

## PROJECT PREPARATORY TECHNICAL ASSISTANCE

### A. Justification

1. Project preparatory technical assistance is required for designing the project and enhancing its readiness through appropriate advance action.

### B. Major Outputs and Activities

2. The major outputs will include: (i) Detailed review of TVET programs being run by different departments in HP; (ii) Strategy for reforming and rationalizing these programs; (iii) NSQF-aligned training protocols for HPKVN and other departments; (iv) strategy for reforming employment exchanges into centers for career counseling; (v) technical specifications for an IT-based HP-wide job portal and for a project MIS linking HPKVN to other departments; (vi) district-wide stakeholder analysis including a survey of youth aspirations and local demand to identify the real skill-gap; and gender analysis to identify barriers to entry of females into TVET courses and careers; (vii) communication strategy to reach out to the different stakeholder groups – the youth, their parents, trainers (public and private), and industry representatives; (viii) counselling modules for different target groups – males and females, rural and urban, and those looking for formal placements, and those for improved rural livelihoods; (ix) Gender action plan; (x) M&E strategy; (xi) Baseline data for the DMF; and (xii) Strategy for industry engagement.

3. The major outputs and activities are summarized in Table A3.1.

**Table A3.1: Summary of Major Outputs and Activities**

Major Outputs	Expected Completion Date	Major Activities	Expected Completion Date
NSQF-aligned training protocols	June 2016	Review and reform of current training protocol	April 2016
Rationalization of programs to reduce duplication	June 2016	Review of ongoing programs	April 2016
Identification of key trades and target trainees	June 2016	District-level stakeholder analysis	March 2016
Specifications for MIS	July 2016	Review of the IT systems of different GOHP departments	May 2016

GOHP = Government of Himachal Pradesh, IT = information technology, MIS = management information system, NSQF = National Skills Qualification Framework

Source: Asian Development Bank

### C. Cost Estimate and Proposed Financing Arrangement

4. The TA is estimated to cost \$600,000 equivalent, of which \$500,000 will be financed on a grant basis by ADB's Technical Assistance Special Fund (TASF-other sources). The government will provide counterpart support in the form of counterpart staff and limited office space. The detailed cost estimate is presented in Table A3.2.

**Table A3.2: Cost Estimates and Financing Plan**  
(\$'000)

Item	Total Cost
<b>Asian Development Bank<sup>a</sup></b>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants (7 person-months)	88.3
ii. National consultants (35 person-months)	325.3
b. International and local travel	37.8
c. Reports and communications	2.4
2. Equipment (computer, printer, etc.) <sup>b</sup>	6.0
3. Workshops, training, seminars, and conferences <sup>c</sup>	1.0
a. Facilitators	
b. Training program	
4. Surveys	2.0
5. Miscellaneous administration and support costs	5.0
6. Contingencies	32.3
<b>Total</b>	<b>500.0</b>

Note: The value of government contribution is estimated to account for 20% of the total TA cost.

<sup>a</sup> Financed by the Asian Development Bank's Technical Assistance Special Fund (TASF-other sources).

<sup>b</sup> Equipment (All equipment purchased under the TA are ADB's property until transferred to the government or disposed of after TA completion).

Type	Quantity	Cost
Laptops	3	\$3,000
Projector	1	\$1,000
Photocopiers	2	\$2,000

  

Purpose	Venue
Stakeholder consultations	GOHP offices; schools, colleges, and industrial training institutes
Industry engagement	
Skill-gap surveys	

Source: Asian Development Bank

## D. Consulting Services

5. A total of 42 person-months of consulting inputs will be provided under the TA. ADB will engage a firm (35 person-months for 9 national consultants) as well as 2 individual consultants. The selection and engagement of consulting inputs will be carried out in accordance with ADB's Guidelines on the Use of Consultants (2013, as amended from time to time). The consulting firm will be selected on the basis of simplified technical proposal in accordance with quality and cost based selection procedures. A quality to cost ratio of 90:10 will be followed. The outline terms of reference are in Appendix 3. All TA-financed good will be procured in line with ADB's Procurement Guidelines (2015, as amended from time to time). All disbursements under the TA will be done in accordance with ADB's Technical Assistance Disbursement Handbook (2010, as amended). The TA will be implemented over 10 months with expected commencement in January 2016 and completion in April 2017.

