



**Operation Manual  
for  
Skills Development Plan (SDP)**

**Royal Government of Bhutan  
Ministry of Labor and Human Resources  
*February 2022***

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## **Acronyms**

|       |  |
|-------|--|
| DTE   | Department of Technical Education                  |
| DOS   | Department of Occupational Standards               |
| DOEE  | Department of Employment and Entrepreneurship      |
| DNHRD | Department of National Human Resources Development |
| MCC   | Ministerial Coordination Committee                 |
| MIS   | Management Information System                      |
| MoLHR | Ministry of Labour and Human Resources             |
| PMU   | Project Coordination Unit                          |
| SDP   | Skills Development Plan                            |
| TTI   | Technical Training Institute                       |
| IZC   | Institute of Zorig Chusum                          |

## **Section 1. Introduction**

### **1.1 Overview**

The Skills Development Plan (SDP) has been prepared as per the Royal command received from His Majesty the King on 31<sup>st</sup> May 2021 to mitigate the socio-economic impact caused by the pandemic and to ensure inclusive and sustainable recovery through effective intervention in skills training and development.

The Ministry of Labour and Human Resources (MoLHR) through the SDP target jobseekers and those affected by the current COVID-19 pandemic and economic downturn through provision of quality and relevant skills training, so that they may contribute to the socio-economic development of the country during and post pandemic.

The objectives of SDP are to:

- Provide relevant and quality skills training geared towards enhancing skills and competencies of beneficiaries;
- Provide diverse and easy access to skills training, to promote economic activities and entrepreneurship; and
- Address aspiration and potential of the target group to tap current and emerging economic opportunities.

### **1.2 Structure of this Operations Manual**

This Operation Manual includes:

1. A section on introduction to Skills Development Plan (SDP);
2. A section on management and implementation structure;
3. A section of the key parameters of Skills Development Plan (SDP);
4. A section on training framework and program rollout;
5. A section on registration and application for training program;
6. A section on enrollment, attendance recording and payments;
7. A section on Grievance Redress Mechanism;
8. A section on the monitoring and evaluation; and
9. A section on roles and responsibilities.

### **1.3 Main Users of this Operations Manual**

The main users of this Operation Manual are:

- The various department of the MoLHR that have a role in program implementation; and
- Training Institutes.

## **Section 2. Management and Implementation Structure**

The management and implementation structure for SDP highlighted in this chapter will provide clarity on the governance structure, implementation process to manage, coordinate and implement the program.

## 2.1 Administration and Management

The Department of Technical Education (DTE) as the focal department for planning and implementation of Technical and Vocational Education and Training (TVET) shall be the lead implementer for the SDP under the guidance of the Ministerial Coordination Committee (MCC). DTE shall identify division within the existing set-up to function as Program Coordination Division (PCD) for the effective and efficient planning, coordination and implementation of the SDP. The PCD shall be led by the Program Coordinator identified by the DTE. For the smooth coordination and implementation of SDP, PCD shall comprise of the officials who are chosen from the existing staff or recruited on contract for the duration of the SDP.

The Department of Occupational Standard (DOS) shall facilitate the development of National Competency Standard (NCS), registration, accreditation and certification of Quality Management System (QMS) to ensure quality as per the Quality Assurance System (QAS).

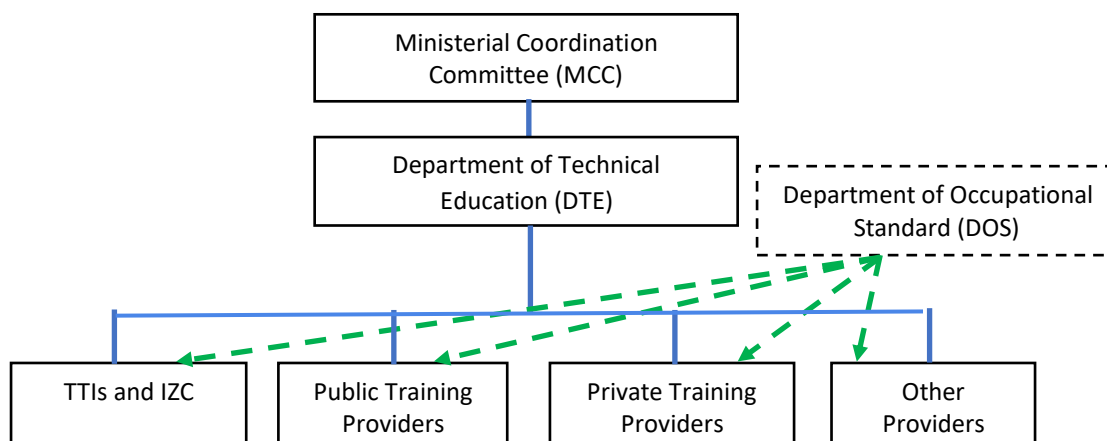
The Directorate Services, MoLHR shall facilitate for timely release of the fund and other administrative services related to the implementation of the program.

