
Programme: Private Sector Development and TVET in South Caucasus (PSDTVET SC)

PN: 16.2179.6-002.00

AV: Katja-Anne Kammerer

DV: Wilhelm Hugo

Activity: Improvement of the support structures of Ministry of Education and Science for implementation of the TVET Reform

Period: 15.2018-01.2019

1. Brief information about the programme

The Private Sector Development and Technical Vocational Education and Training programme which has been developed jointly with the Public partners and private sector in the South Caucasus Countries, aims at promoting the private sector development with a high attention to employment impacts and a close integration of vocational education and training.

Due to the small domestic markets with limited purchasing power, the South Caucasus Countries have focused so far on expanding foreign trade to promote economic development. The export-dedicated strategy achieved only limited success in improving the employment situation and living conditions. Employment growth in sectors that afford the greatest potential for *pro-poor growth* and employment promotion in comparable economies and also in South Caucasus, such as tourism and agricultural, cannot be sustained, because businesses lack well-trained skilled labour.

The core challenge consists thus in the difficult framework conditions for sustainable economic development in the sectors relevant for employment. The capacities available are not yet sufficient to generate the envisaged employment and growth momentum.

Therefore, the programme **module objective** is: The conditions for sustainable economic development have improved in selected sectors relevant for employment.

The programme will adopt the integrated approach of German development cooperation in employment promotion. It will address both the supply and demand side of the labour market to lay a better foundation for employment. Development assistance will focus primarily on involving the private sector in vocational training.

To do this, the programme will operate in three intervention fields:

Intervention field 1 will aim to strengthen capacities for improving competitiveness in the sectors relevant for employment.

In **intervention field 2**, private and public actors will cooperate to improve the labour-market relevance of selected training courses for these sectors.

Intervention field 3 will seek to strengthen the regional and international exchange of experience in sustainable private sector development and dual-oriented vocational training.

Improving the promotion of economic development will contribute to raising demand for labour. At the same time, supporting vocational training and qualification will increase the supply of qualified labour, i.e. trainees that have successfully completed initial and continuing education and training will be better prepared to cope with the requirements and their tasks in enterprises. In the medium and long term, this will make a contribution to reducing structural unemployment and underemployment and to social and sustainable economic development.

The programme is scheduled for a term of 3 years (from April 2017 to March 2020).

2. Context and current situation in the field of assignment

In 2017, with the support of PSD TVET programme a consulting offer “Organisational Development and Change-Management” was improved and provided to private companies from the wine and tourism sectors, with a high rate of satisfaction by the participants.

In April-May 2018, a change of power took place in Armenia. The velvet revolution has challenged all areas. There have been drastic changes in the discretionary positions of the public administration system. The heads of public administration bodies have adopted a working style in which they should make the government more effective. Thanks to their open and transparent working style, they are ready to receive support from all stakeholders who can boost government efficiency.

Conditions of the assignment

3.1 Objective and tasks

The goal of the project is the improvement of the support structures of Ministry of Education and Science for implementation of TVET reforms through “Organisational Development and Change-Management” toolkit.

The tasks of the project are:

- a) use the organisational diagnostics based on “Trigon Development Consulting Company’s toolkit,
- b) to strengthen the capacities of the staff members on change management of the process, procedures, mechanism,

- c) to bring the best international expertise and experience to the country to improve the support structures in the ministry for implementation of TVET reforms.

3.2 Deliverables and resources

Tasks – Deliverables	Timeline
Contracting international Senior Expert (at least 20 years of experience as practical organisational development and Change-Management consultant in the following fields; industry, service, universities, state institutions and public management sector) <i>Deliverables – CV and contract of the international expert</i>	Oct. 2018
Elaboration of the management consulting programme with involvement of the local and international experts. The process should also include practical changes in regulations of MoES. <i>Deliverables – intervention schedule, basic info pack of diagnosis, other related documents</i>	Oct.2018
Preparation of the management consulting, meeting with decision makers of Ministry, discussing the schedule and the process, appointing responsible persons, selecting of the dates, etc.	Oct 2018
Introduction meeting with head of subdivisions of Ministry. To get an agreement with staff members for conducting the interviews. The respondents will be selected in coordination with Responsible Persons and GIZ PSD TVET. <i>Deliverables – list of staff members</i>	Oct 2018
Providing the management consulting. <i>Deliverables – Intervention Schedule, Results of Diagnosis, Changes made in the process (indicator of effectiveness)</i>	Oct.-Nov. 2018
Providing interim report to GIZ PSD TVET	12. Nov. 2018
Elaboration of the follow-up activities by the Ministry. <i>Deliverables – list of possible activities for the future</i>	Nov. 2018- January 2019
Final Report in English	January 2019

3.3 Conditions and payment terms

The activities should be implemented in a 3.5-month period.

The number of experts and Expert days is envisaged as follows

- Project Manager -10 days
- International senior expert-3 days (plus 1 travel day)
- local expert N1-12 days (at least 5 years of relevant experience in the

-
- private and public sector)
- local expert N2-12 days (at least 5 years of relevant experience in the private and public sector)
 - local expert N3-12 days (at least 5 years of relevant experience in the private and public sector)

It is envisaged to have 1 payment in November after the interim report and 1 final payment.

3.4 Submission Requirements

The offer needs to include:

1. Short description of the activity
2. Budget
3. CVs of local and international experts