

TERMS OF REFERENCE (TOR)
ON
DEVELOPMENT OF STANDARD OPERATIONAL PROCEDURE (SOP) BOLON DUCK
HATCHERY IN GAIBANDHAN & CHETONA FISH HATCHERY IN KURIGRAM UNDER
IMPACT INVESTMENT PROGRAMME-EDP

1. About Oxfam:

Oxfam is an international confederation of 20 organizations networked together in more than 90 countries, as part of a global movement for change, to build a future, free from the injustice of poverty. Oxfam recognizes the universality and indivisibility of human rights and this form the most basic framework for its work. It believes that all people are rights-holders and that human rights apply to all people equally; and that all duty-bearers, especially states, have an obligation to respect, protect, and fulfil these human rights. For more info: www.oxfam.org

2. Rational & Background:

“Enterprise Development Programme (EDP) - Bangladesh” is an unique Impact investment programme led by Oxfam in Bangladesh under the Economic Justice and Resilience¹ Pillar. A number of small & Growing business enterprise/ projects is running since 2017. The concept of EDP is different from regular development project funded by Oxfam. Usually, Oxfam implement the project through it’s local level implementing partner, but EDP programme is directly work with different rural based Small and Medium enterprises. Initial target is, Oxfam in Bangladesh will develop and facilitated with 7-10 no’s of rural based small and medium enterprises. Where, EDP will provide the technical support to develop the capacity of the selected enterprises in terms of quality, quantity and sustainability and institutionalize the enterprise through strengthening it’s finance, administration, business operation and management. In 2017, two enterprises were selected and approved under EDP, As EDP is mainly focus on Agriculture base enterprise, among the two enterprises one is Bolon Duck Hatchery situated in Gaibandha and another enterprise is Chetona Fish Hatchery situated in Rajarhat, Kurigram.

Bolon Duck Hatchery was established in 2007 by Mr. Bazlur Rahman (Bolon) under Raghunathpur village of Ramchandrapur Union in Gaibandha and has played a key role introducing duck farming to local smallholders, especially women as an opportunity to generate and diversify incomes while improving nutrition for the household and the wider community. The enterprise uses fertilized eggs to produce day old duckling (DoD) which it markets directly to local back-yard duck farmers, commercial farmers and traders from adjacent district’s. Currently the hatchery produces and markets 180,000 DOD per year, which represents a 40% of the current duckling supply in the Gaibandha District. The enterprise currently employs 10 full time staffs. Mr. Bolon as the CEO and his wife as the hatchery manager, a production manager who monitors all aspects of the hatchery and 7 hatchery operators (4women and 3 men). Bolon also employs 2

¹ Oxfam in Bangladesh works focusing in 3 major pillars;1. Humanitarian Response and capacity building; 2. Economic Justice and Resilience Building; 3. Gender and Women Economic Leadership.

sales officers who promote and sell ducklings at local level. The enterprise had 2 own van pullers for transporting goods and materials. During the hatchery season, the hatchery operated 24 hours. There are up to 12 more women who work at the hatchery as a part time employees during the peak season. They are in charge of cleaning, grading and tagging the fresh and fertilized eggs.

Chetona Fish Hatchery situated in Chetona village under Singer Dabri-5610 post office of Gharialdanga union at Rajarhat thana of Kurigram district, founded by Mr. Ishaq Ahmed in 1998, currently sells 12 varieties of fish spawn of fish nurseries, fish farmers and traders in the Kurigram district. There is a large demand for high quality as well as indigenous varieties of spawn in the local and regional market. Chetona Hatchery, the current market leader in the region, has a noteworthy reputation in the community as well as demonstrable know how and technical capacity and is therefore well positioned to further increase its market share by introducing new fish varieties and expanding its client base. The enterprise currently employs 5 full time staff including the Manager cum CEO Mr. Ishaq. The assistant manager manages the overall day to day operation. The pump operator mainly responsible for water management and another person mainly supports administrative activities of the business. Additionally, during the production period 5 to 10 more employees are hired on a temporary basis.

