

Request for Quotation

Issue date: 19 September 2018

POST-TRAINING SUPPORT for **Community Skills Development Centres (CSDCs)** benefitted through the UNESCO-EU Management Capacity Building of Publicly and Community Supported Technical, Entrepreneurial and Vocational Education and Training (TEVET) Providers in Malawi implemented by UNESCO-UNEVOC in August 2018.

UNESCO-UNEVOC is seeking for proposals from organizations/institutions in Malawi to provide high-quality service to deliver a post-training support to community skills development centres (CSDCs) in Malawi.

The target date for completing the work would be by **30th November 2018**. The proposal should include a (i) two-page description of methodology and work-plan for conducting the post-training visits, and (ii) budget proposal by **28th September 2018** (17.00h Bonn time) to be sent by email to: Dr. Robert Palmer rj.palmer@unesco.org

Background

UNESCO and the European Union are collaborating in supporting the expansion and improvement of equitable and gender-balanced Technical, Entrepreneurial and Vocational Education and Training (TEVET) in Malawi. In particular, the [Skills and Technical Education Programme \(STEP\)](#) is working to improve access to TEVET, review qualifications system, update curricula, review the governance and management of TEVET system, better train TEVET teachers and trainers. There are three main types of TEVET institutions including National Technical Colleges (TCs), Community Technical Colleges (CTCs) and Community Skills Development Centres (CSDCs). These TEVET institutions provide formal technical and vocational education and training to secondary-age Malawians.

Malawi's TEVET system is currently highly centralized with little autonomy in the Government associated technical training institutions (especially TCs and CTCs). However, there are policy intentions to decentralise control and give more (financial, academic and management) autonomy to the public- and community-supported TEVET institutions so that they have the space to provide more demand-driven TEVET. A more decentralised TEVET system means that TEVET providers have more decision-making power at the level of the institution, for example related to:

- Financial management – e.g. to set training fee levels, to engage in income generating activities, to retain income, to decide on expenditure.
- Course management – e.g. to decide what courses to offer and how to offer them.
- General management – e.g. to decide on student enrolment, recruit and/or lay off etc.

UNESCO-UNEVOC recently implemented a management capacity building of TVET providers in Malawi. This intervention imparted management knowledge and skills aimed at enhancing the current level of capacities in generic management and TVET management of 24 CSDCs in Malawi.

There were two broad types of management skills for TVET Institutions that were addressed by the 10-day training:

- Generic institutional management skills - financial management, human resource management, student management, general institutional, administrative and asset management, and management of the learning environment
- TVET leadership and management thematic knowledge –TVET national framework, (more) autonomous institutions, managing approaches to improving quality and relevance in TVET (e.g. becoming more demand-driven), developing and managing the TVET learning process, managing finances to drive TVET institutional reform and outcomes, TVET performance management, and other themes within UNESCO priorities in TVET (i.e., entrepreneurship, industry linkages, green skills development, and gender mainstreaming).

Objectives

As part of the overall strategy for capacity building, coaching visits and post-training meetings will be conducted in selected CSDCs. The coaching will ensure that the skills acquired from training are integrated into practice and that potential “blockers” to implementing new plans and strategies are discussed with the management team for constructive feedback. A training transfer is essential to accompany the trained leaders and managers of TVET in Malawi in their efforts to apply the new knowledge and competencies gained. UNESCO-UNEVOC, supported by the EU fund, mobilizes local partners to gather concrete information on the working environment at the institutions where trained participants come from.

Terms of Reference

The Project Team (UNESCO-EU STEP team and UNEVOC) for this TVET Management Capacity Building initiative is seeking for an established and publicly –recognized training institution as a Contractor in Malawi who can provide high-quality service to conduct post-training and coaching visits to nine CSDCs in the southern, central and northern regions in Malawi, with the aim to

- (I) Establish support for the trained leaders and managers of CSDCs in identifying the areas where short-term and long-term improvements could be initiated.
- (II) Identify specific issues that pose risks / threats or opportunities in making positive change in the institution and provide feedback.
- (III) In light of i) and ii) above, define a plan of action to facilitate and monitor implementation of change, that could lead to making TVET more demand-driven and improving the present level of institutional governance. Specifically:
 - a. Where an institutional development plan currently exists for the TVET institution, review and provide feedback on it in light of the training that the leaders and managers have received.
 - b. Where an institutional development plan currently does not exist for a TVET institution, discuss and provide guidance on key points of action that will move the TVET institution

towards positive change over the next 12 months, including towards the development of a multi-year institutional development plan.

- (IV) Document the outcome of meetings/visits in selected institutions based on a guidance document to be agreed with UNESCO-UNEVOC.