**Table A3.3: Summary of Consulting Services Requirement**

Positions	Person-Months Required
<b>FIRM (National)</b>	
TVET Training Specialist / Team Leader	5
Governance and Institutional Strengthening Specialist	4
Counselling and Communication Specialist	3
M&E and Survey Specialist	4
Social Development Specialist (Gender and Social Safeguards)	3

<b>Positions</b>	<b>Person-Months Required</b>
MIS Specialist	3
Training cum Program Coordinator	6
Vocational Education Specialist	3
Livelihood Development Specialist	4
<b>INDIVIDUAL (International)</b>	
Architect cum Civil Engineer	3.5
TVET Quality Assurance and Industry Outreach	3.5

Source: Asian Development Bank

6. The outline terms of reference for the consultants are described in paras. 7 to 17.

**a. Firm**

7. **Technical and Vocational Education Training (TVET) Training Specialist/ Team Leader (national; 5 person-months intermittent over 10 months):** The consultant will preferably have a Masters' degree or higher in TVET, Economics, or other relevant discipline, with more than 10 years' experience of working on skill development projects in India at the national and state levels. He/she will: (a) Analyze the ongoing public and private TVET programs in HP, and identify their strengths and weaknesses; (b) Suggest ways in which these programs can be rationalized and consolidated under the aegis of HPKVN to reduce duplication; (c) Build on NSDC's skill-gap study for Himachal Pradesh by conducting surveys at the district level and analyzing NSS data; (d) Identify specific skills pertaining to the services and manufacturing sector for which there is market-demand, within and outside HP; (e) Identify livelihood-development opportunities district-wise; (f) estimate the likely income benefits to the trainees of the major proposed skill programs (from both formal sector employment and improved self-employment/rural livelihoods), and confirm the economic viability of these programs. (g) Identify specific avenues for entrepreneurship development district-wise; (h) Identify specific skills courses for girls and for the poor (i.e. those focusing on self-employment and small business development); (i) Help HPKVN in planning and sequencing its training programs, sector and district-wise, based on an assessment of the overall demand; (j) Guide how the reform of employment exchanges into model career counseling centers should be rolled out; and (i) help in collecting information on the baselines and targets laid down in the project's design and monitoring framework (DMF). The TVET Programs Planning Specialist will guide the work of the other experts, and coordinate their work. He/she will ensure that the required inputs are provided to the Mission Leader in the specified formats and on time.

8. **Governance and Institutional Strengthening Specialist (national, 4 person-months intermittent over 8 months).** The Governance and Institutional Strengthening specialist should preferably have a Masters' degree in Business Administration, Human Resources Management, Economics, or other relevant degree from a reputed institute, with more than 10 years' experience of managing development projects. Experience in skill development and institutional reform will be preferred. He/she will undertake the following: (a) Review the current structure of HPKVN in the context of its mandate, and suggest organizational reforms to strengthen governance and project implementation; (b) Prepare a governance framework and assist in preparing the rules of engagement including planning, execution, fund-flow, reporting, and M&E etc. between HPKVN and the other Departments, as well as with private training service providers (TSPs); (c) Prepare the required manuals laying down standard operating procedures so that the business processes become streamlined; (d) Design training manuals, and train relevant HPKVN staff at the head office and district program units; (e) Work with counterpart

staff responsible for administration, financial management, and procurement to ensure that the governance is sound; and, (f) Prepare an implementation road map to guide HPKVN.

**9. Counselling and Communication Specialist (national, 3 person months intermittent over 8 months).** A communication specialist with preferably a Masters' degree in Mass Communication, and with more than 6 years' relevant work experience is required. Past exposure to development projects is required. He/she will help to design a Communication strategy for HPKVN so that it can disseminate information on this project to all stakeholders – trainees, their parents, training partners, potential employers, and industry associations. He/she will also help to design sample brochures and pamphlets. The Communication Specialist will work with the Employment Exchanges to design some gender-sensitive outreach cum counseling modules. The communication and counseling material prepared for this purpose will also guide the work of the private training providers to be engaged by GOHP. The specialist will also prepare a Communication strategy and plan for this project.

**10. Monitoring and Evaluation and Survey Specialist (national, 4 person-months intermittently over 8 months).** The monitoring and evaluation (M&E) specialist will preferably have a master's degree in Economics or Statistics or equivalent, with more than 6 years' relevant experience in undertaking M&E of development projects. He/she should have the experience of analyzing National Sample Survey (NSS) data to understand employment trends. He/she will: (a) Work with the TVET Planning Specialist to assess the effectiveness of ongoing public and private training programs in HP; (b) Prepare an M&E framework for HPKVN which will allow it to track the quality of future training, both for formal placements as well as for improved livelihoods; (c) Coordinate with the MIS expert and guide him/her about critical data, including sex-disaggregated data, which need to be collected to facilitate proper M&E; (d) Design and undertake pilot tracking surveys to capture the outcomes of a sample of programs in terms of enhanced employability and / or placements; and (e) Help in collecting information on the baselines and targets laid down in the DMF.

**11. Social Development Specialist (Gender and Social Safeguards) (national, 3 person-months intermittently over 8 months).** A social development (gender development) specialist with preferably a masters' degree in economics or sociology or social welfare, and more than 8 years relevant work experience is required to: (a) Study and analyze the various factors determining the education and workforce participation behavior of females and males, including barriers to entry of females in TVET courses and careers, in HP; (b) Identify trades of interest women and design appropriate counselling modules for these; (c) Coordinate with other specialists to collect and analyze gender-focused data; (d) Prepare a gender action plan with clear baseline data and targets; (e) Conduct gender sensitization workshops for HPKVN and other stakeholders including training service providers; and, (f) Design appropriate communication strategies on gender and livelihood development issues.

