team Leader – International T&A Industry Development Specialist
(1 person, 4.5 person-months)

Qualification:

- At least a master's degree in policy studies, development studies, education, economics, or other related fields,
- At least 7 years of international professional experience in gender-responsive garment industry development, private sector and business development, and industrial operation and management,
- Extensive experience and knowledge of garment industry and relevant policies in Cambodia, garment industrial operation and management, and skills training and capacity development,
- Having project experience with T&A industry development and project experience in Cambodia will be a plus,
- Ability to supervise and control the quality of the study with a high level of accuracy,
- Ability to analyze qualitative and quantitative data,
- Excellent English, and interpersonal and communication skills.

Responsibilities:

- Co-manage all activities on the ground and co-supervise the team,
- Co-develop research methods, data collection tools, and work plan,
- Co-lead the consultation with key stakeholders,
- Conduct secondary data collection,
- Assist the team leader as required,
- Identify sector and employment description, development of career maps and occupation and job roles,
- Co-develop the skills framework and ensure the quality of the skills framework,
- Ensure the effective and efficient performance of the team,
- Ensure high quality of collected data and reports,
- Keep the collected data confidential,
- Prepare reports and presentations,
- Interact with client and handle complaints,
- Perform other tasks as requested to complete the assignment with high quality.

C. Team Member – National T&A Industry Development Specialist
(1 person, 4.5 person-months)

Qualification:

- At least a master's degree in policy studies, development studies, education, economics, or other related fields,
- At least 5 years of professional experience in garment industry development, private sector and business development, and industrial operation and management,
- Extensive experience and knowledge of garment industry and relevant policies in Cambodia, garment industrial operation and management, and capacity development,
- Having project experience with T&A industry development will be a plus,
- Ability to supervise and control the quality of the study with a high level of accuracy,

- Ability to analyze qualitative and quantitative data,
- Excellent English, and interpersonal and communication skills.

Responsibilities:

- Work with the team leader and deputy team leader to manage all activities on the ground and supervise the team,
- Work with the team leader to develop research methods, data collection tools, and work plan,
- Lead the questionnaire survey and spot check,
- Assist the team leader and deputy team leader as required,
- Support the identification of sector and employment description, development of career maps, and occupation and job roles,
- Identify and validate the existing and emerging technical and generic skills and competencies as required by the industry,
- Ensure the effective and efficient performance of the team,
- Ensure high quality of collected data and reports,
- Keep the collected data confidential,
- Work with the team leader to prepare reports and presentations,
- Interact with the client and handle the complaints,
- Perform other tasks as requested to complete the assignment with high quality.

D. Team Member – National Skills Development and Assessment Specialist
(1 person, 4.5 person-months)

Qualification:

- At least a master's degree in policy studies, development studies, education, economics, or other related fields,
- At least 5 years of professional experience in design, implementation and management of educational and skills training, development of skills curricular and training programmes, and skills need analysis and assessment,
- Extensive experience and knowledge of garment industry and relevant policies in Cambodia, capacity assessment and development, knowledge management, and institutional development,
- Having project experience with T&A industry will be a plus,
- Ability to supervise and control the quality of the study with a high level of accuracy,
- Ability to analyze qualitative and quantitative data,
- Excellent English, and interpersonal and communication skills.

Responsibilities:

- Work with the team leader and deputy team leader to manage all activities on the ground and co-supervise the team,
- Work with the team to develop research methods, data collection tools, and work plan,
- Co-lead the questionnaire survey and spot check,
- Assist the team leader and deputy team leader as required,
- Develop skills assessment tools and training programme listing,
- Identify the training providers and methods of training programme delivery,
- Ensure the effective and efficient performance of the team,

- Ensure high quality of collected data and reports,
- Keep the collected data confidential,
- Work with the team to prepare reports and presentations,
- Interact with the client and handle the complaints,
- Perform other tasks as requested to complete the assignment with high quality.

E. Data Analyst (1 person, 2 person-months)

Qualification:

- At least a master's degree in statistics, data science, or related fields,
- At least 4 years of professional working experience in quantitative and qualitative data analysis including stakeholder analysis and SWOT analysis,
- Experience in data analysis and interpretation of relevant projects and skills demand analysis will be a plus,
- Strong knowledge of education and TVET policies, skills development,
- Strong background in STATA, SPSS, R Statistical, and other relevant statistic tools,
- Good in English and fluent in the Khmer language,
- Excellent interpersonal and communication skills.