3. Objective of the Assignment:

The aim of the Consultancy is to develop Institutional Standards operational systems and procedures formulated and implemented in Bolon Duck Hatchery and Chetona Fish Hatchery. This assignment will focus only on the institutionalization of the enterprise, especially develop as company such as; Accounting policy, Financial operation and Management policy, procurement policy, staff recruitment policy, code of conduct, gender policy, legal policies and so on.

The objectives of the assignment are to develop Standard Operating Procedures (SOPs) in consultation with the relevant legal service institutions, enterprises, identified above to facilitate efficient and effective delivery. This will comprise:

1. Development of Standard Operating Procedures by defining and documenting processes, methodologies and respective workflows of the enterprises.
2. Review, development and operationalization of relevant internal policies in line with the SOPs for the enterprises.

4. Scope of the Assignment:

- 4.1 The consultancy will be limited to the two enterprises named as Bolon Duck Hatchery in Gaibandha and Chetona Fish Hatchery in Kurigram
- 4.2 The consultant will work closely with all relevant staffs within the enterprises, community and EDP team Oxfam in Bangladesh to ensure & validate the information, policy and process are feasible, practical, and efficient.
- 4.3 The performance of this Contract shall comprise but not be limited to the following: -

- 4.3.1 Define and articulate standard operating procedures, processes and methodology to include the workflows, management power and business delegation and routines, establish responsibilities, and specify timelines for each institution to enhance efficient service delivery of justice
- 4.3.2 Facilitate workshops for the Enterprise Management Unit to plan, coordinate and compare linkages of other consultants working on similar assignment for other related agencies, as well as validate the Standard Operating Procedures (SOPs) developed.
- 4.3.3 Train all relevant staff to adapt to work processes and work flows.

5. Key Tasks:

- 5.1 Identify, collocate and review of all existing internal policies related SOPs within the enterprise or relevant enterprises.
- 5.2 Examine new SOPs with a view to identifying areas, consistencies, no duplications, risks, bottlenecks, and gaps with a proposal to amend all anomalies.
- 5.3 Identify and promote the understanding of the system by articulating the mandates of the two enterprises and its responsible Agencies and define how they are interrelated so as to promote efficiency.
- 5.4 Merge and update existing related SOPs if any, and write up additional procedures as required, into a consolidated version for individual enterprises.
- 5.5 Develop SOPs that define the workflow and processes, establish responsibilities, power of business delegation and specify timelines. The SOPs should include clear standards for tracking and storing, prescribe timelines and accountability, as well as outline modalities for passing cases on to the next institution in the value chain.
- 5.6 Facilitate workshops for the Enterprise Management team to plan, coordinate and compare linkages between the other enterprises; as well as validate documents developed.
- 5.7 Train all relevant staff to adapt to work processes and work flows.

6. Output and Deliverables:

The output and deliverables of the assignment shall be:

Deliverables/ Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
1. Inception report after an inception minutes with the two enterprises and EDP-Bangladesh team that proposes details as relate to: 1.1. Work plan outlining individual activities to be performed under this consultancy, the timeframe for the implementation of activities, a list of stakeholders involved in each activity 1.2. The methodology to be used, including	7 working days	February, 2018	The Inception report to be reviewed and approved by the Oxfam in Bangladesh team

data collection approach and the tools to be used and workshop/forum facilitation methodology 1.3. An outline of the SOPs			
2. Draft Report and policies in Bangla 2.1. SOPs that define the workflow and processes, establish responsibilities, and specify timelines. The SOPs should include the policies and procedures to define the enterprise as institution. 2.2. Compiled mandates into a booklet that includes highlighting overlaps, interinstitutional relationships and linkages for publication.	15 working days	February, 2018	The draft report to be reviewed and Validated by the enterprise and Oxfam in Bangladesh team
3. Final Report after Validation, 3.1. SOPs that define the workflow and processes, establish responsibilities, and specify timelines. The SOPs should include clear standards for tracking and storing development of the enterprise. 3.2. Compiled mandates into a booklet that includes highlighting overlaps, interinstitutional relationships and linkages for publication. 3.3. Training Report	10 working days	February and March 2018	Report will be reviewed and approved by the enterprise and Oxfam in Bangladesh team
4. Organize training in local level and submit training Report	7 working days	March 2018	Training will be monitored and report reviewed and approved by the two enterprises and Oxfam in Bangladesh team

