

## Terms of Reference (TOR)

### Consultancy Services for Institutional Capacity - Human Resources Development Plan for the Department of Livestock Services (DLS) (Package No. LDDP/S-3)

#### 1. Background

1.1. Department of Livestock Services (DLS) under the Ministry of Fisheries and Livestock has been implementing Livestock and Dairy Development Project (LDDP) with the support of Government of Bangladesh and The World Bank. The LDDP seeks to promote climate resilient productivity growth, enhance market access, and improve risk management among smallholder livestock farmers and agro-entrepreneurs, by providing support for climate smart livestock production systems, farmer empowerment and commercialization. The project will foster a market-led transformation of livestock production, while ensuring that the supply response to growing demand is sustainable, inclusive, safe, and environmentally conscious. To this end, the project will improve the ecosystem for value chain development by financing key infrastructures including markets, and access to market, insurance and financial products and services, capacity building and knowledge. The project has been implemented in 466 Upazilas of 61 districts.

#### 2.0 Overall objectives of the LDDP:

To improve productivity, market participation, and resilience of small-holder farmers and agro-entrepreneurs operating in selected livestock systems and value chains in target areas.

Specific Objectives:

- To improve individual animal productivity by 20% at Household (HH) level through better feeding and nutrition, animal health and breeding.
- To improve market linkages and value chain system through linking 5500 producer's organizations (POs) to processors.
- To strengthen institutional capacity of DLS in terms of policy, skills, M & E and logistics.
- To improve safe animal production system and quality control mechanism.
- To develop an enabling environment conducive to sustainable growth of livestock, knowledge, livestock insurance.

2.1. The GoB has set goals & targets in vision 2041, SDGs and perspective plan. Present capacity of DLS is not adequate to achieve the relevant goals and targets of vision 2041, SDGs and perspective plan. It is observed that personnel development programs make positive contributions to organizational performance. A more highly skilled workforce can accomplish more as the individuals gain in experience and knowledge. Therefore, it is important to strengthen institutional capacity of DLS in terms of policy, skills, service delivery, monitoring and evaluations and to develop enabling environment to address emerging challenges, growing demand and future need of the livestock sector.

2.2. LDDP has a provision of fund to utilize for preparing an institutional and Human resource development plan for the DLS. Developing a HRD Plan calls for a shift in the way people are managed in the department: from administering people to achieving departmental strategic objectives through personnel development.



3.3. Against this background, the Project has decided to procure consulting services by utilizing part of the project fund to (a) procure consulting services for preparing an institutional and human resource development plan (b) design, develop and establish web-based human resource management system including training and maintenance.

### 3. Objective of the assignment

3.1. **Overall objective:** The overall objective of the assignment is to prepare a long-term institutional and human resource capacity development plan; and design, develop and establish a web-based system for human resource management including training and operation of the system for Directorate of Livestock Services in order to achieve the goals & targets of vision 2041 and SDG through providing modern & technology-oriented service delivery.

3.2. **Specific objective:** The specific objectives of the assignment encompass the following:

- i) Assess DLS current human resource capacity in order to identify operational, institutional and human resource gap;
- ii) Prepare an institutional and human resource capacity development plan for DLS in order to develop its capacity and strength for providing modern, efficient and effective service delivery;
- iii) Develop a career pathway of DLS personnel considering the personnel of DLS as *strategic resources* for achieving the vision and mission of the Department and institutional arrangement and future need of service delivery;
- iv) Develop and establish web- based Human Resource Management system for DLS personnel management;
- v) Operation & maintenance of Web-based Human Resource Management system including training of the DLS personnel;

### 4. Scope of the assignment

The assignment will cover the following areas:

#### Scope under objective (i) and (ii)

- i) Strategic analysis related to national goals and targets of Bangladesh Vision 2041, Eighth Five Year Plan 2020-25 and Perspective Plan 2021-41 and DLS vision, mission, goals and the growing demands and emerging challenges;
- ii) Review the existing Allocation of Business of DLS and its field level offices and institutes, and job description of its individual positions;
- iii) Strategic analysis of demand and supply of human resources considering the vision 2041;
- iv) Analysis of existing institutional capacity, facilities as well as infrastructures of DLS in delivering veterinary services, extension services, food safety, quality control, research and training, monitoring & evaluation;
- v) Review the existing HR development policies, plan and practices of DLS at central and field levels focusing on HR management system;
- vi) Review available livestock related policies, plans and institutional HRD arrangements of neighboring countries for cross references and adoption of good practices;



