



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

*One stop skill solutions for leather*

**TERMS OF REFERENCE (TOR)**

***FOR***

**STRATEGIC PLAN AND GUIDELINES FOR COEL'S SUSTAINABILITY**

**Issued By:**

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

## Terms of Reference

### Strategic Plan and Guidelines for COEL's sustainability

<b>Project Title</b>	<b>Strategic Plan and Guidelines for COEL's sustainability</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 Consultant(s) / Firms
<b>Reporting To</b>	Head of Operation, COEL
<b>Duration</b>	03 Months including preparation, validation and finalization.
<b>Project Location</b>	Dhaka, Bangladesh
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### **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 emerged that COEL should have a comprehensive analysis of the existing as well as future skills need down the whole leather -value-chain and a strategic plan.

This Terms of Reference (TOR) covers an overall requirement to undertake a **Strategic Plan and Guidelines for COEL's sustainability**. The task is funded by Swiss Agency for Development and Cooperation (SDC) under Technical Assistance provided to COEL. The purpose of this strategic plan is to guide and outline a clear directions for COEL. The expected outcome of this consultancy will be to provide a long-term strategic plan for COEL's longterm growth and self-sustainability to lead the change in the relevant sectorial development and beyond. The strategic approach is expected to cover the key value generation activities as well as overall business development plan.

**Objective:**

The objective of this strategic plan is to provide COEL with a clear vision and roadmap how it can further tap into skill and human resource development needs, possible options for COEL to expand its business operations, diversify service and client base other than skill training. Drawing on (but not limited to) the two prior studies (a. Skill need and b. Ancillary Service requirements), which covered demand side of the industry, and the corresponding supply side of market actors; Strategic Plan is expected to define/describe core business area for COEL, it's relevant position, unique set of capabilities COEL should muster to create value for business and its partners. This will elaborate on three key strategic areas (Training, Service & Business Solution) for COEL to build institutional capabilities and organizational competencies in the coming years. Strategic Plan will also suggest what COEL should do in order to overcome challenges and advocate necessary change for better synergy within the sub-sector, between the sub-sectors, and with other industries and actors (such as workers' organizations, development partners etc.). It's highly imperative that the Strategic Plan indicates /suggests Strategic Partners for COEL that paves way for COEL to seek out

resource, technical assistance, support long-term collaboration and guidance into COEL's overall journey in the coming days.

**Duration of the Assignment:**

The total duration of this Strategic Plan and Guidelines will be 03 months including preparation, validation and finalization. The assignment shall be carried out starting on June, 2017 to August 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 (Field Visit, FGD, Questionnaire, survey other relevant tools for the strategic plan)	
	- Understanding COEL's current state, its SWOT	
	- Defining structure of the study and key milestones with respect to deliverables	
02	Assessment of the Skill Need and Gap Analysis Report and the Report on Ancillary Support Services Required for the Bangladesh Leather Sector	
	- Highlighting pertinent aspects of the above studies	
	- Aspects/prospective area's that may suit with COEL but may not have been covered by the two studies	
03	1st Draft Report submission	
04	1st Draft Validation	
05	2nd Draft Report submission and validation	
06	Final Strategic Plan and Guideline	

**Methodology:**

The strategic plan and guideline for COEL's sustainability will profusely use the report and analysis obtained from two prior studies on Skill Needs and Ancillary Support Services required for Bangladesh Leather Sector and as well as taking national framework into

consideration. The two prior assessments should be utilized to ascertain indicative status about the nature of skill demand, technical knowhow and corresponding service delivery system that COEL can develop and deliver. In order to find the most appropriate organizational structure for COEL, conducive to growth and employment generation prospects of leather industry, a comparative analysis of relevant/similar organization across the world will be strongly preferred.

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 developing the strategic plan, clarifying the roles and responsibilities and to receive correspondence.

### **2. Document Review**

The consultant will review all relevant documents, including Skill Need and Gap Analysis Report and the report on Ancillary Support Services Required for the Bangladesh Leather Sector and other background information relating to the context of this assignment.

### **3. Strategic Plan and Guideline 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 strategic plan should include the following:

#### **4. Field Visit**

It is highly recommended that the consultant(s) make field visit, particularly go to footwear and leather goods factory in order to have understanding of the field realities, as well as meeting key actors of each sub-sector. .

#### **5. Key Informant Interview (KII)**

The consultant/expert will conduct a key informant interview covering development partners, clients, business leaders and other relevant stakeholders, i.e., Tanneries, Footwear and Leathergoods Manufacturers, Small and Medium Entrepreneurs (SMEs), Workers Union, Clusters, Business Intermediary Organization (BIOs), Business Management Organization (BMOs), Industry Skill Council (ISC), etc.

#### **7. Interviews with representatives of COEL.**

Conduct extensive interviews and consultations with COEL (trainers, management, employers/members and board members) and ISC, so as to understand current status, challenges and future trajectory.

Before formally incorporating inputs taken from the KII and interview of COEL representatives, a validation meeting should be organized as to show the results and analysis made based on their inputs and suggestions.

