Terms of Reference

Development of curriculum and modular based application-oriented learning materials for Business Administration

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1. Brief Program Information

The program "Support to Technical and Vocational Education and Training" (TVET Program) aims at developing a target-group differentiated and labor-market oriented vocational education and training system in Afghanistan. It supports the TVET Authority (TVETA) to improve the three core elements constituting a formal TVET system: labor-market oriented curricula, training of pre-service and in-service TVET teachers and a TVET examination system, all of which having nationwide validity. Within the framework of a pilot system comprising a pool of vocational schools offering technical and commercial profiles, a reform project has been piloted. The program consists of six intervention areas:

- Intervention area 1: Improving the effective operation of selected pilot schools
- Intervention area 2: Improving vocational school education for apprentices
- Intervention area 3: Facilitating cooperation between the private and public vocational training sectors
- Intervention area 4: Developing curricula geared to labour-market needs
- Intervention area 5: Capacity development for vocational training specialists
- Intervention area 6: Rehabilitation of TVET schools

2. Initial Situation

TVETA offers a training occupation business administration (BA) for students at grades 10-12 and 13-14. The curricula have been developed with the support of experts from private companies. The curricula cover core subject areas like finance and accounting, procurement and logistics, marketing and sales, HR and IT.
GIZ-TVET commissioned a research on how business administration is done in Afghan companies of various size in employees in main economic sectors. Findings of this research indicate a differentiation of business administration functions as well as further training needs. The findings on the one hand and the new BA curricula should be the information basis to develop further training modules, which will be offered to private citizens, employees and company owners. It is also planned to integrate essential modules in yet to be developed training courses for middle management positions (skill level 3) in Afghan companies.

3. Mission Goal

The contractor will develop a set of modules based application-oriented learning materials, useable for the qualification of citizens, clerks, company owners and in yet to be developed training courses on tertiary TVET level (skill level 3).

4. Expert Profile

Requirements to the contractor are:

- proven, excellent experience in the field of business administration
- excellent and proven experience in curriculum development
- excellent command of English is preferred
- research experts with a Master degree in Business Administration and knowledge of contemporary international curricula
- Preferably, understanding in the selection of application-oriented knowledge.

5. Scope of Work

Work Package 5.1: Business Administration Practices and Demand for Further Training

The contract partner will analyze the aforementioned most recent study on business administration practices in Afghan companies. The contract partner will as well analyze current curricula of the school-based training occupation Business Administration at TVETA. The contract partner will:

- do a presentation on the research findings and conclusions for training courses in view of the target groups: private citizens, interested in further trainings of BA topics, owners or managers, running small or medium sized companies, incl. BA courses at tertiary TVET and school-based BA trainings.
- Discuss the findings and proposals with members of the TVET Program and TVETA.

Work Package 5.2: Based on the findings of the Business administration research and the conclusions of the discussion with GIZ-TVET (s. 5.1), the contractor will develop modules according to standards of the TVETA for the following subject areas:

- Finance
- Accounting
- Procurement
- Logistics
- Marketing
- Sales
- Human resource development
- Information technology
- Business Law
- Business communication
- Management

Special attention should be given to the contents selection. The contents should be a mixture of background knowledge which enhances the basic understanding of business processes (why to do) and application-oriented knowledge (what to do and how to do). The contractor will get an introduction to a contents selection tool (Anderson Krathwohl Matrix) by the TVET Program.

Work Package 5.3: For each of the above-mentioned BA modules the contractor will:

- develop learning materials, including test questions at the end of each chapter.
- develop a set of 20 test items. (knowledge tasks, situation tasks and cases)
- develop templates and forms, which emulate business tasks and can be used for teaching and learning for all target groups. (s. 5.1).

Work Package 5.4: Target group specific compilation of the training modules

The contract partner will compile the modules for target group specific training programs to:

- a training package for owners of small and medium sized companies. (120h)
- three months lasting further training programs for private citizens. (120h)

- for the qualification of about 15 BA teachers from TVETA (120h). This group of teachers will be qualified as master trainers.

Cooperation with GIZ-TVET

The work on all work packages will be done in close cooperation with the TVET Program. The deliverables will be presented and discussed with GIZ TVET incrementally after the completion of a work package.

6. Reporting and Deliverables

The contracted company should develop the research approach, research methodologies and tools in close cooperation the TVET Program, deliver brief progress reports on monthly basis, draft the final report and discuss the report with the program, write the final report and provide all research data and tools to the program.

Deliverables:

- Package of training modules for further training programs of company owners – (120h).
- Package of training modules for further training programs of private citizens – (120h).
- Package of training modules for the qualification of BA teachers from TVETA – (120h.).
- For each module: learning materials, forms, templates and test items (5.3).

7. Duration

The TVET Program will contract a local research company from 20.07.2019 till 20.12.2019.