



## **TERMS OF REFERENCE (TOR)**

**FOR**

## **ANALYSIS OF REQUIRED SERVICES FOR BANGLADESH LEATHER SECTOR**

**Issued By**

**Centre of Excellence for Leather Skill Bangladesh Ltd. (COEL)**

**Dhaka, Bangladesh**

## Terms of Reference

### Assessment of ancillary support services for Bangladesh Leather Sector

<b>Project Title</b>	<b>Analysis of ancillary support services required for Bangladesh Leather Sector</b>
<b>Funded By</b>	Swiss Agency for Development and Cooperation (SDC)
<b>Implemented By</b>	Center of Excellence for Leather Skill Bangladesh Limited (COEL)
<b>Position Title</b>	Independent Consultants / Firms
<b>Reporting To</b>	Head of Operation, COEL
<b>Duration</b>	07 Months including preparation, validation and finalization.
<b>Project Location</b>	Dhaka, Bangladesh

### Introduction:

The Centre of Excellence for Leather Skill Bangladesh Ltd. (COEL) is an initiative of Industry Skills Council (ISC) of the Leather, Leathergoods and Footwear sector. COEL was set up in 2010, to meet the technical skill needs of the leather sector. By providing skill solutions and trainings, COEL assists the leather sector to increase productivity and promotes decent work through social compliance and Occupational Health and Safety (OHS) in the work place.

COEL had begun Industry-led Apprenticeship program with the support of SDC in 2012. Through this intervention, COEL has established its relevance and playing an important role in the footwear sector by providing skill training through formal apprenticeships. However, before stepping into other subsector (i.e., tannery and leathergoods) and deepening engagement with footwear, it transpired that COEL should have a comprehensive analysis of the existing as well as future skills need down the whole leather-value-chain.

This Terms of Reference (TOR) covers an overall requirement to undertake an analysis of required ancillary support services for Bangladesh leather, leather goods and footwear sector. The study is funded by Swiss Agency for Development and Cooperation (SDC) under Technical Assistance provided to COEL. The purpose of this study is to find out the sectorial ancillary services trade, existing service delivery mechanism and market actors, gaps in this area. Based on that, it will diagnose the major bottlenecks, identify critical areas, type of existing problems and shortage of technical knowhow. The expected outcome of the study will be to provide analysis of ancillary service delivery system, types of services required by the industry and examples of regional/international technical institutes which have been

successful in establishing a sustainable business model, so that COEL can plan to develop value-added service for industry.

**Objective:**

The objective of this Analysis of required ancillary support services is to develop a detailed study by undertaking an in depth market research on the basic technical service and knowhow required for the leather industry in view of the global quality, conformity and test standards. The analysis will identify requirements for future ancillary services of the sector and future demands in line with sectorial growth, technological modernization, changing consumer base, products variation and sustainability paradigm. It will be a key document in preparing ancillary service packages and action plan which will provide suggestion on how COEL can design business support service offers.

**Duration of the Assignment:**

The total duration of this Analysis of required ancillary support services for Bangladesh Leather Sector will be 07 months including preparation, validation and finalization. The assignment shall be carried out starting on December, 2016 to June 2017 with the final deliverable. An indicative schedule for the assignment is as follows:

<b>SL</b>	<b>Activity</b>	<b>Expected Completion Date</b>
01	Preparatory Work: Survey Questionnaire preparation, activity plan approval, key informant and stakeholder identification and selection of comparable institution/organization etc.	31 December 16
02	Undertaking survey, FGD, stakeholder meeting, Field Visit, and gathering information by applying other relevant tools for the analysis	31 March 16
03	Analysis of leather industry's ancillary service requirements	30 April 16
04	1 <sup>st</sup> Draft Report submission	15 May 16
05	Consultation on 1 <sup>st</sup> Draft Report	30 May 16
06	2 <sup>nd</sup> Draft Report submission	10 June 16
08	Validation of 2 <sup>nd</sup> Draft Report	20 June 16
09	I) Final Report(s) on Analysis of required ancillary support services for Bangladesh Leather Sector; including II) list of executive & diploma course III) Presentation	30 June 16

## Methodology:

1. Set out a plan for data collection, key informants interview and focus group discussion
2. Set out the indicative list of key stakeholders to be interviewed
3. Whole industrial value/supply chain flow analysis including support function and support services.
4. Visualization of whole process (from design to shipment) of different sub-sector.
5. Identifying the primary, secondary and tertiary services demand of Bangladesh leather sector.
6. Identification of service nature, functions, actors and areas by Key Informant Interview (KII), Field visit, Focus Group Discussion (FGD) and literature review.
7. Identify sectorial service need based on:
  - a. gap analysis
  - b. priority needs
  - c. scope for COEL
  - d. collaboration model (local, regional and international)
8. Scrutinize national framework of skills and industrial education system and certification, curriculum, course standard, and certification authority
9. Analyze existing service delivery system(local and international)
10. Assess gaps and discrepancies in the existing system
11. Analyze 2-3 regional/international business model to assess the replicability for COEL
12. Validation workshop with the key stakeholders

