

REQUEST FOR EXPRESSIONS OF INTEREST

Business Plan for the Centre for Women in Trades in Papua New Guinea

Background

IFC—a member of the World Bank Group—is the largest global development institution focused on the private sector in emerging markets. We work in more than 100 countries, using our capital, expertise, and influence to create markets and opportunities in developing countries. In fiscal year 2021, IFC committed a record \$31.5 billion to private companies and financial institutions in developing countries, leveraging the power of the private sector to end extreme poverty and boost shared prosperity as economies grapple with the impacts of the COVID-19 pandemic. For more information, visit www.ifc.org.

IFC and Gender

Gender is a cross-cutting priority for IFC, as highlighted in the [WBG's Gender Strategy](#). Central to IFC's gender work, the [Gender and Economic Inclusion Group](#) helps clients build robust business performance by making them aware of, and invest in, the value women can bring as leaders, employees, entrepreneurs, consumers, and community members. The [group](#) has a track-record of substantiating and applying the business case and good practices for investing in women's employment through partnerships, research, and advisory services to companies.

Country Context

Gender inequality presents barriers to economic growth and limits access to quality jobs for women in Papua New Guinea (PNG) who make up 49% of the population but are under-represented in the economy, community leadership and have no representation in national politics. Female formal labor force participation is 46% versus 48% for men (WB 2019), yet women face challenges to accessing and retaining quality jobs, including high rates of family and sexual violence (FSV) and childcare duties.

There is a lack of appropriate training for women in trades to create quality jobs and advancement. The extractives and construction sectors account for more than a quarter of PNG GDP, yet women face barriers to entering these more productive and remunerative jobs. Firms have difficulty recruiting and retaining skilled workers and would like to hire more women. The supply of technical training in PNG is not fit for purpose and many businesses have established their own training facilities to equip employees with practical work-ready skills. Accessing high-quality technical training and safety and support for women in the workforce are key challenges for women's economic inclusion in the sector.

Centre for Women in Trades (CWT)

To address the aforementioned PNG skills and gender gap, IFC, in partnership with construction company Rhodes, are establishing a technical training college for women in PNG. Rhodes has donated a site in Napa Napa, outside of Port Moresby, to build this technical training college. IFC has undertaken a market study to assess the feasibility of this training college including:

- industry demand for skills;
- level of industry support for improved supply of skilled workers, including women;
- current training supply in PNG; and
- challenges and opportunities for women to access more training and jobs.

The assessment conducted in 2019 found a market gap in technical training designed to accommodate challenges faced by PNG women and that produces job-ready graduates of any gender. The private sector is addressing this gap by providing training tailored to their needs. They are, in principle, supportive of establishing a women's technical training college, the PNG CWT. Please refer Appendix 1 for a brief overview of key findings from the feasibility study.

The PNG CWT will provide training services to women employed by PNG Companies operating in the trade and construction, mining, technology and infrastructure sectors or other sectors using trades skills (hospitality, banking).

It is proposed that companies whose employees participate in CWT activities will become paid partners and founding members of the CWT. Benefits include:

- Accessing to training at a discounted rate
- Support to create safe, respectful and gender equal workplaces
- Increased women's employment, retention and productivity in trade roles
- Cost saving, convenience and utilization of training resources

Key activities of the CWT will include coordination of face-to-face training conducted onsite at the CWT or offsite at member companies or other partners facilities. There is also an opportunity to explore remote learning and mentoring utilizing digital technology.

The training and support provided to CWT trainees includes:

- Mentoring and Coaching
- Employment readiness and life skills training
- Advanced technical training

Objectives and Scope of Work

IFC is seeking a consulting firm to prepare a business case for the PNG CWT Project. The business case analysis aims to cover the following aspects: 1. Validate the feasibility study conducted in 2019; 2. Assess the viability of the proposed operating model; 3. Conduct financial feasibility; 4. Conduct a market scan to identify potential operators for the PNG CWT.

