Terms of Reference

Employability Skills Training – Business Development Center

These terms of reference lay out the details of the employability skills training component of the Jordan Employment Pilot, implemented by the World Bank with coordination and support from the Ministry of Planning and International Cooperation. The training will be designed and delivered by the Jordan based Business Development Center (BDC).

***Project background and objectives:***

The proposed pilot program will experimentally test the effectiveness of specifically designed interventions, targeted at recent female community college graduates to promote their employment opportunities. This specific TOR pertains to the provision of employability skills training, which provides job seekers with interpersonal and professional skills that employers look for when hiring new graduates.

***Scope of work - Employability skills training:***

The aim of this training is to equip young graduates with particular cross-cutting professional skills, which are lacking in typical community college curricula. BDC will design the training curricula. The training curriculum defines the content of the training program.

The proposed program will be conducted over **50 hours** over a 2-week period (5 hours per day over 10 days) for a maximum of 30 participants in each training. It **will** tackle topics related to soft skills, interpersonal and management skills as follows:

* Positive Thinking (1 day)
* Effective Communication Skills (1 day)
* Effective Presentation Skills (2 days)
* Team Building and Team Work (2 days)
* Excellence in Service (1 day)
* CV Writing and Interviewing Skills (2 days)
* Business Writing (1 day)

BDC will follow a demand driven skill-building and experience-sharing approach in offering its skill building programs to make it effective, exciting and interesting for the participants. This includes:

* **Innovative Thinking and Flexible Learning:**

The sessions will not be based on a lecture format, rather on active participation and the cooperative learning concept. BDC will strive to portray the program as a powerful facilitator guiding change and excellence utilizing Thinking Games to encourage participants to challenge themselves to create new results. Moreover, special visual learning experiences and powerful demonstrations will be offered to make the whole training, a wonderful and high energy experience.

* **Measurable:**

BDC will utilize measurement and evaluation system which is unique and encourage deeper involvement of participants. Sessions at the program will be evaluated utilizing both qualitative and quantitative data collection methods such as surveys, written questionnaires, and verbal feedback from participants, and trainers.

* **Extensive Customization**

Each program will be customized in a way to meet the needs of the community college graduates.

As a means of insuring quality control, BDC must guarantee a level of consistency across the concurrent training sessions. Whether this is achieved through a training of trainers (TOT) or a standard curriculum will be left to the discretion of BDC.

**Detailed training outline:**

* **Communication and Presentation Skills**

General objective:

This program aims to introduce participants to modern concepts of the communication process as well as develop their skills in communicating and dealing with others in a positive manner.

Topics:

- The communication process: concept, importance, elements   
- Stages of communication, and obstacles.   
- Communication Skills   
- Listening skills   
- Oral skills   
- Writing reports

* **Team Work / Team Building**

General objective:

This program aims to provide participants with knowledge for team-building and the importance of teamwork in business performance in addition to the skills necessary to adopt the teamwork spirit which will reflect positively on their performance and attitudes in their professional lives.

Topics:

* Teams: concept, importance, composition
* Stages team creation / building
* Types and roles of team members
* Characteristics of the effective team
* Principles and characteristics of team work
* The Evaluation and measurement of team performance
* **Positive Thinking**

General objective:

This program aims to provide participants with the needed skills to switch negative to positive and to be able to utilize that in business situations.

Topics:

* How to identify negative thinking and behavior habits.
* Methods, models and techniques for switching negative to positive.
* Thinking systems for success - planning the positive future.
* Visualization techniques to transform business situations.
* **CV Writing and Interviewing Skills**

General objective:

By the end of the training, university students/graduates will have written their Curriculum Vitae and will gain an insight on how to perform well in a job interview.

Topics for CV Writing

**1. Introduction**

1. What is a “CV”?
2. Why do we write a “CV”?
3. Different Types of “CV”
4. CV Main Rules

**2. The Cover Letter.**

1. Cover Letter Hints

**3. Before Writing The CV.**

1. Visual Layout
2. Fonts and Sizes
3. Results orientated CV
4. How to test your CV

**4. Writing the CV.**

1. How To Write a CV
2. The Order
3. Heading
4. Heading Examples
5. Good Heading Example
6. Objective
7. Professional Experience
8. Training / Part Time Jobs
9. Education
10. Certifications and Awards
11. Successful Achievements
12. Languages
13. Skills

**5. Updating Your CV.**

1. What updates?
2. Visual Layout Updates

Topics for Interviewing Skills:

* **The Ins and Outs of Interviewing**

1. Interviewing-What is it?
2. Types of Interviews
3. Pre-Interview Preparation
4. Arriving
5. Greeting & Introduction
6. Body Language: What signals are you sending?
7. Types of Interview Questions
8. General Interview Strategies
9. Dressing for Success-Men
10. Dressing for Success-Women

* **Business Writing**

General objective:

The main objective of the session is to introduce the concept of business writing to the participants and the need for systematic writing. The participants will be introduced to different types of correspondences and writing methods.