## Key Outputs / Key Deliverables

The consultant/firm shall deliver the following:

- A comprehensive analytical report on the study
- A summary report on the key findings, which includes
  - o A detail list of business support service needs and requirements; and
  - o A detail list of executive & management level course required for the leather industry knowledge development
  - o Suggest a replicable business model
- A presentation made to COEL covering key points and recommendations from this analysis

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD and EXCEL for Windows. Ownership of the data from the analysis rests jointly with the COEL and SDC. The copyright of the report will rest exclusively with the COEL. Use of the data for publication and any

other presentation can only be made with the agreement of COEL office. Key stakeholders can make appropriate use of the assessment report in line with the original purpose and with appropriate acknowledgement.

### Key Tasks

- Assess global trade in service associated with leather industry value chain
- Assess and analyze local market size of trade in service associated with leather industry, its growth and trends
- Assess the future trends and dynamics of global and local leather industry down the line 2030
  - Growth and industry projection
  - Consumer base, major market and export destination
  - Emerging products, fashion, style and consumer preference
- Identify service available in Bangladesh and source of procuring rest of the service from regional and international vendors
- Cost and margins of all these services
- Identify the key constraints in the field of support services, function and actors
- Global certification process (tannery and product segment)
- Analyze Bangladesh's current scenario; and based on that identify existing need, gap and forecast future demand
- Based on the situation, growth pattern and future demand identify the knowledge gap and required courses
- Identify the priority services and scope of work for COEL on:
  - Design studio
  - Testing lab services (establishment/collaboration with national & international partners)
  - Product engineering solution/ troubleshooting, R&D
  - Process improvement services
  - Whole range of machine maintenance services
- Analyze needed market intervention to fulfill the export quality requirements
- Analyze service providing business model
- Scrutinize policy framework and find out where advocacy required
  - Weakness of existing policies
  - What needs to be done as to improve national regulation for smooth service delivery operation

- General quality and standard for Leather, Footwear, Leather goods, technical regulations in major markets Non-Tariff Barriers, sanitary and phytosanitary measures related with/in leather industry
- Assess international and local compliance regime, sustainability issues and service demands arising in relation to this.

### Required Skills and Experience:

#### **The consultant/Firm will have:**

- Excellent technical knowledge on leather, leathergoods and footwear sector
- At least 5+ years of experience in management of technical assistance (consultancy) contracts.
- Minimum 5+ years' experience in research and business consultancy
- Significant professional background in conducting qualitative studies and data analysis.
- Previous experience in conducting similar work for international/national skill institute/ business support service organization will be preferred.
- Relevant academic background (Master's Degree preferred) of consultants.
- Excellent analytical, interpersonal, communication and reporting skills.
- Ability to adapt and work with people from different cultures, gender, religion, race, nationality and age.
- Proven previous work experience consisting of substantial involvement in assessments, evaluations and/or reviews in related areas.
- Work experience with senior officials within government and nongovernment organizations.
- Full computer literacy
- Proven capacity to supervise and coordinate all administrative and technical aspects of the consultancy
- Excellent written and spoken English. Bangla would be an asset.

### Requirements and Contractual Arrangements

The consultants are required to submit a technical and financial proposal addressing all the requirements mentioned in the Terms of Reference (ToR) along with a detailed financial proposal which provides a clear breakdown of all expenditures which are associated with the project. The company should also provide a company profile including the CVs of the team members who will be involved in this project including a list and one/two sample(s) of their own publications relevant to the topic of the study.

The consultant/firm will be selected by Swiss Agency for Development and Cooperation (SDC) and Center of Excellence for Leather Skill Bangladesh Limited (COEL). For the recruitment and engagement of the consultancy company, the COEL's rules and regulations for the procurement of consultancy services will apply. The contractual agreement will be with SDC, through COEL.

### **Financial Bid**

The Bidder shall indicate the prices of services it proposes to supply under the contract. All costs shall be inclusive of all taxes, duties, charges and levies of Bangladesh Government, as applicable, at the date of signing the Agreement and subject to deduction of all statutory deductions applicable, if any. In case of upward revision to duties and taxes the Bidder will be responsible to incur the additional cost. The Bidder has to include all costs like Travel, Lodging and Boarding, Local Travel expenses etc. Incurred during the implementation and COEL will not bear any additional costs on these.