Description of the work and expected results

Under the direct joint supervision of the UNEVOC Programme Officer, the UNEVOC Lead Consultant and the UNESCO-EU STEP component 3 Lead, the Contractor will undertake the following tasks and responsibilities:

- (i) Prior to conducting the visit, review the project and training-related documents to be provided by UNESCO-UNEVOC. The documents could provide insights into the training implementation and its outcomes. If needed, a short discussion with the UNEVOC Lead Consultant will be organized to clarify any issue at hand.
- (ii) Make arrangements with the TEVET institutions to devise a schedule of coaching visits, of 2-3 hours per visit, to the institutions and define the agenda of visit. A list of CSDCs to be visited is in [Annex 1](#). Prior to the visit, acquire (by phone) some information and data about the institution to be visited to focus the coaching intervention in accordance to the existing institutional structure, strategic plan or vision (if it exists) and operational plan.
- (iii) Familiarize with the training contents and the activities in which the participants were engaged to.
- (iv) Ensure that the coaching visit's purpose, agenda and expected outcome is mutually agreed in advance and is clear for the party to be visited to be prepared. The visit to be conducted on behalf of UNESCO-UNEVOC shall not give any impression of auditing the institution and shall employ a language that adheres to professional standards.
- (v) Prepare a set of questions and issues to facilitate the exchange during visit and structure the discussion in an organized manner. These should cover (at minimum):
 - a. Clarification questions related to basic institutional information.
 - b. Discussion on the institutional development plan (where it exists). Where it does not exist, a discussion on the priority areas for the next 12 months per management area.
 - c. Discussion on any "blockers" faced by the TEVET institution to adopt any of the suggestions coming from the recent training activity conducted.
- (vi) During the visit, ensure that the coaching lead to meaningful and constructive exchange that is focused on TEVET management and institutional development.
- (vii) Follow up and discuss suggestions and recommendations to the TEVET institutional leaders and managers, based on the information attained during the pre-visit call (above) and your review of their institutional development plan (where it exists).
- (viii) Produce a 2-3 page (A4 size) written reports of the outcome of visit per institution visited. Each report (one per institution), subject to review and acceptance by the UNESCO-UNEVOC Lead Consultant, shall contain the following information:
 - *Name of the Institution visited, address*
 - *Names of people met (indicating persons who participated in the training and their e-mail addresses/ Phone numbers)*

- *Context of the institution: a) number of staff, number and type of courses offered, number of students (by course, year and gender), key challenges currently faced by the institution; b) vision/mission or strategic plan (if there is any)*
- *The set of questions raised by the TEVET institution*
- *Key observations in terms of the strengths and weaknesses of the current governance and management of the institution*
- *Summary of guidance provided to the TEVET institution around core themes*
- *Summary review of institutional development plan and recommended changes (where one currently exists), OR the action plan identified per management area, time frame and monitoring mechanism.*

Expected deliverables (and indicative timeline)

The Contractor will deliver the following deliverables

- A list of confirmed visit schedules to CSDC's with names of people contacted/ to be met – **10th October 2018**
- Written reports of the outcome of visit of each institutions visited – **25th November 2018**

The Work will progress in close collaboration with the UNEVOC Consultant and UNESCO-EU STEP team in Malawi. All deliverables are to be submitted for feedback by UNEVOC and UNESCO-EU STEP team. The Contractor shall ensure that the level of English of the final deliverables is of quality.

All rights related to the services provided by the Contractor under this contract, including rights of ownership and copyright are vested in UNESCO, which alone holds all rights of use.

At the end of the assignment, the Contractor will provide a detailed invoice of the work provided.

Eligibility

Formal quotations are invited from reputable institutions based in Malawi that meet the following criteria. Required criteria / qualifications are:

- At least 1 of the experts/team members must possess five to ten years experience in capacity building, coaching and mentoring of institutional management leaders and personnel

- At least 2 of the experts/team members possess advanced university degree (Masters or equivalent) in human resource development, business administration, education, social sciences, development studies or related area.
- A comprehensive understanding of the Malawi education, training and business environment. In particular, the institution or a consortium of experts/trainers should have experience working with – or strong knowledge of CSDCs and their functioning in Malawi
- Willingness to comply with a strict timeframe
- Excellent knowledge of English.

How to apply/ Submit a proposal

There are two parts to the proposal, which should be submitted in English:

(I) Technical Proposal (first 2 pages)

- A 2-page proposal containing short description of the Contractor's vision and methodology for undertaking the work; to be included as part of the annexure is the summary of the professional background of the members of the team that will support the work

(II) Budget Proposal (last page)

- A financial quotation with detailed costs.

The quotation should remain valid for a minimum period of ninety (90) days from the proposal submission closing date.

For more information, contact Dr. Robert Palmer at rj.palmer@unesco.org

Please submit your **technical and financial proposal** and **supporting documents** in English to UNESCO-UNEVOC International Centre for TVET through:

Dr. Robert Palmer

rj.palmer@unesco.org by 28th September 2018.

Please use the email subject header: '**Proposal for Post-training support- CSDCs'**

The technical and budget proposal must be two separate documents.

Annex 1

List of CSDCs to be visited

REGION	DISTRICT	CSDC/ name of institute
Southern Region	Mangochi	Malindi
	Chikwawa	Nyambi
	Mwanza	Nankhudwe
Central Region	Salima	Ngodzi
	Mchinji	NKhwazi
	Lilongwe	Kapoti
Northern Region	Chitipa	Kasama
	Mzimba	Mkazimasika
	Nkhatabay	Mpamba