Responsibilities:

- Conduct data coding and data entry,
- Filter and clean the collected data,
- Interpret data and analyze results using statistical techniques,
- Ensure the analyzed results meet the studies' objectives,
- Keep the collected data confidential,
- Work with the team to develop the data collection tools.

F. Field Leader (1 person, 1 person-month)

Qualification:

- At least a bachelor's degree in social studies, education, economics, or other related fields,
- At least 4 years of working experience in managing surveys and stakeholder consultation,
- Experience in design of the questionnaire, conducting a quantitative and qualitative survey, consultations with multi-stakeholders, and empirical data collection and analysis,
- Strong knowledge of education, skills development, and funding strategic development,
- Experience in leading the field survey will be a plus,
- Good in English and fluent in the Khmer language,
- Excellent interpersonal and communication skills,
- Willing to travel to provinces.

Responsibilities:

- Provide feedback on the work plan and data collection methods,
- Conduct secondary data collection,
- Arrange consultation and interview meetings for the team,
- Lead the questionnaire survey,
- Double-check and ensure the quality of the collected data and keep it confidential,

- Follow up with consulted and interviewed key informants if required.

G. Enumerators (2 persons, 1 person-month each)

Qualification:

- At least a bachelor's in development studies, education, economics, or other related fields,
- At least 2 years of working experience in conducting quantitative and qualitative surveys with multi-stakeholders, especially the enterprises and training institutions,
- Strong knowledge of education, skills development, and funding strategic development,
- Knowledge of online and paper-based data collection tools,
- Good in English and fluent in the Khmer language,
- Excellent interpersonal and communication skills,
- Ability to control and demonstrate a qualitative and quantitative survey,
- Willing to travel to provinces.

Responsibilities:

- Provide feedback on questionnaires and work plans,
- Conduct questionnaire testing and questionnaire surveys,
- Ensure the effective and efficient performance,
- Double-check the collected data and keep it confidential,
- Follow up with interviewed key informants if required.

7. Reporting Requirements

Reporting Arrangement:

The recruited consulting firm will be under direct supervision of and report to the Project Management Unit (PMU) of the Output 2 and 3 of the SFESDP.

Report Preparation:

- (i) Prepare an inception report which indicates sampling methods, data collection tools, and detailed work plan,
- (ii) Prepare a progress report on data collection activities and outlines of final report,
- (iii) Prepare a draft report and cleaned dataset,
- (iv) Make a presentation of preliminary findings
- (v) Conduct a consultative workshop and compile a list of comments,
- (vi) Revise and finalize the report.

The number of copies of the report:

- (i) Hard copies: 10 copies of the final report,
- (ii) Soft copies: 5 USB flash drives which include a final report and cleaned dataset.

Contact details for submission of Reports:

To: Ms. Heng Sambath
 Acting Strategy Manager
 Skills Development Fund
 Phone: (+855) 23 901 583
 Email: h.sambath@sdfcambodia.org

8. Expected Deliverables and Timeframe

The final report submission shall be made within 6 months after commencing the contract. Upon contract signing, a 10% advance payment will be made to the firm. The specific deliverables, expected timeframe, and payment are expected as below.

No.	Outputs/Deliverables	Expected timeframe	Payment
i	Completion of an inception report, including methods, data collection tools, and work plan	2 weeks after commencement	20%
ii	Submission of progress report and proposed outline of the final report after completion of data collection	4 weeks after inception report	20%
iii	Submission of the draft report and dataset	5 weeks after progress report	
iv	Presentation of preliminary findings to the SDF	1 week after draft report	
v	Submission of 1 st revised draft report	2 weeks after 1 st presentation	20%
vi	Consultative workshop on preliminary findings with key stakeholders	3 weeks after 1 st revised draft	
vii	Submission of a 2 nd revised draft report and collection of response to comments from consultative workshop	3 weeks after consultative workshop	20%
viii	Presentation of final findings to the SDF	1 week after 2 nd revised draft	
ix	Submission of the final report	3 weeks after final presentation	10%

9. Client's Input and Counterpart Personnel

(a) Property to be made available to the Consultant by the Client:

- (i) PMU will issue a commission letter to the consultant if requested.

(b) Professional and support counterpart personnel to be assigned by the Client to the Consultant's team:

- (i) PMU and M&E Team will provide advice and comments on the content of the study and questionnaires.

10. Client inputs, project data, and reports to facilitate the preparation of the Proposals:

n/a