The Department of Employment and Entrepreneurship (DoEE) shall facilitate engagement of beneficiaries in the relevant occupations which may lead to regular or long-term employment.

The Department of National Human Resources Development (DNHRD) shall provide labour market skills demand to the DTE on a regular basis for implementation of SDP courses aligning to the skills in demand.

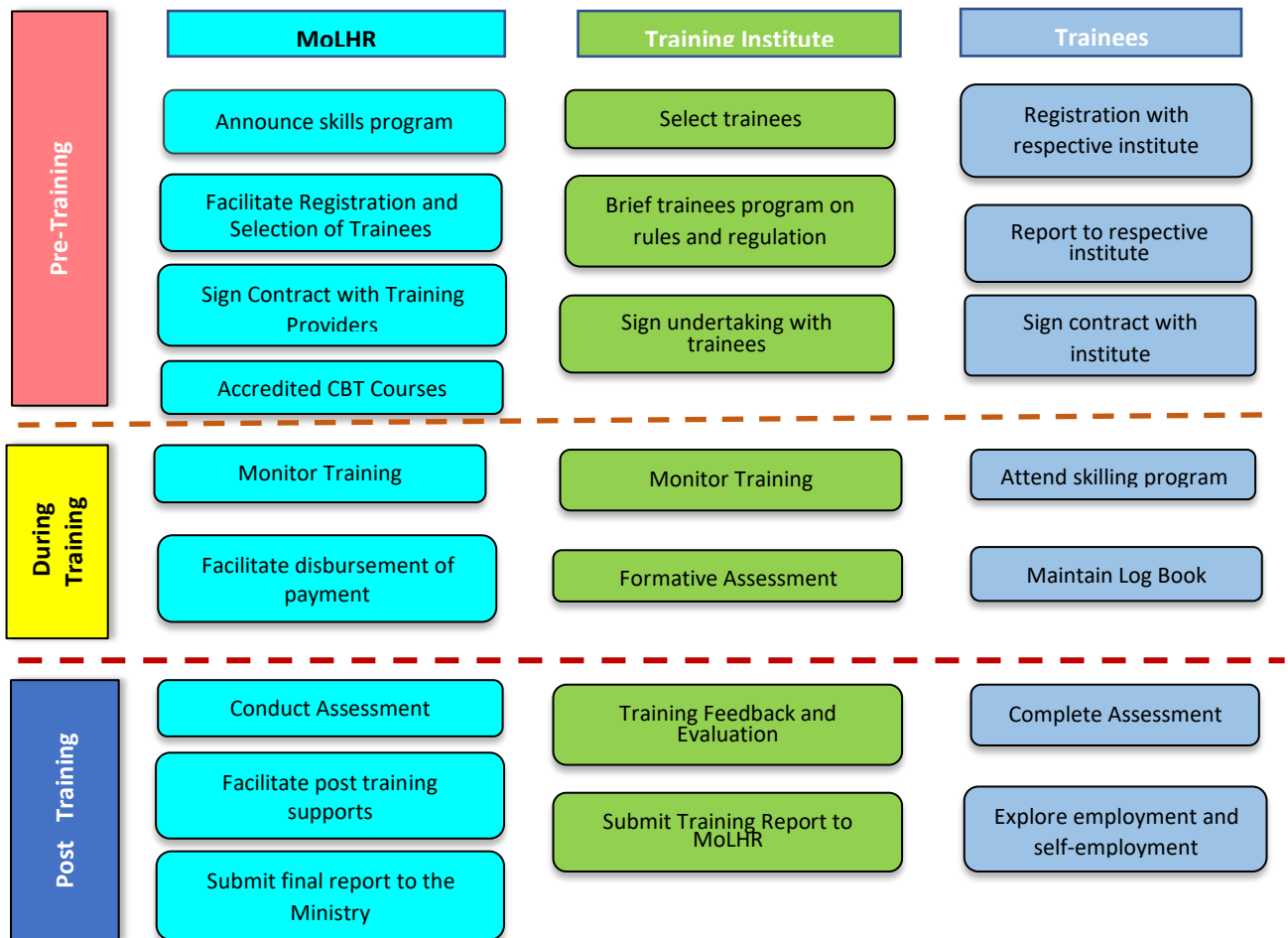
The training institutes shall implement the training program following process set forth for effective and efficient manner to ensure quality and relevance of the program.

