



## TERMS OF REFERENCE FOR CONSULTANT

### LFMEAB INSPIRED 1B Project Activity 1.1.1 and 1.1.2

#### Activity:

1.1.1 A strategic business plan for two CFCs

1.1.2 Modus-operandi for using CFCs for MSMEs and policy for sustainability for two CFCs

## 1. Background

**Leathergoods and Footwear Manufacturers and Exporters Association of Bangladesh (LFMEAB)** is the official trade association registered under the Ministry of Commerce, Government of Bangladesh of the export oriented leather footwear and leathergoods industry of Bangladesh. With over 100 members, LFMEAB represents the majority of companies in Bangladesh that are engaged in export of leather footwear and goods.

LFMEAB is implementing **LFMEAB INSPIRED 1B** Project titled "Support for the development of the value added leather products (footwear and leather goods) clusters and value chain" under the INSPIRED SME Competiveness Grant Scheme which is funded by the European Union and the Government of Bangladesh. And accordingly the project is looking for qualified individual/firm for appointment as short term consultant to **prepare a strategic business plan, develop modus-operandi for using CFCs (Common Facility Centers) for MSMEs (Micro Small & Medium Enterprises) and policy for sustainability for two CFCs.**

## 2. Objective and Purpose of Assignment

The **overall objective** of the project is to support the development of the value added leather products (footwear and leather goods) clusters and value chain increasing competitiveness of leather products SME clusters in Bangladesh.

Support to the development of value chain of leather products SME clusters will contribute to the overall Bangladeshi leather sector competitiveness. The achievement of the defined overall objective will lead to increase competitiveness of value added leather products sector, increase in sales both in domestic and international market, explore employment opportunity for unemployed young-adult group, enhance skill development of existing people and will open the business opportunity with EU and other countries.

The **specific objective** of this project is to increase the skills and capacity of the SME clusters to manufacture higher quality products with superior value addition.

The project aims at establishment of two Common Facility Centres (CFCs) at two different MSME clusters in Dhaka city; which will be fully equipped with modern machineries facilities for production of world class footwear and leather products along with training facilities. These two CFCs are planned as the heart of the project and will play the vital role in the achievement of all project outputs and the implementation of all project activities by the two project partners namely Leather Technologist Small and Medium Entrepreneurs (LTSE) Cooperative Society Limited and Bangladesh Paduka Prostutkarak Samity (BPPS).



Considering the above LFMEAB INSPIRED 1B would like to hire a consultant /consulting agency or firm, who in this assignment should:

- 1.1.1 **Prepare a strategic business plan for two CFCs** with clear vision, mission and action plans that will ensure sustainability and smooth operational plan
- 1.1.2 **Develop modus-operandi for using CFCs for MSMEs** for smooth operability and **policy for sustainability for two CFCs** in light with the strategic business plan

### 3. Scope and focus / Work Assignments

**1.1.1 Strategic business plan for two CFCs:** The 5 years strategic business plan will cover every element of CFCs from its awareness and setup to its sustainability. Towards achieving long term goal, strategic business plan should be details on :

- human resource plan (operational excellence),
- financing,
- revenue,
- profitability,
- contingencies,
- impact on beneficiaries,
- contribution to export and local market,
- setup plan,
- marketing & promotional plan, branding and
- others risk management

**1.1.2 Modus-operandi for using CFCs for MSMEs and policy for sustainability for two CFCs :**

Modus-operandi, for the goal of smooth operability of CFCs, will cover the followings:

- procedures of administrative details,
- structure and management,
- area of responsibility and accountability of CFC team members,
- facilities (room, furniture's, presentation aids, etc.) & machineries maintenance
- training activity and other relevant

Policy for sustainability will have to be prepared in light with strategic business plan so that CFC will be self sustainable even after the project closes. Following majors have to be covered with action plan:

- Financial Sustainability
- Institutional Sustainability
- Policy-Level Sustainability
- Environmental Sustainability

To facilitate the assignment LFMEAB INSPIRED 1B shall provide the following document to the consultant:

- Project Profile



#### 4. Deliverables and Timelines

A total of working 30 working days, commencing on the 10<sup>th</sup> of September' 2014 (excluding Fridays and Govt. holidays) until 15<sup>th</sup> of October' 2014

Key Deliverables	Activity	Tentative working days
<ul style="list-style-type: none"> <li>A strategic business plan</li> <li>Modus-operandi for using CFCs for MSMEs and policy for sustainability for two CFCs</li> </ul>	Preparatory work <ul style="list-style-type: none"> <li>Briefing of Project &amp; desired services by LFMEAB INSPIRED 1B Project Director</li> <li>Understanding and need assessment with CFC team &amp; project team</li> <li>Visiting CFCs and MSME cluster</li> </ul>	5
	First Draft Presentation*	12
	Draft Approval	5
	Presentation of Final assignment*	8
	<b>Total number of working days</b>	<b>30</b>

\* Both Draft and Final report are to be delivered electronically.

#### 5. Payment Schedule

The consultant/consulting agency or firm will be paid **Tk. 3,32,000** in the following manner:

- First Installment : 40% upon signing of agreement/contract.
- Second Installment : 60% after satisfactory completion and acceptance of final deliverable.

#### 6. Consultant's Work Place

Depending on the requirement consultant may use the Project Office at Banani or his/her own office for better accomplishment of the assignment. Consultant will be required to carry their own lap-top computer.

#### 7. Qualifications and Skill required:

- Masters degree in any relevant field.
- Research/consultancy experience in the development sector of Bangladesh
- Clear knowledge of leather, leathergoods and footwear sector of Bangladesh, more specifically SME clusters of footwear and leathergoods
- Strong analytical, organizational and interpersonal skills

#### 8. Contact Person

Qualified individual/firm is requested to submit Express of Interest with CV on or before 27<sup>th</sup> August.

Contact Person	Kazi Roushan Ara, Executive Director, LFMEAB
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