TERMS OF REFERENCE

Call for Private Consultants: Training Module Development and Training Delivery

Cutting · Machine Stitching (Footwear & Leather Bags) · Leather Product Finishing — for women and youth operators in leather footwear and leather goods MSEs

Skyline Leather Fashion Training Center PLC · LIWAY II · Inclusive Outsourcing through Intermediary Model · SNV Netherlands Development Organisation (funded by SIDA)

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AT A GLANCE

Assignment: develop 12 competency-based operator training modules and deliver practical training for women and youth in leather footwear and leather goods MSEs, specialised in three trades: (1) cutting, (2) machine stitching — footwear and leather bags and (3) leather product finishing.

Submission deadline: Friday, 30 October 2026, 5:00 PM — seven (7) working days from the date of announcement (Wednesday, 21 October 2026).

Module development period: all modules must be completed and submitted within **one (1) month** of contract signing.

Financial offer: applicants must quote a **price per session** for module development and a **price per session** for training delivery.

Who may apply: qualified private (individual) consultants and trainers with proven hands-on mastery of the trade(s) they apply for.

Mandatory documents: CV, experience letters, educational certificates, copy of ID, technical and financial proposals.

Training venues: Skyline Leather Fashion Training Center and the Skyline Product Development Centres at Misrak Polytechnic College, TMS (Entoto) Polytechnic College, Akaki Kality Polytechnic College and Arada Manufacturing Polytechnic College (TVET centres).

INTEGRATED MANAGEMENT SYSTEM (IMS) NOTE

This Terms of Reference forms part of the Skyline Leather Fashion Training Center PLC Integrated Management System (IMS) and shall be read together with the Procurement and Supply Chain Manual, the Code of Conduct and Ethics Policy, the Safeguarding, PSEAH and Child and Adult Protection Policies, and the Quality Manual (SLFTC-QM-2026-01). Contractual matters are governed by the Partner Subgrant Agreement with SNV (Contract No. SNV/PAR/76649/26).

1 Introduction

Skyline Leather Fashion Training Center PLC ("Skyline" or "SLFTC") was legally established in 2015 by thirteen professionals in footwear technology, creative design and CAD/CAM, leather goods design, fashion merchandising, development economics, project management and international trade. It is the only private leather-fashion training center in Ethiopia, providing short-term training in footwear, leather goods and leather garment technology together with licensed management and industry consultancy services.

Skyline has established Product Development Centres in TVET colleges (Misrak Polytechnic College, TMS Polytechnic College, Akaki Kality Polytechnic College and Arada Manufacturing Polytechnic College) and has delivered projects with Save the Children International, the Norwegian Refugee Council, EDA, VAMCPAA and AWSAD. Skyline now invites qualified private consultants (individuals) to apply for the development and delivery of an operator training package in **cutting, machine stitching (footwear and leather bags) and leather product finishing** under the LIWAY II programme.

1.1 Skyline Leather Fashion Training Centres

Under a previous project, Skyline Leather Fashion Training Center established Product Development Centres (PDCs) at four public TVET institutions: Misrak Polytechnic College, TMS (Entoto) Polytechnic College, Akaki Kality Polytechnic College and Arada Manufacturing Polytechnic College. The PDCs give MSEs shared access to design, pattern making and grading, sample development and production equipment, and serve as the main venues for practical training.

Table 1 *Product Development Centres — training venues*

No.	TVET centre	Location	Role in this assignment
1	Misrak Polytechnic College	Yeka Sub-City	Equipped Product Development Centre and training venue
2	TMS (Entoto) Polytechnic College	Yeka Sub-City	Equipped Product Development Centre and training venue
3	Akaki Kality Polytechnic College	Akaki Kality Sub-City	Product Development Centre and training venue
4	Arada Manufacturing Polytechnic College	Arada Sub-City	Product Development Centre and training venue

Modules developed under this TOR will also be handed over to the PDCs so that TVET trainers can continue to use them after the project period.