1. Activity 1: Validate the feasibility study conducted in 2019

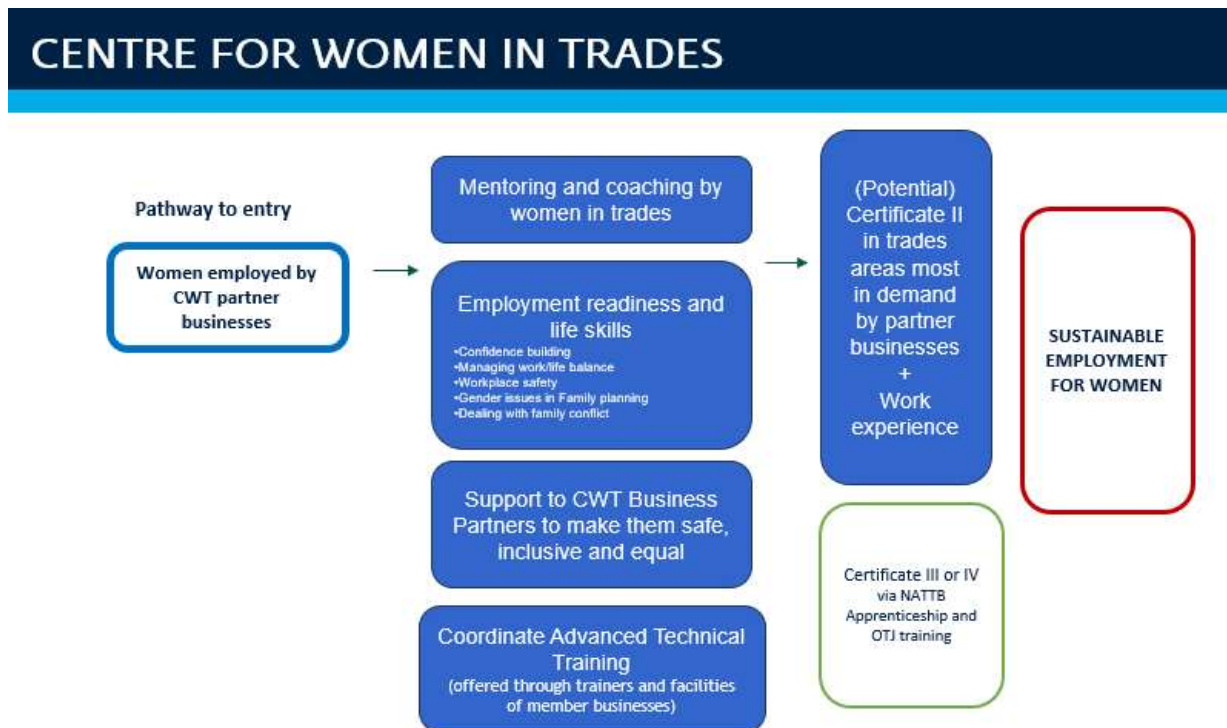
A feasibility study was undertaken pre-COVID-19 to assess the feasibility of a women's technical and vocational education and training (TVET) college and investigate trade skills shortages in industries operating in PNG. The Consultant will review the findings of the previous feasibility study and update the analysis based on the current operating environment and impact of COVID-19 to PNG businesses, their ability to conduct training and recruit international trainers. The Consultant will determine if there are any changes to training supply, employer demand, women's experience and government priorities that should be considered.

2. Activity 2: Assess the viability of the proposed operating model

The Consultant will assess the viability of the proposed operating model for CWT as below:

- a. Training/Skills offered: Ability of PNG CWT to address the market gaps identified as part of the feasibility study and meet the needs of women employed in trades, their employers, and the broader vision of GoPNG relating to vocational training.
- b. Customers’ willingness to sponsor (or partially finance) the training cost for women undergoing training at CWT.
- c. Customers’ role in curriculum development and delivery of programs with the TVET operator for CWT.
- d. Customers’ willingness to provide financial support or revenue guarantees (in the form of membership model) for CWT and preferred commercial arrangements.
- e. Availability of external student financing for TVET (either from the government or from NBFs).
- f. Availability of financial/tax incentives from the government for employer provision of TVET services.
- g. Regulatory environment (local and national) and ability to implement proposed operating model.
- h. Propose alternative operating model options or refinements based on other markets.