### Structure for implementation of SDP



The Department of Technical Education as a lead implementer shall coordinate with the relevant departments and training institutes for smooth implementation of skills training Program. The department shall maintain detailed information and data of the beneficiaries who have undergone the skills training program.

## 2.2 Training Implementation Process



## Section 3. Key Parameters of the SDP

### 3.1 SDP Beneficiaries

It is estimated that 8,995 jobseekers will be trained through the SDP in 2021-22 and 2022-23.

The SDP target the following groups:

- Registered jobseekers;
- Laid off employees due to the COVID-19 pandemic; and
- Overseas returnees.

### 3.2 Type and Level of Benefits

#### Stipend

A monthly stipend of Nu.3,500 is proposed for the candidates taking up skills training through SDP, with training being fully funded by the Royal Government of Bhutan.

The training duration will range between 1 to 7 months. Individuals attending non-NC courses will be provided institute certification. Candidates will also have the prospect to undertake Recognition for Prior Learning (RPL) on completion of training.

### **Equivalency and Provision of Credit Transfer through TVET**

Based on the TVET structure, students who opt to pursue TVET programs under Skills Development Plan shall have the provision of credit transfer for courses already undertaken while pursuing mainstream TVET programs. This will enable flexibility in the TVET system and encourage those to take up programs through SDP. The equivalency and provision of credit transfer will enable smooth transition to mainstream TVET programs.

Trainees completing courses under SDP will have a credit transfer with minimum direct entry into one level higher in relevant courses. The provision of credit transfer will be based on the level of certificate obtained through SDP.

### **3.3 Post-Skills Training Support**

MoLHR shall provide support to the SDP graduates to ensure employment/engagement and entrepreneurship activities on completion of skills training. Those interested in taking up additional training will also be supported to foster Re-skilling/Up-skilling.

#### **Entrepreneurship and Self-employment**

- Provide basic entrepreneurship module as part of skills training to encourage self-employment and entrepreneurship activities. DTE approved basic entrepreneurship curriculum to be provided to all training partners and support ToT programs for effective delivery of entrepreneurship module,
- Facilitate access to credit facilities to establish small business either self or in group in coordination with the National CSI Development Bank, and other financial institutions in the country,
- Facilitate support and access to incubation facilities with Start-Up Centers in collaboration with DCSI,
- Facilitate access to equipment support under Industry Development Grant Scheme (IDGS) in collaboration with DCSI,
- Provide a free sample of Detailed Project Report (DPR) available with MoLHR to interested individuals, and
- Facilitate access to information on different acceleration and business support services available with different agencies.

#### **Employment/Engagement**

- Conduct labor market assessment to gather information on skilled workforce requirement from different agencies and industries,
- Liaise with different employing agencies and industries requiring skilled workforce for employment and engagement,
- Facilitate and provide engagement support through the Youth Engagement and Livelihood Program (YELP) of MoLHR, and
- Build dynamic relationships with the industry partners for a sustainable collaborative approach for engagement and employment of jobseeker's post skills training.

### **Re-skilling and up-skilling**

- Assess the aspiration of individuals interested for re-skilling and up-skilling;
- Facilitate and provide re-skilling/up-skilling skilling support through SDP; and
- Carry out post-skills training assessment to understand the outcome and benefit of training at individual level.

### **3.4 Training Cost for Training institute/Partner**

Full tuition/training cost will be paid directly to the training partner including trainers' fee, material cost, and other cost related to implementation of training.

Training courses implemented in the TTIs and IZCs shall have the provision of Nu.1,000-10,000/- per trainee for the purchase of training materials, and Nu.15,000-60,000/ per trainee for purchase of tools, equipment and PPE.

