



TERMS OF REFERENCE (TOR)

FOR

SKILL NEED AND GAP ANALYSIS OF BANGLADESH LEATHER SECTOR

Issued By

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

Dhaka, Bangladesh

Terms of Reference
Skill Need and Gap Analysis of Bangladesh Leather Sector

Project Title	Skill Need and Gap Analysis of Bangladesh Leather Sector
Funded By	Swiss Agency for Development and Cooperation (SDC)
Implemented By	Center of Excellence for Leather Skill Bangladesh Limited (COEL)
Position Title	Independent Consultants / Firms
Reporting To	Head of Operation, COEL
Duration	04 Months including preparation, validation and finalization.
Project Location	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 a skill need and gap analysis of 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 skill need and skill gap. Based on that, suggest the ways to minimize, and also align the objectives to the National Skill Development Policy as well as how to contribute towards the employment drive envisioned in 7th FYP of the Planning Commission of Bangladesh. The expected outcome of the study will be to provide concrete evidence as to formulate informed strategic plan, identify key areas of

skills development required and scope of intervention by COEL, so that they can develop long-term plan to add value to their partners.

Objective:

The objective of this Skill Need and Gap Analysis is to provide evidence based analysis on the training and skills development requirements of the whole leather-value-chain for 5 years period. It will be a key document in preparing training intervention plan and will provide with information on which COEL can design future training service offer. The analysis will gauge existing skill gaps, skill shortage, changing requirements and future demands in line with sectorial growth and technological modernization.

Duration of the Assignment:

The total duration of this Skill Need and Gap Analysis will be 04 months including preparation, validation and finalization. The assignment shall be carried out starting on October, 2016 to January 2017 with the final deliverable. An indicative schedule for the assignment is as follows:

SL	Activity	Expected Completion Date
01	Preparatory Work (Field Visit, FGD, Questionnaire, survey other relevant tools for analysis)	October & November 2016
02	Analysis and reporting of leather industry's skills need	By December 2017
03	1 st Draft Report submission	By January 2017 1 st week
04	1 st Draft Validation	By January 2017 2 nd week
05	2 nd Draft Report submission and validation	By January 2017 3 rd week
06	Final Skill Needs and Gap Analysis Report	End of January 2017

Methodology:

The Skill Need and Gap Analysis will be carried out by making a representative sample survey at the enterprise level, as well as Key Informant Interview (KII), Focus Group Discussion (FGD). The analysis will use the data and information from all these data collection tools used and will be finalized by the consultant/s in consultation with COEL. The detailed methodology will be elaborated by the team/consultants/firm on the basis of this TOR and documented in the Inception Report, which is subject to approval by the management. These include but not limited to:

1. Inception meeting and finalization of work plan

Meetings are to be held with COEL as deemed appropriate, to review and discuss the process of conducting the analysis, clarifying the roles and responsibilities and to receive concurrence.

2. Document Review

The consultant will review all relevant documents, including annual reports and other background information relating to the context of this assignment.

3. Skill Need and Gap Analysis Design

In addition to providing details regarding analytical instruments, the proposal shall indicate how the Consultant plans to manage the assignment design process, including finalizing data elements, and incorporating input from the various stakeholders. The proposed questionnaire(s) and interview schedule(s) are to be submitted to COEL for review and finalization. The proposed design for this analysis should include the following:

Survey Instrument
<p>The analytical tool will be designed to capture:</p> <ul style="list-style-type: none">a) General information about the respondent, including size and age of company, functional divisions, type of business, manufacturing operations, contact information, etc.b) Data needed to determine the type and level of skills neededc) Data needed to determine the current and future demand for these skillsd) Data needed to determine the availability and accessibility of (certified and accredited) skills training for present and future workforcee) Data needed to determine the future work force growth pattern of relevant factoriesf) Any other relevant information.

4. Field Visit

Field visit to selected factories/areas/districts all over Bangladesh in which COEL is expected to carry out activities involving tanneries, and footwear and leathergoods manufacturers & M/SMEs.

5. Key Informant Interview (KII)

The consultant/expert will conduct a key informant interview covering all stakeholder categories i.e., Tanneries, Footwear and Leathergoods Manufacturers, Small and Medium Entrepreneurs (SMEs), Clusters, Business Intermediary Organization (BIOs), Business

Management Organization (BMOs), Industry Skill Council (ISC), Development partners, etc.