#### **Key Outputs/Key Deliverables**

- Set vision and mission for the next 10 years ○ It has to be 03 -Stage Plan
- Define strategic objectives ○ Process Orientated/Functional Objectives ○ Behavioral Objectives

- Suggest the functions that will drive value creation for COEL
  - Value Stream
  - Cross functional stream
    - 3<sup>rd</sup> party involvement if required in the form of strategic partnerships
      - Be precise on types
      - Complementarity of partnership to COEL
- Strategize key areas of business operation. The following three must be included along with other area's (expecting minimum two other broad area's along with the below three, inclusion of sub-sections also expected)
  - Human Capital Component
    - Training of Skill, unskilled, semi-skilled population
    - Train the Trainers (ToT)
    - Technical as well as Soft skill Training
      - Service Component
    - Quality Assurance Service
    - Laboratory services
    - Shared service (where resources can be shared across factories/industries)
      - Auditing Service
      - Health, Safety & Environmental Compliance
        - Business solution
      - New Business set-up solution
      - Operation expansion solution
      - Process & Product Engineering
      - Productivity Improvement
- Delineate a system of mutually reinforcing activities and service delivery approach
- Outline institutional development goal with specific outcome in link to Three Staged plan
- Suggest plan that illustrates effective institutional framework, appropriate organizational structure, core values, and apposite work culture, management practice, financing needs.

- The plan needs to detail out and suggest appropriate financing mechanisms in line with the three-staged approach. The plan should accommodate and or take note of current state of affairs at COEL.
- Elaborate on capability building efforts that are required to support value added skills and business service delivery mechanism
- Indicate what are the core competencies, critical resources, key factors and drivers of success COEL needs to muster
- Risk analysis and or contingency plan to be incorporated into the strategic plan along with specific resource requirements.
- Develop the Strategic Plan, consisting of the following main sections:
  - ✓ Vision, mission, goal and objectives
  - ✓ Ways/mechanism to implement the set vision/mission/goals/objectives
  - ✓ Keys areas of operation, activities, and strategic fit
  - ✓ Building core capabilities and resource allocation ○ Short term & long term
  - ✓ Mention of other cross functional/auxiliary capabilities ○ Short term & Long term
  - ✓ Guideline for collaboration, twinning, and partnership strategy ○ Standard Management Process Map/procedure
  - ✓ Guideline for internal evaluation mechanism
  - ✓ Guideline for effective communication, marketing and resource mobilization
    - A plan of branding COEL and its service components
    - Methods, approach and tools of marketing COEL
    - Communication medium to be adopted with specific focus on reaching out target groups within the country as well external stakeholders
  - ✓ Guideline for efficient management & organizational structures



## **Key Tasks**

### **▪ AS-IS Assessment:**

- Review organizational documents of COEL, relating to the structure, finances, human resource, management, activities, projects and policies.
- Evaluate the vision of the founders, insights and thinking.
- Review “Report on Skill Need and Gap Analysis for Bangladesh Leather Sector” and “Report Ancillary Services Required for the Bangladesh Leather Sector”.
- A thorough analysis of the COEL's existing business model, activities and the resulting 'value'.
- What COEL does, and how it does: consistency, interlink, optimization and coherence of activities.
- Assess the current structure, process of taking decision, planning, execution and evaluation.
- Assess the existing capacity of the organization to undertake the mandated function, considering skill policy and memorandum of association.
- COEL's role in line with sector roadmap.
- Identify gaps and friction that exist in the system.
- Analyze which of the activities in the value chain are most different and effective.

### **▪ TO-BE way forward:**

- A road map based on the key deliverables as outlined under “ Key Outputs/Deliverables” along with set of Key Performance Indicators (KPI):
- Propose “Standard Operating Structure” containing (but not limited to) following:
  - Strategic Review Team/Process
  - Operational Review Process (till the end target is attained) ○ Decision making hierarchy
  - Resource Allocation: Human Resource, Financial Support (YoY) ○ Three Staged plan to contain specific goals/stage gates before the following stage is

triggered. ○ Governance process & mechanism for Operational Control/Evaluation

- A revenue generation plan and estimations from the key strategic areas of business operation.
- Propose and or suggest similar organization to COEL, that COEL can seek partnership approach to explore development means.
- Focus on internal resource development with key skill enhancement programmes, courses (from home & abroad) that are fundamentally investments aligned to proposed strategic plan.
- Outline external resource requirements, if any. Ensure the expected outcomes from these external resources are complimentary to internal resource development.
- Explore, link & bridge between COEL's proposed strategic plan versus sectorial master plan, SDG goals, relevant funding partners and or Government of Bangladesh's overall plan so that COEL stands to benefit in the short run as well as in the long run.
- Share contingency plan that contains key risk areas and lists associated mitigation approach.
- Separate & detailed guideline on the identified key strategic areas of operation (i.e. say Human Capital Development). These guidelines should be structured in a way that facilitates "Standard Operating Structure" with complimenting views and internal resource development in sight
- The Ten Year Strategic Plan (with three stages) needs to be translated into an ACTION PLAN the effectively cut across all the proposed key business areas with specific priorities i.e. which operations should be prioritized and in specific order in which it should take place along with year by year resource requirements (Human, Financial etc.) and relevant revenue generation estimations. All prerequisites for the ensuing stage/business operation needs to be shown in advance (within the Business plan)so

that it complements the overall COEL's vision and ensure its desired organizational growth.

## **Required Skills and Experience**

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

- Excellent knowledge on strategic planning, organizational assessment and development plan, experience in shaping change management
- Knowledge about service delivery organization, particularly leather, leathersgoods and footwear
- At least 7 years of experience in management of technical assistance (consultancy) contracts.
- Minimum 7 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, both SDC and 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 SDC 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 signed proposal in 2 sets of printed copies and one 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**

- COEL, if deems necessary for the purpose of clarification or elaboration of any specific task, may, modify the TOR document by an amendment.
- 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.

## **Submission of Proposal**

Qualified candidate/firm are requested to email (info@coelbd.com) EOI letter, proposal and profile (person or company) by **July 10, 2017**. In the proposal, 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.