

**Terms of Reference (ToR) for
Development of Training Modules on**

- (i) Leadership and Managerial Skills development for SMEs
(ii) Labour Right and Gender equality promotion of SMEs**

1. Background:

Small and Medium Enterprises (SMEs) plays a vital role in most economies, particularly in developing countries. SMEs account for the majority of businesses worldwide and are important contributors to job creation and global economic development. They represent about 90% of businesses and more than 50% of employment worldwide. Formal SMEs contribute up to 40% of national income (GDP) in emerging economies. These numbers are significantly higher when informal SMEs are included. According to World Bank estimates, 600 million jobs will be needed by 2030 to absorb the growing global workforce, which makes SME development a high priority for many governments around the world. In emerging markets, most formal jobs are generated by SMEs, which create 7 out of 10 jobs (World Bank report).

Development of SMEs needs to enhance their capacity. Capacity building of the entrepreneurs could be increased through training. Training constitutes a basic concept in human resource development. It is concerned with developing a particular skill to a desired standard by instruction and practice. Training is a highly useful tool that can bring a person into a position where they can do their job correctly, effectively, and efficiently. Lack of skilled workers is one of the key constraints to growth of SMEs. It is one of the major obstacles that SMEs are facing to grow their businesses in emerging markets and developing countries. Hence, the necessity of trainings is so important for the development of SME Entrepreneurs.

Again, training needs to be assessed for effective training. A planned training module also needs to be prepared with appropriate contents for effective training. As an instructional guide, training module primarily used for teaching and learning step-by-step. The content within a training module should be designed and created to support the learner's intake and retention of the information it contains. It is used to create step-by-step learning of an overall topic, enabling learners to gradually progress through the contents of the module to reach their training goals.

SME entrepreneurs and workers can improve their knowledge gap through different types of trainings. To conduct the training all over the country, SME Foundation in collaboration with Friedrich-Ebert-Stiftung (FES) Bangladesh feels to prepare the training modules on (i) **Leadership and Managerial Skills development for SMEs** and (ii) **Labour Right and Gender equality promotion of SMEs**. In this regard, we would like to appoint researchers/consultants to prepare the training modules. Therefore, it is required to develop a ToR for consultant(s) to develop training modules.

2. Objective:

The objective is to develop a comprehensive training module (7 days) on the topics/issues entitled: (i) **Leadership and Managerial Skills development for SMEs** (ii) **Labour Right and Gender equality promotion of SMEs.**

2.1 Specific Objectives:

- To equip the trainees with the necessary skills of leadership, management, and understanding of labour rights and gender equality perspectives while entering the Bangladesh and global job market or entrepreneurship;
- To provide necessary materials, tools and techniques to the trainees for having good access to improved quality and standards of labour;
- To orient trainees to the human rights, labour rights and gender equality literature (from the national and global context).

3. Scope of Work

- Reviewing existing available modules and materials related to the mentioned topics by different government and non-government training institutes;
- Develop and design the training curriculum and materials based on the objective and specific objectives;
- Validate the modules in a stakeholder consultation workshop;
- Align the module contents according to the feedbacks and finalize the modules.

4. Methodology and Task Specification

- The researchers/consultants shall propose a detailed methodology and work plan complying with the objectives;
- The data collection method must be clearly mentioned in the methodology (say primary sources like visit to the training institutes, KIIs, FGDs, consultation meetings etc. and also from the secondary sources like reports, websites etc.);
- Based on the assessment, drafting the methodology and training schedule and submission for approval.
- The researchers/consultants shall propose a comprehensive work plan with every details of activities including but not limited to planned tasks, person-days, duration etc.;
- The researchers/consultants shall propose a budget with every breakup detail (segment wise);
- The researchers/consultants will get feedback from the SME Foundation and FES Bangladesh time to time on the way of finalizing the module.
- SME Foundation and FES Bangladesh can support to the researchers/consultants to organize the validation workshop, if required.

5. Reporting Requirements

- It is expected to respond to all the tasks identified in the ToR and follow the standard format (training module);
- The training modules will be both in Bangla and English;
- The consultants will be engaged and responsible for different types of works, such as work sharing, meeting with SME Foundation and FES Bangladesh, workshop preparation etc.

- The researchers/consultants shall finalize the draft training module by incorporating the opinion of SME Foundation and FES Bangladesh.
- The researchers/consultants will finalize the training module incorporating the recommendations from the validation workshop.
- Final training module is to be submitted to Managing Director, SME Foundation. After reviewing the modules, SME Foundation will handover it to FES Bangladesh.