### **3.5 Training courses and Training Partners**

#### **Training Courses**

A total of 108 skilling areas in the nine priority sectors are identified for implementation. The nine sectors are:

- Agriculture;
- Business and Services;
- Computing and IT;
- Construction;
- Creative Art and Design;
- Electrical, Electronic and Mechanical;
- Manufacturing;
- Power and Renewable Energy; and
- Tourism and Hospitality.

The skill areas are identified based on the skills need identified in the 12<sup>th</sup> FYP HRD Master plan, the National Workforce Plan, TVET Curriculum Framework-2019 and the draft 21<sup>st</sup> Century Economic Roadmap; Current labour market needs based on local and global labour market dynamics; Interest of jobseekers; and Prospect of self-employment opportunities.

Training areas and target numbers will be reviewed periodically to ensure market relevance and interest of jobseekers in the program.

#### **Training Partners**

The SDP shall be implemented mainly in partnership with public TVET providers and government partner agencies with the exception of a few courses.

The plan seeks to engage local trainers for implementation of different trainings. However, for areas where local experts are not available, international trainers will be sourced from different countries to ensure quality and relevance of the training program. Existing classrooms and facilities within the Technical Training Institutes (TTIs) and Institute of Zorig Chusum (IZCs) will be optimally utilized to deliver the training. Other relevant government training providers will



be engaged in the implementation of the proposed training programs with the exception of a few programs, which are proposed for implementation in partnership with private training providers.

### **3.6 Training Modality**

The skills training through SDP shall be implemented through any of the following modalities listed below:

#### **i. Institute-Based Training**

The institute-based training shall be the key modality used for implementation of the SDP through partnership with public registered training providers.

All courses under SDP shall not have an On-the-Job (OJT) component, unlike the skills training implemented in the past, since the primary focus will be on providing skills through institute-based learning.

Courses based on National Competency Standard (NCS) shall be accredited by the Department of Occupational Standards (DOS), which will lead to national assessment and certification. However, Non-NCS courses will be certified by respective implementing institutes.

Courses that can be provided by the existing/new training institutes shall be implemented through institute-based training.

#### **ii. Industry-Based Training**

The industry-based training shall be implemented in partnership with key industries/employers in the country. This training modality will be adopted only for courses where there are no training providers in the country, but the training could be provided in partnership with industry.

Learning on the job with industries/employers will be an important aspect to this modality of training. Curriculum and trainee's logbook will be developed to ensure skills and competency acquisition by the trainees. Skilled supervisors/mentors from the industry partner will be identified and trained if needed to ensure quality of learning.

#### **iii. Dual Training Program (DTP)**

The SDP shall adopt Dual Training Program (DTP) modality to ensure relevance of the skills in the industry. The courses under DTP shall be implemented in partnership with the relevant industries. It is envisaged that the DTP modality promotes partnership between the institute and the industry and specifically address job-skills mismatch and foster linkage that will encourage industries to directly employ trainees upon completion of training. The approach will be a combination of institute and industry-based training as 30 percent of the learning will take place in the institute and 70 percent in the industry with focus on hands-on-skills training in the industry.

The partner industry shall identify a skilled supervisor to mentor, guide and supervise the trainees during the industry attachment. The progress of the learning will be monitored through the trainee's logbook.

## **Section 4. Training Framework and rollout**

### **4.1 Training Framework**

The following TVET framework shall be adopted for implementation of SDP:

#### **i. National Competency Standard (NSC)**

For training areas with existing National Competency Standards (NCS), the training will be implemented as per the NCS. New NCS will be developed as well to align courses to the industry standard and requirements. However, for the implementation of the majority of SDP courses, a non-CBT approach will be adopted where NCS are not required.

#### **ii. Competency Based Curriculum (CBC)**

Competency Based Training (CBT) as well as non-CBT curriculum will be adopted for the implementation of SDP programs and will be developed in consultation with relevant experts and trainers to ensure quality and relevance of training. The curriculum will be developed following the curriculum development guidelines which includes active involvement and participation from the relevant industries. DTE shall validate the curriculum developed by the institutes to ensure quality, relevance and consistency in duration following the curriculum development guideline.

#### **iii. Training of Trainers (ToT) Program**

ToT program will be provided to local trainers in technical instruction and pedagogy to ensure the quality of training delivery. The ToT content will be customized from the current four module training to accelerate access of ToT to trainers of SDP implementing partners. The customized ToT will be provided to those who have not availed pedagogical or related training in the past, and before trainers take up any training delivery. To ensure proper management, ToT program will be conducted before the commencement of courses under each phase.