2 Project Background

LIWAY (Livelihoods Improvement for Women and Youth) is led by **SNV Netherlands Development Organization** and funded by the Swedish International Development Cooperation Agency (**SIDA**, Grant Reference 16520). Under the Partner Subgrant Agreement **SNV/PAR/76649/26**, Skyline implements "Inclusive Outsourcing through Intermediary Model for Ethiopia's Leather Products Manufacturing Sector", linking Medium and Large Enterprises (MLEs) with Micro and Small Enterprises (MSEs) through a Demand-Orchestrated Intermediary Ecosystem.

Workforce capacity development (Phase 5 of the Operational Implementation Plan) is demand-driven: training is triggered by a confirmed MLE sourcing plan and covers the production skills specific to each MLE's product specification. The most urgent gap reported by MLEs and MSEs is at operator level — accurate and economical cutting, consistent machine stitching, and clean, export-quality finishing. This call therefore focuses on these three trades, supported by the 12-module operator training package agreed with SNV under LIWAY II, which also builds the mindset, workplace discipline, safety, productivity, quality and teamwork behaviours that operators need on the production line.

3 Objectives of the Assignment

3.1 General Objective

To equip approximately 1,500 women and youth working in 120 leather footwear and leather goods MSEs with practical, job-ready skills in cutting, machine stitching (footwear and leather bags) and leather product finishing, together with the workplace behaviours required by MLE buyers, so that MSEs can become reliable suppliers to MLEs.

3.2 Specific Objectives

1. Develop the 12 competency-based, illustrated and activity-based modules listed in Section 5 (learner modules and trainer guides) within one month of contract signing.
2. Build trade-specific practical skills in three specialisations: cutting; machine stitching of footwear uppers and leather bags; and leather product finishing — aligned with MLE product specifications, Ethiopian Standards and the Skyline Quality Manual.

3. Deliver practical, game-based and participatory training sessions to MSE operators in line with Skyline's demand-driven schedule, using the training method prescribed for each module.
4. Measure learning through pre- and post-tests and practical assessments, and support certification of trainees.
5. Make training gender-responsive, inclusive and safe for women, youth and persons with disabilities.

4 Scope of Work

The assignment has two components. Applicants may apply for **module development only, training delivery only, or both**, and for one or both lots; Lot 1 applicants indicate the trade(s) they are qualified to train (Section 5).

Table 2 *Components of the assignment*

Component	Scope
A. Module development	Training needs review; design and writing of the learner module, trainer guide, slides, games and activity cards, visual job aids, practice sheets and assessment tools for each of the 12 modules, with trade-specific content for cutting, machine stitching (footwear and leather bags) and finishing; validation with Skyline, MLEs and SNV; finalisation in English and Amharic — completed within one (1) month of contract signing.
B. Training delivery	Preparation and delivery of practical training sessions to MSE operators, organised by trade track (Section 5), at Skyline Leather Fashion Training Center, the Skyline Product Development Centres (Misrak, TMS, Akaki Kality and Arada Manufacturing Polytechnic Colleges) and shared facilities arranged by Skyline; attendance and assessment records; training reports; follow-up coaching where requested.

DEFINITION OF A SESSION

For pricing and payment, **one session = one training day of 6 contact hours for a group of up to 20 trainees.** For module development, the price per session covers the complete materials for one session: session plan, learner content, trainer notes, slides, handouts/job aids and assessment items.

5 Training Modules, Lots and Trade Tracks

The 12 modules below form the operator training package to be developed under this ToR, each with its prescribed training method. They are grouped into two lots. Module 8 (Stitching Skills) covers machine stitching for both footwear and leather bags. Skyline may adjust content and the number of sessions according to MLE demand and the training needs analysis.

REFERENCE TO THE SKYLINE CURRICULUM

All modules shall be developed based on Skyline's approved curriculum — the Skyline Leather Fashion Short-Term Training Curriculum (May 2015) and the Skyline course allocation — updated to current industry practice, MLE product specifications and Ethiopian occupational standards where available.