- vii) Projection of future mandate of DLS and its field level offices and institutes, and job description of its individual position in achieving the goals and target of vision 2041 and perspective plan;
- viii) Analysis the existing career plan, including professional and skill development;
- ix) Analysis and identify the gap on knowledge & training, skill, job description, career plan, human resource development & management; and institutional, infrastructural, facilities gap intended to capacity development for respective personnel, offices, institutions of DLS targeting vision 2041;
- x) Explore and recommend the structural adjustment of DLS including vertical and horizontal proliferation, alignment and strengthening;
- xi) Assess and recommend the training need for continuous professional improvement and skill development of the DLS personnel;
- xii) Analyze social, gender and environmental safeguard measures in the institutional & service delivery level;
- xiii) Scoping strategic partnership with public-private entities and relevant stakeholders including local and international partners for improving food security and food safety, market-oriented value chain development and service delivery in Livestock sector;
- xiv) Develop a comprehensive institutional and human resource development plan for DLS indicating short- medium- and long-term plan.
- Scope under objective (iii) & (iv)
- xv) Review the existing web-based MIS system with its effectiveness and facilities for identifying the gap for its appropriate improvement;
- xvi) Design, develop and establish a web-based Human Resource Management system including operation & maintenance of the system:
- Design a centralized web-based software system on the basis of user's Role Management which will include the personal profile of DLS employees, logging history, tracking/ tracing, working history, etc. and ensure security with smooth operable in low bandwidth so that multiple users are able to use the system concurrently;
  - Design and develop User Training and Technical Manuals and deliver in both soft and hard copies using bilingual, video tutorial needs to be developed i.e., using Bangla and English version;
  - Provide necessary security measures to protect the developed and hosted system following the national data architecture guideline;
  - Deploy one software engineer at DLS during the Maintenance period;
  - Installation, commissioning of developed software in the server of National Data Centre (NDC) with the connectivity of Virtual Private Network (VPN) with firms own cost.
  - Necessary master data entry and uploading information system, capable to migrate data from the existing system of DLS.
  - Establish linkage & integration with PMIS, PDS, training & trade software of the DLS and PMIS of MOFL.
  - Develop 65 nos. (61 Districts + 4 HQ) Master trainer through training of the trainer (TOT) on HRM software for training of the DLS officials-from central to field officials.



*(Signature)*

## 5. Methodology:

The firm will propose detailed methodology of study including sampling plan, tools & techniques. In addition, the firm will consider the following methods in undertaking the study, however

- a. Desk review of existing job mandate of DLS and its field offices, research, diagnostic & training institutes;
- b. Desk review of existing facilities infrastructure to deliver the services;
- c. Desk review of available policy and planning documents of Bangladesh Government i.e., Vision 2041, Eighth Five Year Plan and Perspective Plan, Livestock related policies and ,pland and guidelines;
- d. Browse and review available livestock related policies and HRD plans and institutional arrangements of neighboring counties
- e. Conduct discussion sessions with PMU, DLS and MOFL officials regarding methodology & tools, technique of the study;
- f. Conduct survey/Interview & FGD with the DLS officials with appropriate tools/questionnaire;
- g. Conduct strength, weakness, opportunity and threat (SWOT) analysis of DLS.
- h. Conduct workshop on inception report, HRMP consultation workshops and draft report, and a national level validation workshop with MOFL, DLS officials and relevant stakeholders.
- i. Develop the web application that will include -
  - user requirement assessments to define the detailed scope of requirements of DLS, their employees regarding the convenience of the institution, communication and interaction of the software, and its HR management. Review the existing systems and practices and find out the gaps and hindrances.
  - Design and install a web-based customized HRMS package tailored according to the needs of DLS.
  - Provide a central database from collecting data regarding HR management from software of all the offices.
  - Provide strong front-end web-based output with high visual graphical interface.
  - Maintain and ensure database backup in coordination to central merging database system.
  - Ensure security of data from being hacked and garbage collection.