***All products arising from this consultancy will be owned by the Oxfam and concern enterprises. The consultant will not be allowed, without prior authorization in writing, to present any of the policy, procedure, analytical results as his/her own work or to make use of the consultancy purposes.

7. Duration of the Assignment:

The expected duration of the assignment is a maximum period of Thirty Five (35) Working Days; within the period from February to March, 2018.

8. Location of the Assignment:

The consultant will be expected to work with many of the stakeholders in Gaibandha and Kurigram District, Chamber of commerce, associations, Government department office to complete the consultations and develop the SOP.

9. Qualification and Experiences of the consultant:

A team made up of at least: - A lead consultant with a post graduate or equivalent degree in project Management or certified chartered accountants Certified Cost & Management Accountant or MBA or Masters in Agriculture or Fisheries or veterinary science, or Human Resources Management or other relevant discipline. - One/two supporting members on economic sector or sub sector experts with at least five years of professional practice

- 9.1 At least 5 years of prior professional work experience in dealing with industry management or relevant nature of works or consultancy and national level experience will be an added advantage
- 9.2 Demonstrated experiences and skills in facilitating stakeholder/working group consultations.
- 9.3 Demonstrated knowledge and experience in developing SOPs especially in the area of Agro based enterprise/business development and management
- 9.4 Proven ability and experience in leading and facilitating validation workshop workshops
- 9.5 Excellent communication skills for discussing issues with all manner of persons
- 9.6 Have capacity to work under tight deadlines.

10. Evaluation and selection process:

Interested consultancy firm or individual requires submitting a technical and financial proposal for the work following ToR of SoP Development. Applications will be considered those are most relevant and apply within the mentioned time.

- The evaluation team (gender balanced) will fully reportable to Enterprise Development and Private Sector Coordinator. She/he will also work closely with relevant staff of EDP and enterprises.

10.1 Evaluation process

The award of the contract will be made to the consultant/consulting firm whose offer has been evaluated and determined as:

- a) Responsive/compliant/acceptable with reference to this ToR, and;
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to this solicitation, with the ratio set at 70:30 respectively.

Criteria	Weight
1. Technical	70
1.1 Relevant experience of the firm/organization/Individual consultant	20
1.2 Understanding of the ToR	10
1.3 Appropriateness of methodology in response of the indicators	15
1.4 Team composition	10
1.5 Quality assurance	10
1.6 Work Schedule	05
2. Financial	30
Total	100

11. Guideline of proposal submission

The proposal/expression of interest (duly signed) should comprise with the following sections and given page limit along with sample write up of maximum 2 pages and copy of any similar work. Proposal will be accepted preferably in soft copy form (signed scanned copy) by mentioning subject line "Consultancy on SoP development for Bolon Duck Hatchery and Chetona Fish Hatchery " by 20th January 2018.

Topic	Maximum Page Limit
Technical Proposal	
Cover Page	1 Page
Table of Content	1 Page
Understanding of the Assignment (Not just copy and paste from the ToR content)	2 Page
Proposed Methodology	2 Pages
Evidence of relevant experience	1/2 Pages

Work Schedule	1 page
Team composition along with its rationale/role and CVs	2 pages
Any other relevant information (if required only)	1 pages and use Annex for detail CV of the team members
Financial Proposal	
<p>Budget detailing out</p> <ul style="list-style-type: none"> • Consultancy days and fees (days should be mentioned for key member of the team) • Travel and accommodation • 15% VAT and 10% Tax (please calculate the total budget with VAT and Tax). • Total amount 	