#### **iv. Quality Assurance System (QAS)**

To ensure the quality of training, the courses based on NCS shall be registered and accredited on meeting the quality standards. The CBT course registration and accreditation shall ensure that the institutes have the facilities and resources in place to deliver quality training. The institutes shall be certified in Quality Management System (QMS) to deliver the proposed training programs except for short term courses not leading to NC certification. Regular periodic monitoring shall be carried out to ensure that the institutes offering CBT courses comply with the quality criteria during the implementation of the training.

### **V. Assessment and Certification**

The assessment and certification of the trainees shall be flexible and shall be conducted as per the courses. The trainees shall have the option to be assessed immediately upon completion of the training either through national assessment for CBT, institute assessment for non-CBT or be assessed later as per the requirement through provision of Recognition of Prior Learning (RPL). DOS shall facilitate the RPL as and when required.

#### **vi. Master Trainer (International/Local)**

The SDP shall have the provision to recruit international and local master trainers to ensure workmanship, quality and relevance of the training delivery in the areas where there is a lack of capacity in the implementing institutes. The engagement of master trainers shall be as per the Terms of Reference (ToR) developed by MoLHR.

#### **4.2 Program Rollout**

Considering the high number of candidates to be trained through the SDP, the training shall be initiated on a phase-wise approach based on the demand for immediate employment and readiness from the institute's side, as detailed out in the above section.

Courses with high demand and high institute readiness are identified for commencement in the Phase 1 and 2, whereas courses with low demand and low institute readiness are identified for implementation in the Phase 3 and Phase 4. All courses will be initiated within the first year 2021-22, and the course implementation will be spread out three years.

A total of 25 courses are identified for commencement in Phase 1. Under these 25 courses, a total of 2,490 candidates will be trained in the course of two years. Similarly, a total of 36 courses are identified for commencement in Phase 2, 28 courses in Phase 3 and 19 courses in phase 4. Once the course implementation is initiated, the implementation shall be spread out into three FY years (2021-22, 2022-23 and 2023-24).

### **Section 5. Registration and Application for Training program**

#### **5.1 Announcement and registration**

MoLHR shall announce the training program under SDP through the MoLHR website and open for registration for a minimum of 14 (fourteen) days before the beginning of the courses.

Training course information shall include:

- Name of the course
- Summary of course contents
- Date of beginning and end of course
- Duration of the course (expressed in the number of months)
- Location
- Type of certificate and/or credits that may be acquired through the course
- Minimum level of education required to join the course
- Selection criteria
- Deadline for applying

The deadline for registration shall be same for all the courses including timeline to notify the candidates

The MOLHR to the extent possible will also post information on the courses available in the near future (next 12 months) but for which the registrations are not yet announced. This will help candidates to make a judgement on which current or future course they are most interested to apply.

## **5.2 Self-creation of Login profile**

In order to apply to the proposed training courses, applicants on the foremost shall create a login profile on the MoLHR-MIS at <http://mis.molhr.gov.bt/>

The login profile is through a username and password and the applicant must provide the following data:

- Full name;
- Gender;
- Date of birth;
- Current address;
- e-mail address,
- Phone number (optional);
- Education level (drop-down list includes Below class X, Class X, General graduates, Technical graduates, Master's Degree and above, Vocational Certificate, Vocational Diploma, Monastic education, No education/illiterate, etc.);
- Scanned proof of qualification to be uploaded;
- Current employment status (drop-down list includes: Job seeker, Overseas returnee, Laid-off employee, Leave without pay employee, Paid Leave employee, Self Employed); and
- Professional experience (if any).

The candidate's profile dashboard shall have the provision to display:

- Application to courses and their status;
- Monthly attendance record and payment status If currently enrolled in a course; and
- Past courses attended and certifications received.

## **5.3 Search for relevant courses**

The MIS shall have the provision of searching the proposed course through a multi-search function. This includes, searching by duration (number of months), location, sector, etc.

## **5.4 Application**

Applicants may apply up to 3 courses at a time and express their level of preference for each course (by classifying their application from 1 "highest preference" to 3 "lowest preference").

Training institutes shall examine applications and decide on the selection of the candidates based on the level of education required and other criteria set by the Ministry/Department/Institute. The institute shall establish a list of selected candidates, standby and rejected candidates.