Each module must show which curriculum units and learning outcomes it covers. Where a topic is not yet in the curriculum (for example game-based mindset or focus exercises), the consultant proposes new units for Skyline's approval.

Table 3 *Lot 1 — Technical trade modules (cutting, machine stitching, finishing)*

Code	Module and core content	Method	Sessions
M5	**Quality Awareness** — MLE quality standards; identifying and classifying leather, cutting, stitching and finishing defects; self-inspection and rework prevention	Defect games	2
M6	**Material Knowledge** — leather types, grain and flesh side, stretch direction and defects; linings, reinforcements, threads, needles, adhesives, components and hardware	Touch / visual	2
M7	**Cutting Skills** — hand-knife and press (clicking) cutting of footwear and leather bag components; pattern placement and nesting, stretch direction, defect avoidance, material saving; marking, numbering and bundling; basic skiving	Practical	4
M8	**Stitching Skills — Machine Stitching (Footwear and Leather Bags)** — flat-bed, post-bed and cylinder-arm machine set-up, threading, tension and stitch length; closed, open, top-stitch, piping and binding seams; footwear upper closing; bag panel, gusset, handle, strap, zip and lining assembly; machine care	Practical	5
M9	**Finishing Skills — Leather Product Finishing** — edge trimming, sanding, edge painting and burnishing; cleaning, colour touch-up, creaming, polishing and waxing; thread-end treatment and hardware fixing; final inspection, labelling and packing of footwear and leather bags	Practical	3

Table 4 *Lot 2 — Operator foundation modules (all trades)*

Code	Module and core content	Method	Sessions
M1	**Operator Mindset & Self-Growth** — attitude, responsibility, punctuality, self-confidence, personal goals and career paths in the leather industry	Games + stories	1
M2	**5S & Workplace Discipline** — sort, set in order, shine, standardise and sustain at the workstation; tool and material care; workplace rules	Practical	1
M3	**Safety & Ergonomics** — knife, press and sewing-machine safety, PPE, adhesive and chemical handling, fire safety, posture, seating and lighting, basic first aid	Demonstration	1
M4	**Productivity & Time Awareness** — standard time, daily targets, work rhythm, waste of time and motion, recording own output	Games	1
M10	**Problem Solving & Continuous Improvement** — 5 Whys, simple root-cause analysis, Kaizen suggestions and PDCA on real shop-floor problems	Games + problems	1
M11	**Teamwork & Communication** — line communication, giving and receiving instructions, handover between operations, respect and conflict handling	Role play	1
M12	**Focus, Senses & Learning** — concentration, hand–eye coordination and dexterity exercises, learning how to learn, managing fatigue and stress	Brain / body	1

Table 5 *Trade tracks — modules each trainee group follows*

Track	Trade specialisation and modules	Trainees	Sessions
TR1	**Cutting** — footwear and leather bags: foundation modules (M1–M4, M10–M12) + M5, M6 and M7	Cutters / clickers	15
TR2	**Machine stitching** — footwear uppers and leather bags: foundation modules + M5, M6 and M8	Machine operators	15
TR3	**Leather product finishing** — footwear and leather bags: foundation modules + M5, M6 and M9	Finishers / packers	10

Sessions per track are indicative for one training round of one trainee group. The total number of sessions to be delivered depends on the number of trainee groups called by Skyline over the project period; quantities are not guaranteed. Payment is made only for sessions actually delivered and accepted.