### **Resources**

Funding will come from the development partner SDC in Bangladesh and the extension of coverage includes:

- 1) the consultant's fee, the Daily Subsistence Allowance (international rate) and field travel as per COEL rules and regulations
- 2) stakeholders workshop(s)
- 3) transportation during the on-site visit(s)

### **General Instructions**

- Consulting Firms/Consultant submitting the proposal must be a legal entity duly incorporated
- Must have a valid business license, Tax certificate, and other applicable Registration documents.
- All the communications to COEL including the proposal and the bidding documents shall be signed on each page by the authorized representative of the bidder and authorized letter should be attached with the proposal.
- The bidders should submit their proposal in 2 sets of printed copies and a NRW CD as a single file in PDF Format.

### Roles of Key Stakeholders

All stakeholders, particularly the relevant COEL staff, factory partners, SME partners, the development partners, BIOs, relevant agencies, and other key partners will be consulted throughout the process and will be engaged at different stages during the process. They will have the opportunities to provide inputs to the draft final assessment report.

### Rights of COEL

- COEL may, for any reason, modify the TOR document by an amendment.
- In order to accord prospective bidders reasonable time to take the amendment into account in preparing their bid, COEL may, at its discretion, extend the last date for the receipt of the bids.
- The bidders are allowed to resubmit their bid-if required, after such amendments.
- This agreement shall be subject to Bangladeshi Law.
- Before undertaking legal steps the parties shall enter into discussion in order to find an acceptable settlement of such dispute by direct negotiation.
- COEL may, at its discretion, extend the deadline for submission of proposals by issuing a corrigendum through email to all confirmed proposers, in which case all rights and obligations of the contract and the bidders previously subject to the original deadline will thereafter be subject to the deadline as extended.

### Submission of Proposal

Qualified candidate/firm are requested to email a cover letter, and profile (person or company) by **November 20, 2016**. In the cover letter, please indicate your relevant experience, availability, estimated number of days to undertake the terms of reference above and your daily rate or lump sum fees. Only shortlisted candidates will be contacted.



## Annexes

### Documents which need to be review (to be provided by COEL):

1. Profile of COEL  
[www.coelbd.com](http://www.coelbd.com)
2. Profile of Swiss Agency for Development and Cooperation (SDC)  
<https://www.eda.admin.ch/sdc>
3. The Technical Project Proposal (TPP)
4. The Project Work Plans for all quarters
5. National Skill Development Policy 2011  
[http://www.ilo.org/wcmsp5/groups/public/@asia/@ro-bangkok/@ilo-dhaka/documents/publication/wcms\\_113958.pdf](http://www.ilo.org/wcmsp5/groups/public/@asia/@ro-bangkok/@ilo-dhaka/documents/publication/wcms_113958.pdf)
6. Technical And Vocational Education And Training Bangladesh: Skills Vision 2016  
[http://www.ilo.org/wcmsp5/groups/public/@asia/@ro-bangkok/@ilo-dhaka/documents/publication/wcms\\_176772.pdf](http://www.ilo.org/wcmsp5/groups/public/@asia/@ro-bangkok/@ilo-dhaka/documents/publication/wcms_176772.pdf)
7. National Training and Vocational Qualifications Framework (NTVQF)  
[http://www.ilo.org/wcmsp5/groups/public/@asia/@ro-bangkok/@ilo-dhaka/documents/publication/wcms\\_120502.pdf](http://www.ilo.org/wcmsp5/groups/public/@asia/@ro-bangkok/@ilo-dhaka/documents/publication/wcms_120502.pdf)
8. Bangladesh Labor Force Survey 2013  
<http://www.bbs.gov.bd/WebTestApplication/userfiles/Image/LatestReports/LabourForceSurvey.2013.pdf>
9. Bangladesh Skill Snapshot 2012  
[http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-dhaka/documents/publication/wcms\\_226950.pdf](http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-dhaka/documents/publication/wcms_226950.pdf)
10. Availability of Data related to Technical and Vocational Education and Training (TVET) in Bangladesh  
<http://www.bmet.gov.bd/BMET/resources/Static%20PDF%20and%20DOC/publication/Data%20on%20TVET%20available%20in%20Bangladesh.pdf>

#### Reference\*

(This is just an indicative list, not limited or exclusive for the study)

#### Organization

APICCAPS (Portuguese Association of Manufacturers of Footwear, Components, and

Asian Productivity Organization. <http://www.apo-tokyo.org>

Bangladesh Accreditation Board

Bangladesh Council of Scientific and Industrial Research

India's National Accreditation Board for Testing and Calibration Laboratories (NABL)

International Laboratory Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF)

International Organization for Standardization's (ISO)

The International Trade Centre (ITC)

United Nations Industrial Development Organization (UNIDO)

World Trade Organization Statistics database. <http://stat.wto.org>

#### Secondary resources

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