**12. MIS Specialist (national; 3 person-months intermittent over 8 months):** The MIS architect will preferably have a Masters' degree in computer science / IT from a reputed university, with more than 6 years' relevant experience. He/she will review the IT platforms that are currently being used by the relevant departments, and suggest ways of connecting the different platforms in a cost-effective manner so that information on core parameters of different skills training programs can be consolidated and made available to HPKVN. He/she will prepare the technical specifications for the required MIS.

**13. Training cum Project Coordinator (national, 6 person-months intermittently over 8 months).** The training cum program coordinator will have an MBA degree or equivalent from a

reputed university, with preferably more than 6 years relevant experience in skill development. He/she will help HPKVN to: (a) coordinate with other departments and industry associations; (b) coordinate with multiple training service providers, and monitor their work; and, (c) organize the required workshops and stakeholder consultations. The consultant will help the Mission Leader in coordinating across Departments so that project readiness conditions are fulfilled on time.

**14. Vocational Education Specialist (national, 3 person-months intermittently over 8 months).** The Vocational Education specialist will preferably have a degree in vocational education or equivalent from a reputed university, with more than 10 years' relevant experience in skill development at the secondary and tertiary levels. He/she will help to design the specific B.Voc. and NSQF levels 5 to 7 courses that can be offered in the colleges of HP. The specialist should be aware of the guidelines of the Ministry of Human Resources Development and Universities Grants Commission. He/she will review the quality of training being imparted at the secondary and higher secondary levels in the schools of HP, and suggest how this can be improved. Based on the findings of the aspiration surveys of college students, the Vocational Education Specialist will determine what kind of courses as well as pedagogical techniques are required at the college level. He / she will assist the staff of the Department of Higher Education, GOHP, in planning the roll-out of the B. Voc. and NSQF levels 5 to 7 courses.

**15. Livelihood Development Specialist (national, 4 person-months intermittently over 8 months).** A Rural Livelihood Development Specialist with a masters' degree in agriculture sciences, rural management, or related field, and with preferably more than 8 years relevant work experience is required to: (a) Identify relevant farm and non-farm livelihood development opportunities that can be supported by HPKVN; (b) Analyze value-chains for farm-based products in demand, and identify ways in which the project can support the required skilling and livelihood development; (c) Specify additional support in terms of processing and marketing, as well as extension services, that will be required for successful generation of livelihoods. (d) Identify ways in which this project can link up with other ongoing government programs in the area of horticulture development and food processing etc.

#### **b. Individual Consultants**

**16. TVET Quality Assurance and Industry Outreach (international; 3.5 person-months intermittent over 8 months).** A consultant with preferably a Masters' degree in TVET or related field, and more than 20 years of relevant work experience in India and other similar countries is required. He/she should have worked directly in TVET in the private and / or public sector. Experience of facilitating industry engagement and knowledge of India's national skills quality assurance standards is required. The consultant will: (a) Analyze the training protocols and QA standards of various ongoing public and private skill development programs in HP, and identify their strengths and weaknesses; (b) Design a QA and training protocol for the flagship program that will be implemented by HPKVN. The protocol should be aligned to the Common Norms laid down by the Ministry of Skill Development and Enterprise, and duly tailored for HP's needs; (c) Help to improve the training material (course content, delivery methods, quality framework, assessment guidelines) for selected trades so that the upgraded courses can provide guidance to all public and private training providers; (d) Train staff of training providers and HPKVN in the use of this protocol and improved training material; (e) Help HPKVN in launching a pilot training program so that the experience gained can improve the design of future programs (e) Assist HPKVN in strengthening partnerships with industry associations and sector skills councils (SSCs) so that adequate internship and employment opportunities are created for the trainees; and (h) Assess the scope for partnership between HPKVN and human resource companies

such as Teamlease so that the trainees who successfully complete the training and get certificates, are able to tap into job opportunities.

17. **Architect cum Civil Engineer (international, 3.5 person-months intermittent over 8 months).** An architect cum civil engineer, with preferably more than 10 years' relevant of designing TVET training institutes is required. Based on a review of good quality private and public training facilities around India, the architect will propose cost-effective solutions for designing multi-purpose rural training cum marketing centers, city livelihood centers, and a polytechnic for women. He/she will examine the scope for using local, environmentally friendly material for the civil works. The architect cum civil engineer will work closely with the Public Works Department, GOHP, to prepare architectural drawings and provide inputs for the bidding documents. He / she will submit a design model for each of the proposed structures.

#### **E. Implementation Arrangements**

18. The Department of Planning, GOHP, will be the executing agency, and HPKVN will be the implementing agency for this TA. The government will provide counterpart support in the form of counterpart staff and limited office space for conducting some meetings. The proposed TA processing and implementation schedule is listed in Table A3.4.

**Table A3.4: Technical Assistance Processing and Implementation Schedule**

<b>Major Milestones</b>	<b>Expected Completion Date</b>
TA commencement	December 2015
Mobilization of consultants (firm)	April 2016
Completion of project design and due diligence	September 2016
Completion of reports	December 2016
Financial Closure	April 2017