6 Key Tasks and Responsibilities

6.1 Component A — Module Development

- Attend an inception meeting; review the Skyline curricula (the Skyline Leather Fashion Short-Term Training Curriculum (May 2015) and the Skyline course allocation, MLE sourcing plans and specifications, the Quality Manual and the training needs analysis.
- Prepare a **curriculum alignment matrix** that maps every module and session to the relevant Skyline curriculum units and learning outcomes, and identifies new units to be added.
- Prepare module outlines with learning outcomes, content, session breakdown and assessment approach (inception report).
- Write each module as a complete package: learner module, trainer guide with session plans, slides, handouts/visual job aids and assessment tools (pre/post tests, practical checklists, answer keys).
- Use simple language, step-by-step illustrations and photos suitable for trainees with limited formal education; at least 70% of time in the trade modules (M7–M9) must be hands-on practice on real footwear and leather bag components.
- Design every module around its prescribed method (games, stories, demonstration, touch/visual, role play or practical work) and supply ready-to-use game and activity cards, defect samples, practice sheets and skill-test checklists.
- Present draft modules at a validation workshop; incorporate comments from Skyline, MLEs and SNV.
- Translate trainee materials into Amharic and submit final, print-ready files in Skyline's house style.

6.2 Component B — Training Delivery

- Confirm the training schedule with Skyline at least 5 working days before each batch; prepare materials and practical exercises.
- Deliver sessions using the validated modules, with groups of up to 20 trainees per trade track, at Skyline Leather Fashion Training Center, the Product Development Centres at Misrak, TMS, Akaki Kality and Arada Manufacturing Polytechnic Colleges, or other facilities arranged by Skyline.
- Administer pre- and post-tests and practical skill tests (e.g. cutting accuracy and yield, stitch quality per centimetre, finishing quality); keep attendance sheets disaggregated by sex, age and disability.
- Apply adult-learning, gender-responsive and inclusive methods; observe Skyline's safeguarding and PSEAH requirements at all times.

- Submit a session report within 5 working days after each batch (attendance, results, photos taken with consent, issues and recommendations).
- Provide follow-up on-the-job coaching in MSE workshops when requested by Skyline.

7 Deliverables and Timeline

Table 6 *Component A — module development deliverables (within one month of contract signing)*

No.	Deliverable	Due (working days after signing)	Approved by
D1	Inception report: work plan, curriculum alignment matrix, module outlines and session breakdown	Day 5	Project Manager
D2	Draft module packages for all contracted modules	Day 15	Technical Team Leader
D3	Validation workshop and comments matrix	Day 18	Technical Team Leader
D4	Final modules in English and Amharic, print-ready (Word and PDF)	Day 22 — maximum one month	General Manager

Table 7 *Component B — training delivery deliverables*

No.	Deliverable	Timing
D5	Confirmed training schedule and session plans per batch	5 working days before each batch
D6	Delivered sessions with signed attendance sheets	As scheduled by Skyline
D7	Pre/post test and practical assessment results	With each session report
D8	Session report per batch (with photos taken with consent)	Within 5 working days after each batch
D9	End-of-assignment training report and recommendations	Within 10 working days after the last session

8 Required Qualifications and Experience

Table 8 *Minimum requirements for module developers and trainers*

Role	Education	Experience
Technical trainer / module developer (Lot 1 — cutting, machine stitching, finishing)	BSc or Diploma in Footwear Technology, Leather Products Technology, Leather Goods Design or a related field; TVET Level III or above in footwear / leather goods production is accepted with strong practical experience	≥ 5 years of hands-on footwear and/or leather bag production in the trade(s) applied for, of which ≥ 3 years training operators or TVET students; proven skill in quality control and material saving is an advantage
Foundation trainer / module developer (Lot 2)	BA/BSc in Industrial Engineering, Management, Psychology, Education or a related field	≥ 5 years training factory or MSE workers in work-readiness, 5S/Kaizen, OSH or productivity, preferably with women and youth; experience with game-based and experiential learning
Lead module developer (if applying for module development)	As above, plus training in curriculum or competency-based module design	Developed at least two training manuals or modules for TVET, NGOs or industry

All applicants must also demonstrate:

- Fluency in Amharic and good written English.
- Adult-learning facilitation skills; a TVET Level/ToT certificate is an advantage.
- Commitment to gender equality, inclusion and safeguarding.

9 Application Requirements

Applicants must submit **all** of the following documents. Incomplete applications will not be evaluated.

