

TERMS OF REFERENCE (TOR)
ON
**DEVELOPMENT OF STANDARD OPERATIONAL PROCEDURE (SOP) FOR CHETONA
FISH HATCHERY, RAJARHAT, KURIGRAM AND BOLON DUCK HATCHERY IN
GAIBANDHAN UNDER OXFAM'S 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 a 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 its local level implementing partner, but EDP programme is directly work with different rural based Small and Growing enterprises, where, EDP provides different technical support to develop the capacity of the selected enterprises in terms of quality, quantity and sustainability and institutionalize the enterprise through strengthening its finance, administration, Inventory management, business operation and management. In 2017, there are two enterprises were selected and approved under EDP, one is Chetona Fish Hatchery situated in Rajarhat, Kurigram and Bolon Duck Hatchery situated in Gaibandha.

Chetona Fish Hatchery situated at: village-Chetona, Union-Gharialdanga, Thana-Rajarhat, District-Kurigram. Mr. Ishaq Ahmed has established this enterprise in 1998, currently it sells 12 varieties of fish spawn to 30 permanent 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.

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.

Bolon Duck Hatchery was established in 2007 by Mr. Bazlur Rahman (Bolon) at village-Raghunathpur; Union-Ramchandropur, Thana & District- Gaibandha and Bolon is the proprietor 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 duckling in a year, which represents about 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 (4 women and 3 men). Bolon also employs 2 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.

3. Objective of the Assignment:

The main objective of the Consultancy service is to develop Institutional Standards operational systems and procedures formulated and implement. This assignment will focus on the institutionalization of the enterprise, especially develop the enterprise as an organizational entity, company/firm through developing and incorporating different policy and procedures like; Accounting policy and maintain books of accounts, Financial operation and Management policy, procurement policy, inventory management, sound production & process mapping to ensure quality production, proper HR policy including payroll and 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/concern government office, sub-department, legal service institutions, enterprises to identified above for facilitating an 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 (2) enterprises named as Chetona Fish Hatchery -Kurigram and Bolon Duck Hatchery in Gaibandha
- 4.2 The consultant will work closely with all relevant staffs within the enterprises, concern government office, community and Oxfam in Bangladesh EDP team to ensure & validate the information, policy and process are feasible, practical, and effective.
- 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 & delegate responsibilities, and specify timelines for each institution to enhance efficient service delivery of increase productivity.
- 4.3.2 Facilitate workshops for the Enterprise core management Unit on business 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, procedures 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 and productivity.
- 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 All policy and procedures under the desired SOP to be articulate and written in English and Bangla both language.
- 5.7 Facilitate workshops for the Enterprise core management team on business plan, SOP practice, coordinate and compare linkages between the other enterprises; as well as validate documents developed.
- 5.8 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 | 7 working days | February, 2018 | The Inception report to be reviewed and approved by the Oxfam in Bangladesh EDP |

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|--|-----------------|-------------------------|---|
| <p>activities, a list of stakeholders involved in each activity</p> <p>1.2. The methodology to be used, including data and information collection approach and the tools to be used and workshop facilitation methodology</p> <p>1.3. An outline of the SOPs</p> | | | team |
| <p>2.1 All policy and procedures under the desired SOP to be articulate and written in English and Bangla both language.</p> <p>2.2. 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 an entity / firm/ institution.</p> <p>2.2. Compiled mandates into a booklet that includes highlighting overlaps, interinstitutional relationships and linkages for publication.</p> | 15 working days | February, 2018 | The draft report to be reviewed and Validated by the enterprise and Oxfam in Bangladesh team |
| <p>3. Final Report after Validation,</p> <p>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.</p> <p>3.2. Compiled mandates into a booklet that includes highlighting overlaps, interinstitutional relationships and linkages for publication.</p> <p>3.3. Training Report</p> | 10 working days | February and March 2018 | Report will be reviewed and approved by the enterprise and Oxfam in Bangladesh team |
| <p>4. Organize and facilitate training for enterprise (s)'s core management people/personnel/ staff on SOP practice procedures and submit the training completion report to EDP team in Oxfam in Bangladesh.</p> <p>Consultant will bear all relevant cost for arranging, organizing and facilitating the workshop. If needed Oxfam EDP team will extend the support to the consultant.</p> | 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 total Thirty Nine (39) Working Days; and will count from the date of signing the consultancy service agreement with Oxfam in Bangladesh but not exceed the month of May/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 appropriate SOP for those two enterprises.

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 particularly agro based project and programme or certified chartered accountants, Certified Cost & Management Accountant or MBA or Masters in Agriculture or Fisheries or veterinary science, or other most relevant discipline **with having minimum 10 years of professional experience** with required no's of team member. But, **one expert from each of concern economic sector or sub sector experts particularly expertise on Fish spawn production, hatchery management, fish farming and another expert member for duckling production, Poultry hatchery management and poultry farm operations and management 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;
- 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 qualification, experience and apply within the mentioned time.

The consultancy service provider/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 80:20 respectively.

| <i>Criteria</i> | <i>Weight</i> |
|--|---------------|
| 1. Technical | 80 |
| 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 | 20 |
| 1.5 Quality assurance | 10 |
| 1.6 Work Schedule | 05 |
| 2. Financial | 20 |
| 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 "Chetona Fish and Bolon Duck Hatchery " by 25th March 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 |

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|--|---|
| 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 including arranging, organizing and facilitating one batch for each enterprise core management staff/team's training on SOP with process to practices about SOP (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 | |