Topics:

* Objects of business writing
* Fundamentals of business writing
* Types of correspondences
* Means of delivery
* Correspondences layout
  + Template
  + Date & reference
  + Attention
  + Subject
  + Body
  + Signature
    - Common phrases
    - Fax
    - E-mail
    - Memo
    - Commercial offers
* **Excellence in Service**

General objective:

This program aims to provide participants with the concept of customer service in the aim of raising the level and quality of services, as well as develop the participants’ skills in dealing with customers, clients, and the public.

Topics:

* A general introduction of the “service”
* The importance of the service in labor market
* The client / customer and its importance
* What is a high quality service?
* How to gain and maintain a clients’ satisfaction
* The mechanism of communicating with a unsatisfied customer
* Types of customers
* Handling Complaints
* The art of dealing with the public (clients and customers).
* The importance of listening skills
* Skills needed for Call Centers
* **Monitoring and Evaluation**

The training programs will be delivered to have an impact at different levels, including the individual level (e.g. change in graduates skill sets gained in the training program) and the organizational level (e.g. change in their professional career development). BDC monitoring and evaluation activities and tools will track the progress and sustainability of these changes over time utilizing the following tools:

* + **On-going Communication:** BDC will be in constant communication with graduates, to monitor learning process, outputs, and benefits.
  + **Training evaluations:** Following each training both qualitative and quantitative data will be collected through surveys, written questionnaires, and verbal feedback from participants, and trainers. In addition, and to ensure maximum benefit; our trainers examine participants’ skill levels during the training, identify the causes of performance gaps, and then select the method of intervention to correct the situation.
  + **Continuous Reporting:** BDC will continuously report to the World Bank and Ministry of Planning and International Cooperation regarding the training component.

***Deliverables:***

* Developing custom-made training program.
* Delivering 20 training Programs of 50 training hours each
  + (Total of 600 trainees – approximately 30 participants in each program).
* Insuring quality control and consistency of the training.
* Providing quality venues that are easily accessible.
* Monitoring and evaluating the training, reporting results to the World Bank team.
* Managing the training component of the program.
* Administering an evaluation of the training during the final sessions.

***Target population:***

Eligible training recipients will consist of community college students who successfully graduate. Out of the universe of all graduating community college students, we will randomly select 600 young graduates from eight preselected BAU colleges (using a lottery) to take part in this training:

|  |  |
| --- | --- |
| **Community College** | **Governorate** |
| Amman University College | Amman |
| Princess Alia University College | Amman |
| Al-Huson University College | Irbid |
| Irbid University College | Irbid |
| Ajloun University College | Ajloun |
| Zarqa University College | Zarqa |
| Al-Karak University College | Al-Karak |
| Al-Salt College | Al-Salt |

While the lottery will insure fairness in determining the training recipients, this project has a special focus on female graduates, therefore all participants will be female.

***Training Dates and Implementation:***

Due to time restrictions during Ramadan, training should commence immediately after the conclusion of Eid Al-Fitr. In order to insure that this training will generate a substantial difference in the professional and workplace capabilities of recipients, we estimate that a 2 week period of 50 training hours will be required.

As the targeted students will be spread out in 6 different governorates, the BDC must possess the capacity to initiate multiple training sessions simultaneously in the allotted month of training, covering beneficiaries from all 8 colleges at the same time.

***Terms and Conditions:***

**Please note that BDC is not required to provide job matching services to trainees as a part of this training.** While it is the World Bank’s responsibility to select and recruit the training recipients, BDC is responsible for coordinating and informing these training recipients of the time and location of their training session, using contact information provided by the bank team.

The World Bank team reserves the right to extend, reduce, or terminate the contract or suspend payments in case the survey firm does not properly perform her work and obligations. In addition, the contract may also expire if the World Bank team decides to put an end to the study.

***Payments***

A lump sum of \_\_\_\_ inclusive of all expenses to be paid as follows:

|  |  |
| --- | --- |
| **Implementation Stage** | **Payment Value** |
| Contract Signing |  |
| Finalizing training plan and content |  |
| Training completion |  |
| Submitting final evaluating results. |  |
| Total Contract Value | |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ***Cost breakdown*** | | | | |
| **Expenses** | **Unit** | **# of units** | **Unit rate (in USD)** | **Costs**  **(in USD)** |
| **Preparation Phase** |  | | | |
| Designing and Developing Training Material | **Days** | **22** |  |  |
| **Implementation Phase** |  | | | |
| Implementing Training Workshops (trainers fees) | **Day** | **180** |  |  |
| Preparation days (one day before each workshop) | **Day** | **20** |  |  |
| Average transportation for the trainers | **Day** | **180** |  |  |
| Material Printing and Stationary | **participant** | **600** |  |  |
| **Management, Monitoring and**  **Training Coordination** | **project** | **1** |  |  |
| **Meals and Venue** |  |  |  |  |
| ***TOTAL COST*** | | | |  |