Table 9 *Mandatory application documents*

No.	Document	Requirement
1	Expression of Interest (Annex B)	Signed by the applicant or authorised representative
2	Technical proposal	Max. 10 pages: understanding, methodology, work plan for one-month module development, and a sample session plan for one module of the lot / trade applied for
3	Financial proposal (Annex A)	Price per session for module development and price per session for training delivery, in ETB, per module
4	Curriculum Vitae (CV)	Signed, up-to-date CV of the consultant (max. 4 pages)
5	Experience letters	At least two (2) letters of completion or recommendation from previous clients for similar training or module development in the last 5 years
6	Educational certificates	Copies of degrees, diplomas and relevant training certificates
7	Identification	Copy of valid national ID (Kebele ID) or passport
8	Sample work	Excerpt (max. 10 pages) of a training module or manual previously developed
9	Compliance declaration	Signed acceptance of Skyline's Code of Conduct, Safeguarding and PSEAH policies

10 Financial Proposal and Payment Terms

10.1 Price per Session

- Quote, for each module applied for, a **price per session for module development** and/or a **price per session for training delivery**, using the form in Annex A.
- Prices are in Ethiopian Birr (ETB) and are the full gross amount per session.
- The training-delivery price covers trainer fees, the trainer's transport and preparation. Training venues, machines, hand tools, practice leather and components, trainee mobilisation and printing of final modules are provided by Skyline.
- Prices remain valid for the whole contract period; no price adjustment is accepted after award.

10.2 Payment Schedule

Table 10 *Payment terms*

Component	Payment basis	Instalments
A. Module development	Price per session × number of sessions developed	40% on acceptance of draft modules (D2); 60% on approval of final modules (D4)

Component	Payment basis	Instalments
B. Training delivery	Price per session × number of sessions delivered and accepted	Monthly, against attendance sheets, test results and accepted session reports

Applicable income tax on consultancy fees is withheld by Skyline in accordance with Ethiopian law. Payments are made by bank transfer to the personal bank account of the contracted consultant.

11 Evaluation of Applications

Applications are evaluated using a combined score: technical **70%** and financial **30%**. Only applications that submit all mandatory documents and score at least **49 of 70** technical points proceed to financial evaluation. The financial score is calculated as (lowest price ÷ price offered) × 30.

Table 11 *Technical evaluation criteria*

Criterion	Max. points
Understanding of the assignment and of the MLE–MSE context	10
Methodology, curriculum alignment, one-month work plan and sample session plan	20
Qualifications of proposed trainers' / module developers (CVs and certificates)	15
Relevant experience proven by experience letters	15
Quality of sample module / manual	10
Total technical score	70

Skyline may invite short-listed applicants for an interview or a 20-minute practical demonstration (for example a cutting, stitching or finishing task, or a training game) before the final award.

12 Reporting, Coordination and Quality

- The contracted applicant reports to the **Project Manager** and works day-to-day with the **Technical Team Leader**.
- Skyline may observe any session; trainee evaluations below 75% satisfaction require a corrective plan.
- All materials follow Skyline's house style (logo, cover, document control, headers and footers) and become part of Skyline's IMS.
- Communication with SNV and MLEs is routed through Skyline.

12.1 Support Provided by Skyline

- Copies of the Skyline curricula (the Skyline Leather Fashion Short-Term Training Curriculum (May 2015) and the Skyline course allocation), the training needs analysis, MLE specifications and the Skyline Quality Manual.
- Training venues at Skyline Leather Fashion Training Center and at the Product Development Centres (Misrak, TMS, Akaki Kality and Arada Manufacturing Polytechnic Colleges); cutting, sewing and finishing machines; hand tools, practice leather and components; trainee mobilisation and refreshments for trainees.
- Printing of validated modules and certificates.

13 Intellectual Property, Safeguarding and Compliance

- **Intellectual property:** all modules and materials developed become the property of Skyline and, as foreground IP under Clause 6.1 of the Partner Subgrant Agreement, of SNV unless otherwise agreed in writing.
- **Safeguarding:** trainers shall comply with Skyline's Safeguarding, PSEAH, Child and Adult Protection, Anti-Discrimination and Code of Conduct policies; any breach leads to immediate termination.
- **Data protection:** trainee data and photographs are collected with informed consent and handled under Skyline's Data Management and Security Policy.
- **Conflict of interest:** applicants must declare any relationship with Skyline staff, MLEs or MSEs.
- **Governing law:** the laws of the Federal Democratic Republic of Ethiopia.