Based on the information obtained through this exercise, the consultant will highlight challenges associated with implementing the proposed model and provide recommendations to enhance the viability of the model.



3. Activity 3: Conduct financial feasibility:

- a. Demand assessment - Analysis of the target student age population size in PNG, current and historic enrolment rates in TVET courses

- b. Growth of female enrolment in TVET courses in PNG over the last 5 years and expected growth potential
- c. Labor market needs assessment to assess outlook of skilled labor requirements in the sectors being targeted by CWT business model by highest job prospects for CWT trained women
- d. Intake and Enrolment potential for CWT based on current enrolments in trade skills TVET trainings in PNG and attainable market share for CWT
- e. Market competitor analysis
- f. Pricing potential for CWT including membership charges, tuition fees for training
- g. Analysis of key operating costs and assumptions on key cost items based on observed benchmarks
- h. Revenue and EBITDA projections for CWT and investment required in the project
4. **Activity 4: Conduct a market scan to identify potential operators and industry partners for the PNG CWT.** The Consultant should build a long list of customers that CWT can partner with to deliver their training needs and who are interested in the program

In 2021 IFC published a call for expressions of interest (EOI) for an operating organization or consortium to work with IFC and other partners to establish the PNG CWT with the following qualifications and experience:

- Relevant emerging markets experience in PNG or similar locations (ideally one member of the consortium to be PNG based)
- Experience in work based technical training delivery
- Capabilities in content (and curriculum) development
- Demonstrated experience in operations and outcome-based delivery
- Ability to manage, deliver and sustain complex initiatives
- Understanding of trade accreditation and qualifications frameworks
- Necessary resources to operate the centre
- Committed to supporting and addressing barriers to employment opportunities for women in PNG
- Experience in one or more of the following industries: trade and construction, mining, technology or infrastructure is desirable.

Whilst at least one EOI was of interest, IFC would like to consider a wider pool of suitable operators to ensure that the chosen operator meets the needs of IFC and project partners.

The consultant will conduct a market scan of suitable operators for the PNG CWT including recommendations with contact information and develop a procurement package with Request for Proposal (RFP) that can be shared with lead firms. The Consultants will also prepare pitchbooks for the private TVET operators summarizing the opportunity, operating model and financial d

The research objectives are: 1. Present a business plan for PNG CWT to enable IFC and partners to assess the viability of the venture and 2. Offer recommendations for PNG CWT operators and 3. Produce a procurement package to enable IFC to approach recommended operators for the PNG CWT.

Deliverables and Timeline

Following the appointment, the consulting firm will deliver the following:

Deliverables	Submission Date
Kick off document with detailed methodology, including a list of proposed target companies, institutions and focus groups, and research methodology (incorporating inputs from RFP discussions)	July 2022
Interim Deliverable (Validation of Feasibility study and proposed operating model)	August 2022
Interim Deliverable (Financial plan, potential industry and TVET partners)	September 2022
Final Deliverable incorporating project team inputs	October 2022
RFP for TVET Operator selection	November 2022

Selection Criteria for Firm/Eligibility

The consultancy firm must have experience in the following areas:

- Demonstrated experience in the technical and vocational education sector
- Expertise on gender and private sector
- Local presence and knowledge of PNG context
- Record of successfully delivered similar business plan assessments in PNG and the Pacific Region
- Familiarity with the IFC, multilateral development banks, and private sector approaches to development.
- Flexible, responsive, and client-oriented; ability to work in teams and across boundaries and in cross-cultural environments.
- Good interpersonal skills and demonstrated ability to lead and leverage internal and external relationships to conduct this work effectively face to face or virtually.
- Excellent English writing and communication skills and good attention to detail.

Duration, Reporting Requirements

The firm will have around 6 months, from the date of receipt of the contract, to complete the deliverables. This project is expected to be completed by November 2022.

The firm will report to Ellen Maynes, IFC PNG Gender, based in Port Moresby and Giles/Ridhi MAS Upstream based in Singapore.