All the applicants, including those in the standby and rejected list shall be automatically notified by email on the status of their application. Selected candidates shall then have 5 calendar days to accept one of the courses for which they have been selected (if a candidate is selected for more than one course, accepting one course will automatically cancel the application for the other courses).

Training institutes will finalize the list of selected applicants. In case of availability of similar courses in other institutes, the candidates in the standby shall be offered the option. The selected

candidates on the waiting list shall be notified through e-mail/sms. The candidates will have 2 calendar days to accept or reject it. The training institute shall then finalize the candidates for each course and close the registration.

## **Section 6. Enrollment and Attendance**

### **6.1 Enrollment and provision of bank account number**

Upon confirming the selection for a course, candidates shall receive notification from the training institute with the following information:

- i. The training commencement date and location of the training, and
- ii. A link to a secure online location to provide a valid bank account number for disbursement of monthly stipend.

### **6.2 Attendance recording by Training Institutes**

All training institutes will be provided with the secure login credentials to manage the MIS related to the implementation of SDP courses. The training institutes shall record the monthly attendance of the trainees on the MIS for each training program.

The trainees will have to attend at least 80% of the days every month, except for genuine cases such as medical reasons to be eligible for the monthly stipend.

The percentage of monthly attendance shall be calculated as follows:

*(Number of days attended + Number of days with valid exemption)/number of training days for the month*

The following form of trainees' absenteeism during the training period shall be considered for the purpose of attendance:

- i. Medical/Health problem;
- ii. Bereavement; and
- iii. Paternity leave.

### **6.3 Generation of Payrolls and Payments**

The institutes shall pay the monthly stipend upon verification of the attendance by SDP management at the Ministry through the MIS.

The trainees whose attendance are less than 80% are ineligible for stipend for the month and shall be notified through email. Training institutes will provide counseling services to this group of cohorts to ensure their minimum attendance for the subsequent months. In case the trainee fails to attend the training program for consecutive two months, the institutes shall suspend the trainee from the training course as per the institute's existing rules and regulation.

## **Section 7. Grievance Redressal Mechanism (GRM)**

The GRM is to ensure that the SDP is implemented in a transparent, fair and accountable manner and that the voices and concerns of target groups and other beneficiaries/stakeholders are resolved effectively and expeditiously.

The MoLHR shall redress grievances through Grievance Redressal Committee (GRC). The GRC shall comprise of the following member:

| <b>Sl. No.</b> | <b>Official</b>        | <b>Agency/Department/Unit</b>                      | <b>Remark</b>    |
|----------------|------------------------|--|------------------|
| 1              | Hon'ble Secretary      | Ministry of Labour and Human Resources             | Chairman         |
| 2              | Director General       | Directorate Services, MoLHR                        | Member           |
| 3              | Director General       | Department of Employment and Entrepreneurship      | Member           |
| 4              | Director               | Department of Technical Education                  | Member           |
| 5              | Director               | Department of Occupational Standard                | Member           |
| 6              | Director               | Department of Labour                               | Member           |
| 7              | Director               | Department of National Human Resources Development | Member           |
| 8              | Chief Planning Officer | Policy and Planning Division, MoLHR                | Member           |
| 9              | Legal Officer          | Legal Unit, Directorate Services                   | Member Secretary |
| 10             | Internal Auditor       | Internal Audit Unit, Directorate Services          | Member           |

The GRC shall meet at least once in a month to discuss and redress grievances effectively and in a timely manner. The Member Secretary shall present the grievances received to the committee during the GRC meeting for discussion and redressal.

Grievances shall be expressed through online portal by:

- Applicants (whether accepted in a course or rejected)
- Trainees (participating in a course presently)
- Trainers
- Training Institutes

Grievance may include inter-alia the following:

- Related to applications for enrolment in the program;
- Related to selection process;
- Related to training delivery in the institute/industry;
- Related to attendance, disbursement of stipend and other payments; and
- Etc.

Grievances shall be submitted through an online portal with the following information(s).

- Full Name
- Name of the course and training institute, if applicable
- Select a category of grievance
- Describe the grievance

The Member Secretary, GRC shall be the point of contact including the online submission made by the aggrieved agency/institute/individual/. The Member Secretary shall then share the submission with all the members prior to the GRC meeting for necessary review. All grievances shall be treated confidential by GRC, MoLHR. Grievances posted online shall generate a case number that will automatically be communicated through email to the aggrieved individual/institute. The GRC shall review and resolve the grievances within 14 working days and provide the outcome of the review through the online portal to the aggrieved individual/institute.