14 Submission of Applications

DEADLINE — SEVEN (7) WORKING DAYS

Applications must reach Skyline **no later than Friday, 30 October 2026, 5:00 PM**. Late applications will not be accepted.

In person: sealed envelope marked "SLFTC-TOR-TMD-2026-02 — Training and Module Development" to Skyline Leather Fashion Training Center PLC, House No. 4.1, Saris Abo Church, Mart Building, Akaki Kaliti, Woreda 06, Addis Ababa.

By e-mail: skylinefashion13@gmail.com, with the same subject line; technical and financial proposals in separate PDF files.

Enquiries: +251 911 976 234 — written questions may be sent up to three working days before the deadline.

Table 12 *Key dates*

Milestone	Date
Announcement / issue of Terms of Reference	Wednesday, 21 October 2026
Last day for written questions	Tuesday, 27 October 2026
Submission deadline (7 working days)	Friday, 30 October 2026, 5:00 PM
Contract signing (indicative)	Week of 9 November 2026
Final modules due	Within one month of contract signing

15 Document Approval and Effective Date

This Terms of Reference becomes effective on the date of approval by the General Manager.

Role	Name / Title	Signature	Date
Prepared by	Finance & Administration Head (FAH)		
Approved by	General Manager		

Annex A — Financial Proposal Form (Price per Session)

Applicant name: _____ Date: ____ / ____ / 2026

Complete only the modules you apply for. One session = one training day of 4 contact hours for a group of up to 20 trainees.

Table 13 *Price per session by module (ETB)*

Code	Module	Sessions	Module development — price per session	Training delivery — price per session
M1	Operator Mindset & Self-Growth	1		
M2	5S & Workplace Discipline	1		
M3	Safety & Ergonomics	1		
M4	Productivity & Time Awareness	1		
M5	Quality Awareness	2		
M6	Material Knowledge	2		
M7	Cutting Skills (footwear and leather bags)	4		
M8	Machine Stitching (footwear and leather bags)	5		
M9	Leather Product Finishing	3		
M10	Problem Solving & Continuous Improvement	1		
M11	Teamwork & Communication	1		
M12	Focus, Senses & Learning	1		

Prices are gross amounts in ETB, valid for the contract period. Income tax will be withheld as per Ethiopian law.

Authorized signature and stamp: _____

Annex B — Expression of Interest and Document Checklist

The undersigned confirms that (i) this application responds to Skyline's Terms of Reference SLFTC-TOR-TMD-2026-02 (announced Wednesday, 21 October 2026) for training module development and training delivery in cutting, machine stitching and leather product finishing; (ii) all information and documents submitted are complete and correct; (iii) if selected, the applicant will complete module development within one month of contract signing and comply with all requirements of Skyline and the LIWAY II Partner Subgrant Agreement.

Table 14 *Applicant information*

Information required	Details
Consultant full name	
Applying for	☐ Module development ☐ Training delivery ☐ Lot 2 (foundation) ☐ Lot 1 — trade(s): ☐ Cutting ☐ Machine stitching ☐ Finishing
Contact details (address, phone, e-mail)	
National ID / passport no.	
Highest qualification and years of experience	

Table 15 *Checklist of documents attached*

Document	Attached ✓
1. Signed Expression of Interest	
2. Technical proposal (max. 10 pages) with sample session plan	
3. Financial proposal — price per session (Annex A)	
4. Signed CV	
5. At least two experience letters	
6. Educational certificates	
7. Copy of national ID or passport	
8. Sample module excerpt	
9. Signed safeguarding and code of conduct declaration	

Name: _____ Signature: _____ Date: ____ / ____ / 2026