Acceptance of Deliverables

Materials will be reviewed by IFC before being finalized (timelines above highlight final submissions, after the IFC review process). Deliverables will be accepted if delivery by the firm is timely and meets the requisite quality standards, including edited and proofread deliverables exhibiting correct and astute data analysis and results, excellent command of the English language, no typos and grammatical error, with clear, concise, coherent, and actionable writing that is accessible to a wide range of stakeholders, especially private sector companies,

government, and investors. The project team will have weekly calls, and additional calls as necessary, during the consultancy period.

Specific inputs to be provided by IFC

- Background reading materials including the initial feasibility conducted for the PNG CWT
- Access to relevant contacts and identification of stakeholders and employers to engage
- Timely feedback on deliverables to ensure quality control

Submission Requirements

Interested firms are hereby invited to submit expressions of interest. Expression of interest should be no longer than 30 pages total and include only the most relevant previous assignments, up to five.

Confidentiality Statement

All data and information received from IFC for the purpose of this assignment are to be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of these Terms of Reference are assigned to IFC. All materials produced or acquired under the terms of this contract - written, graphic, film, magnetic tape, or otherwise - shall remain the property of IFC and may not be used for other purposes than the execution of these terms of references. The contents of written materials obtained and used in this assignment may not be disclosed to any third parties without the expressed advance written authorization of the IFC. The rights and duties provided for in this paragraph shall continue, notwithstanding the termination of the contract or the execution of its other provision.

Appendix 1: Key findings from the Feasibility Study (2019)

A feasibility study was undertaken by Abt Associates to assess the feasibility of a women's technical and vocational education and training (TVET) college and investigate trade skills shortages in industries operating in Papua New Guinea (PNG). Key findings include:

Training Providers

- TVET institutions in PNG are often underfunded, and many courses do not meet international standards or industry needs.
- Business reported that graduates from the TVET institutions, and indeed more broadly in the higher education sector, have some theoretical knowledge but lack practical work-ready skills.
- Some companies relied on TVET training institutions for Cert III training after a period of three to four years as an apprentice. Existing institutions/RTOs may still be suitable for delivery of Certificate III and IV.
- Institution-based pre-employment training is not suited to the workforce characteristics of PNG.
- It is not recommended that the CWT replicates other training institutes by producing graduates without immediate prospects of work in the context of PNG job shortages.
- The focus of TVET training should be to support those already in jobs.

Employers

- 27 medium to large employers in PNG were consulted as part of the market assessment
- Employers in the trades, construction and extractives sectors have a wide pool of labour to select from.
- For several reasons employers would like to employ more women, though there remains a low representation of women in trades positions and within the sector.
- Most companies had no strategies or initiatives to increase women applying for technical and trade positions, but recognized difficulties for women to work in a male dominated environment.
- Companies consistently stated they support processes to encourage more women to apply for jobs and programs to encourage more women into their workplace.
- All businesses have in house training processes. 26% have established their own accredited training facilities and become registered training organisations (RTOs) and 44% paid external training providers for apprentices to achieve Cert III level training
- Different businesses had different skill demands. Within construction/mining most commonly utilized are mechanics, electricians, electronics, engineers, air-conditioning and refrigeration, plumbers, fitters.
- Employers recruit assuming they will need to provide job related training and see the provision of training as the cost of doing business in PNG.

Women's Experience

The study identified the following barriers to women's engagement in technical training and employment:

- **Culture:** Domestic and reproductive expectations, generational and urban/rural divide may prevent women participating.
- **Family and community influence:** Family support determines ability to access opportunities, many women leave the workplace after having children.
- **Financial barriers:** Education for girls may be deprioritized for investment in male family members.
- **Confidence issues:** Women need support to manage challenges of work in a hostile environment.
- **Workplace culture:** Companies need to create safe supportive workplaces to attract/retain women.
- **Safety and Security:** Measures to keep women safe can unintentionally discriminate.

Overall and in addition:

- There is an appetite amongst employers to support a pathway to encourage more women into trade jobs
- Multiple strategies need to be in place to support women throughout the pipeline to sustainable employment
- There are some good local processes that can be leveraged