6. Time Frame (Tentative)

SL	Activity	Month 1	Month 2	Month 3	Month 4	Month 5
1.	Awarding the task					
2.	Submission of Inception Report					
3.	Review and collection of Secondary materials, reports and consultation with stakeholders.					
4.	Submission of draft training module					
5.	Validation Workshop					
6.	Submission of Final training module (by incorporating recommendations from validation workshop).					

7. Remuneration and payment

- A fixed amount of consultancy fees for the activity will be finalized as per FES norms in consultation with the researchers/consultants and paid by FES Bangladesh;
- The full amount of the honorarium will be paid per cheque to the name of researchers/consultants in three instalments. First instalment (30% of the contract price) shall be paid upon acceptance of the inception report, second instalment (30% of the contract price) shall be paid upon acceptance of the draft training modules and the final one (40% of the contract price) shall be paid after finalization and acceptance of the final training modules;
- The inception report, draft modules and final training modules will be finalized/accepted upon certification from SME Foundation and FES Bangladesh;
- Income tax will be inclusive to the amount and that will be deducted at source. A challan will be provided to the researchers/consultants later;
- FES Bangladesh will deposit the VAT separately on the behalf. The acknowledgement of VAT deduction at source (challan) can be delivered subsequently to the Contributor;
- Validation/consultation workshops will be organized jointly with SME Foundation, FES Bangladesh and the researchers/ consultants. All the costs for the workshops will be borne by FES Bangladesh.

8. Declarations and Representations

- By signing the contract, the researchers/ consultants certify that they are not in a situation of conflict of interest in relation to this contract.
- The researchers/consultants may request that their names will not be used in connection with the service, if such is processed or changed. Otherwise, the researchers/consultants will be referred to as the author of the training modules.

- The deliverables that are produced as part of this contract will be the property of SME Foundation and FES Bangladesh and they reserve the rights to use the deliverables.
- Confidentiality of information that belongs to SME Foundation and FES Bangladesh should be maintained strictly by the consultants at all times.
- SME Foundation and FES Bangladesh shall reserve all rights for adding any dimension to the modules;
- SME Foundation and FES Bangladesh reserves the right to accept or reject any or all bids in part or in full without assigning any reason.

9. Termination of the contract

- SME Foundation and FES Bangladesh reserves the right to terminate the contract without prior notice in case of failure to fulfill/complete the assignment satisfactorily.

10. Technical Evaluation Criteria for two researchers/consultants (one lead researcher/consultant and one co-researcher/co-consultant):

Lead Researcher/consultant

- Lead researcher/consultant shall be a Senior Researcher/Professor (PhD holders are preferred) to guide, monitor, evaluate and analyze the entire process of training modules development;

Co-Researcher/consultant

- The co-researchers/co-consultant shall have experience to work with SME enterprise/entrepreneur as well as work experience to assist lead researcher/consultant all the way to complete the task.

General Qualifications of the consultants:

- Researchers/consultants should have at least 5 years of experience in developing the training modules;
- The Researchers/consultants will get priority in case of having more experience in developing the training modules, especially on the related field;
- Researchers/consultants shall submit the hard copy of their prepared previous training module along with work order/completion certificate.

11. Steps for selection of researchers/consultants:

- a) Request for expression of Interest (EOI);
- b) Short listing of EOI;
- c) Request for Proposal Submission (technical and financial proposal);
- d) Evaluation of proposals;
- e) Awarding the task.

12. Expected Deliverables:

1. Inception Report;
2. Draft Training Modules;
3. Final version of the Training Modules (Hard and soft copy).

13. Submission of the Application:

- Interested researchers/consultants shall respond to the expression of interest (EOI) by submitting technical and financial proposal along with CVs and necessary TIN copies by 31 July 2021.
- Hard copy in a sealed envelope to:
 - Managing Director, SME Foundation, Parjatan Bhaban, E-5/C-1, Agargaon Administrative Area, Sher-e-Bangla Nagar, Dhaka-1207
- In case of soft copy submission: (masum.billah@smef.gov.bd).

14. Copyright

- Copyright of the training module prepared by the researchers/consultants under this contract will be reserved by SME Foundation and FES Bangladesh.
- Any part of the report cannot be shared, sold or reproduced in any manner without the prior written approval of SME Foundation and FES Bangladesh.

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