6. Focus Group Discussion

The consultants/expert will conduct focus group discussion with objective to cover all stakeholder categories i.e., Tanneries, Footwear and Leathergoods Manufacturers, SMEs, BIOs, BMOs, ISC, Clusters, Development partners, etc.

7. Interviews with representatives of COEL.
8. Stakeholders' validation workshop in Dhaka – upon completion of the field trips, to present the preliminary findings to key stakeholders of COEL and from the private sector.
9. All data should be sex-disaggregated and different needs of women and men and those marginalized groups should be considered throughout the assessment process.

Key Outputs / Key Deliverables

The expected outcome of this assignment is: COEL has a concrete and comprehensive understanding of the private sector needs, particularly Bangladesh leather sector which will help devise a strategic plan to remain relevant and become sustainable in the medium term.

A thorough skill needs report will be produced to identify number of occupations, various trades within and required unit of competencies to be able to perform the job. Besides, finished products, it will also look into tannery subsector in order to ascertain priority needs and training delivery arrangement at Dhaka Tannery Estate, Savar.

The consultant shall deliver the following:

- A comprehensive report in two parts:
 - o Skills Demand Report
 - o Results of the Stakeholders Feedback, Enterprise Survey, identified Occupation and required competencies and Recommendations
- A presentation made to COEL covering key points and recommendations from this analysis
- Set out a plan for data collection, key informants interview and focus group discussion
- Set out the indicative list of key stakeholders to be interviewed
- Upon completion of field visit, to present the preliminary findings at stakeholders meeting/workshop
- Draft skill need and gap analysis report
- A final skill need and gap analysis report with Executive Summary in SDC standard format

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

- To prepare a process diagram for Tannery, Footwear and Leathergoods sub-sector individually
- Based on process diagram, to prepare

- Worker/Employee pyramid
 - Composition of worker in different department
 - Volume and composition ratio
- To prepare Skill Need and Gap analysis
 - Identify no. of occupation
 - Identify different trade
 - Required unit of competency
- To identify no. of worker based on occupation and trades
- To identify required skill manpower and labor force based on occupation
- To identify no. of manpower required training with the ratio of male & female based on occupation
- Variation of assembly line
- To identify technologically sophisticated assembly line/practice analysis (India, Vietnam, Taiwan & China)
- To identify possible changes required for technological changes
 - Occupation & trade
 - Competency
 - Manpower change based on assembly line
- To identify technical and Non-technical training need
- To map out the unit/department of a business entity & their skill and competency
- To identify representative/Ideal organizational structure (department and unit)
- To identify present status of our factories based on ideal organizational structure
- In addition with tanneries:
 - Eco mapping for tannery
 - Priority occupation for tannery
 - Scope of immediate intervention
 - Effluent and sludge management training requirement
- To identify general skill ecology (framework-quality assurance-actors) for whole leather-value-chain
- Enterprise survey:
 - Entrepreneur perception regarding training and skill manpower
 - Willingness to pay for the existing manpower training and % of existing worker trained
 - Annual training expenditure
 - Cost sharing model by enterprise preference and their affordability
- To recommend the future needs of initiatives in the skill training system development in Bangladesh

Required Skills and Experience:

The consultant/Firm will have:

- Excellent technical knowledge on leather, leathersgoods and footwear
- 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 donors 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.
- Proved previous working experience consisting of substantial involvement in assessments, evaluations and/or reviews in related areas.
- Working 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 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 of their own publications relevant to the topic of the background paper.

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 under the law of Bangladesh Government
- Must have a valid Trade license, E-TIN number, VAT Registration number.
- All the communications to COEL including the proposal and the bid documents shall be signed on each page by the authorized representative of the bidder and authority letter should be attached with the bid.
- 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.

Right of COEL

- At any time, 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 **September 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
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
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
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
8. Report on Labor Force Survey 2010
<http://203.112.218.66/WebTestApplication/userfiles/Image/Latest%20Statistics%20Release/LFS%20Report%202010.pdf>
9. Bangladesh Labor Force Survey 2013
<http://www.bbs.gov.bd/WebTestApplication/userfiles/Image/LatestReports/LabourForceSurvey.2013.pdf>
10. Bangladesh Skill Snapshot 2012
http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-dhaka/documents/publication/wcms_226950.pdf
11. 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>
12. Any other relevant documents