## Section 8. Monitoring and Evaluation

### 8.1 Monitoring indicators

The following indicators will be calculated and generated automatically from the MIS to guide the status of the program performance.

- Number of applicants (disaggregated by gender, by sector and by geographical location).
- Courses that receive a higher number of applications (disaggregated by gender) and/or higher level of preference during the application process.
- Number of trainees that have at least 80% attendance (disaggregated by sector, by institute, by gender).
- Types of GRM complaints (whether registration, attendance, etc. – disaggregated by institute, by gender).
- Delays in solving complaints through the GRC.

### 8.2 Monitoring tool

The checklist provided below shall be used as a tool to monitor the SDP training program:

Spot checks shall be carried out by the MoLHR to verify compliance of the institutes with the POM. The Ministry/Department/institutes shall carry out monitoring of the program through spot check twice during the program - once in the mid-way and at the end of the program. However, the frequency of the spot check shall not be limited to twice and shall depend on the need to conduct as deemed necessary to ensure proper check and balance for the effective implementation of the program.

| Sl. No.                  | Details  | Yes (√) | No (√) | Remarks |
|--------------------------|--|---------|--------|---------|
| <b>Did the trainee</b>   |  |         |        |         |
| 1                        | Maintain a logbook?  |         |        |         |
| 2                        | Have full attendance?  |         |        |         |
| 3                        | Actively engage in relevant occupation as per the training plan? |         |        |         |
| <b>Did the institute</b> |  |         |        |         |
| 1                        | Maintain a training plan?  |         |        |         |
| 2                        | Maintain an attendance sheet?                                    |         |        |         |
| 3                        | Support trainee in verifying logbook?                            |         |        |         |
| 4                        | Engage trainees in relevant occupation as per training plan?     |         |        |         |
| 5                        | Have Occupational Health and Safety facilities?                  |         |        |         |
| 6                        | Have a spacious and safe work environment?                       |         |        |         |
| 7                        | Have sufficient tools and equipment?                             |         |        |         |
| 8                        | Provide trainee with all the competency as per the curriculum?   |         |        |         |
| General comments:        |  |         |        |         |
| Verified by:             |  |         |        |         |
| Signature:               |  |         |        |         |
| Name and Designation:    |  |         |        |         |

### **8.3 Establishment of baseline through MIS data**

To ensure achievement of the overall objective of the program, The Program Coordination Division/Unit, MoLHR shall conduct Rapid Assessment after seven months of implementation of SDP to establish the baseline required for the Disbursement Linked Indicator (DLIs). The primary information for the rapid assessment shall be sourced from TVET MIS and other relevant data. The report shall be completed and approved by the Ministry by the end of May 2022 and share with the World Bank team for reference.

The following data should be collected from MIS:

- a. % of women among those enrolled;
- b. % of women among those completing the training;
- c. % of women enrolled who completed the training; and
- d. Number of trainings delivered outside of Thimphu, Paro and Phuentsholing.

The baseline will be used to verify in Year 2 if there is a percentage increase in female trainees under SDP (cumulative) and a percentage increase in training delivered outside of Thimphu, Paro, and Phuentsholing.

### **8.4 Tracer Study**

A Tracer Study shall be conducted twelve (12) months after commencement of SDP program.

The tracer should be able to track:

- a. % of SDP trainees employment in full or part time wage-employment within 6 months of SDP completion
- b. % of SDP trainees self-employed within 6 months of SDP completion (this would include both own account workers and those who run an enterprise of any size)
- c. % trainees who are enrolled or completed other MoLHR support programs after SDP including but not limited to Youth Employment and Livelihood Program (YELP), Critical Skills Training (CST), any of the entrepreneurship support programs by MoLHR (e.g. hackathons, incubation centers, acceleration courses, etc.), and other programs.

The percentage of trainees employed within 6 months of completion (part or full-time wage or self-employment) shall be measured annually. This could be done through repeat Tracer Studies or a different approach could be developed.

### **8.5 Process Evaluation**

A one-time process evaluation of SDP shall be conducted 12 months after the implementation of the program.

The objective of the process evaluation is to assess SDP implementers' compliance with the processes and procedures established in the operation manual and to ensure that all processes guarantee a positive user experience in the best interest of beneficiaries.

The Process Evaluation will identify what works and what does not work, as well as ways to improve the implementation of the SDP. It will assess the efficacy of specific phases in the delivery chain of RHISN (registration, application to training courses, delivery of training, attendance recording, payments, etc.), while identifying constraints that implementers may face with



procedures described in the operation manual. This will be done through requesting feedback from implementers, key informants and beneficiaries on the adequacy of operational processes, their implications in terms of user experience, and possible ways of adjusting and improving these processes with a particular focus on women's participation.

The process evaluation shall be conducted by a team of consultants and enumerators, who will carry out Key Informant Interviews (KII) and Focus Group Discussions (FGD) with all the stakeholders of the program.

## **Section 9. Roles and Responsibilities**

### **Ministry of Labour and Human Resources (MoLHR)**

Policy and Planning Coordination Committee shall function as the Ministerial Coordination Committee (MCC). The MCC shall carry out the following broad responsibilities:

- Provide overall direction and guidance for the implementation of SDP;
- Approve overall work plan and budget for the SDP;
- Review major issues submitted by the lead implementer and provide directions to resolve issues;
- Review implementation progress from time to time as submitted by the lead implementer;
- Discuss and approve changes in the implementation plan where necessary; and
- Secure fund for the implementation of SDP.

### **Department of Technical Education (DTE)**

The Department of Technical Education shall be the lead implementing Department for the Skills Development Plan. The DTE shall carry out the following responsibilities:

- Lead in the implementation of SDP;
- Coordinate with identified partner agencies/institutions for implementation of the courses under SDP;
- Facilitate online registration and selection of trainees for the identified course;
- Sign contract with Training Institutes other than TTIs and IZCs identified/selected for the implementation of courses under SDP;
- Facilitate recruitment of local and international experts as per the SDP plan;
- Sign contract with local and international experts;
- Develop/align/adopt curriculum for the courses under SDP in consultation with the international experts;
- Monitor the implementation of SDP;
- Facilitate procurement of tool, equipment, training materials and PPEs for TTIs and IZCs;
- Facilitate payment of stipend and tuition fees;
- Resolve any issues related to SDP;
- Resolve any issues related to skills training program at the department level;

- Coordination among the stakeholders for smooth and effective implementation of the program;
- Submit major issues to MCC for review and directive; and
- Implement any other directive of the MCC related to SDP

### **Department of Occupational Standard (DOS)**

Department of Occupational Standard (DOS) shall carry out the following responsibilities:

- Develop/align/adopt National Competency Standards for the courses under SDP;
- Carryout course accreditation for the training institutes; and
- Carryout National Assessment and Certification through regular and RPL whichever is applicable.

### **Department of Employment and Entrepreneurship (DoEE)**

Department of Employment and Entrepreneurship (DoEE) shall carry out the following responsibilities:

- Facilitate post-training support to graduates completing SDP courses;
- Coordinate Entrepreneurship Development Program;
- Facilitate access to finance for graduates willing to start up their own businesses;
- Facilitate establishment of business for start-up entrepreneur and provide mentorship support; and
- Facilitate employment/engagement of graduates in close collaboration with employers.

### **Department of National Human Resources Development (DNHRD)**

Department of National Human Resources Development (DNHRD) carry out the following responsibilities:

- Carry out labour market study to identify specific competencies required in the labour market; and
- Provide labour market skills demand to the DTE on a regular basis for implementation of SDP courses.

### **Directorate Services (DS), MoLHR**

Directorate Services, MoLHR shall carry out the following responsibilities:

- Facilitate timely release of the fund from MoF;
- Disburse payments based on the documents submitted by implementing departments;
- Disburse/release stipend to individual trainees based on the documents submitted by DTE;
- Disburse/release monthly allowance to participants based on the monthly attendance submitted by DTE/Institutes; and
- Carryout procurement as per the document submitted by the DTE.

### **Training institute / Partners**

The training partners shall carry out the following responsibilities:

- Appoint two focal officials to coordinate with the DTE for the implementation of SDP courses;
- Develop a training plan for the implementation of courses;
- Carryout internal monitoring of the training program;
- Submit progress report for SDP to DTE, MoLHR at the end of the training;
- Ensure adequate facilities and resources to deliver the courses under SDP;
- Maintain attendance and progress of the training.
- Public training providers to carry out any procurement related to the course; and
- Develop SOP and implement training programs following the COVID-19 Safety Protocol issued by the Ministry of Health.