6. **Expected output/deliverables:** The firm is expected to generate following outputs:

Sl. no.	Key deliverables/outputs	Time line
1.	Inception Report including detailing schedule of work, key Staff deployment, methodology etc.	01 months after signing the contract
2.	An interim report on capacity gap, institutional capacity and Human resources development plan including performance management system, career pathways, continuous professional and skill development plan	04 months after signing the contract



*(Signature)*

3	Draft Report on (i) Institutional & HRM development plan (ii) System Requirement Study Report to design, develop web-based HRMS application (iii) Hardware requirement Study Report for establishing HRM system in place	6 months after signing the contract
4.	Validation of the draft reports and web-based HRMS software design architecture	6.5 months after signing the contract
5.	HRMS installed for test run	8 months after signing the contract
6.	Conduct ToT to key DLS officials on web-based HRM system including training /user manual	9 months after signing the contract
7.	Final HRD Plan accommodating the comments of the workshop Final HRMS software with administrative and user manual, complete source code, SRS, SDD 12 month Operation and Maintenance plan of the software	12 months after signing the contract
8.	Update & maintain the system	After accepting the final report to July 2025.

7. **Duration of Assignment:** The consulting firm will complete the assignment in 12 months from signing of the contract. However, the firm will update and maintain the system up to July 2025.

8. **Qualification & experience of the Firm:**

It is expected that a reputed Firm will implement the assigned tasks on a consultancy basis. The firm shall have wide range of working experience in developing plan on institutional and human resource development including design, development, establishment of web-based HRM system. The firm shall have also expertise in maintenance and providing hands on training of established system. The firm can apply singularly or jointly. However, Firm's qualification and experience will be reviewed based on the following indicative criteria to prepare a short list:

- The Firm should have at least five years specific corporate experience in developing institutional & human resource development plan; designing, developing, implementing/ maintaining developed software of similar and complex nature. However, Specific experience in public sector will be given preference.
- Shall have legal documents to apply for the assignment.
- The firm shall have experience to complete at least three similar nature of assignment

9. **Language:**

- All reports/deliverables including annexure and supporting documents shall be submitted in English.
- Questionnaires/forms used in the study/ surveys/FGD will be translated into Bengali.
- Training Materials and module will be in Bengali.




## 10. Qualification and Experience of Key Experts:

The Firm shall have required qualified manpower and necessary assistance and logistic supports like office space, transport facilities, access to computers (hardware and software), formats, etc. with a view to develop and implement each task under the assignment. The man-month, tentative qualification and responsibilities/deliverables of the key expert professional are outlined in the table below, but not limited to. The Firm shall have to furnish detailed qualifications, experiences, and responsibilities of the proposed team for performing the target assignment.

### 10.1 Qualifications and Experience of Key professionals:

Sl. No.	* Position	Nos.	Man Month	Required Qualifications and Experience
1.	Team Leader	1	12	<ul style="list-style-type: none"><li>• Minimum Master degree in social science/development studies/MBA major in HR or equivalent degree.</li><li>• Minimum 15 years' experience in institutional capacity development, HR planning, HR management.</li><li>• Should have knowledge in web-based HRMS.</li><li>• Experience in working with WB/ADB or any other donor funded project will get preference.</li><li>• Experience in Coordination and conducting workshop/seminar at national &amp; international level.</li><li>• At least five (5) years working as Project Manager/ Team Leader/project coordinator.</li></ul>
2.	Institutional capacity development expert	1	06	<ul style="list-style-type: none"><li>• Minimum Master degree in Veterinary Science/ Animal Husbandry/Agricultural Economics or other relevant equivalent degree.</li><li>• Minimum 10 years working experience in institutional level including management &amp; capacity development; short, medium and long term planning in the area of Agriculture and Livestock subsector.</li><li>• Should have knowledge in web-based HRMS.</li><li>• Experience in working with GOB/ WB/ADB or any other donor funded project will get preference.</li></ul>
3.	HR Expert	1	06 (intermittent)	<ul style="list-style-type: none"><li>• Minimum Master degree in social science/development studies/MBA major in HR or equivalent degree.</li><li>• Minimum 10 years' experience in institutional capacity development, HR planning, HR management,</li><li>• Should have knowledge in web-based HRMS.</li><li>• Experience in working with WB/ADB or any other donor funded project will get preference.</li></ul>



4.	Training Expert	1	12 (intermittent)	<ul style="list-style-type: none"> <li>• Minimum Master degree in Veterinary Science/ Animal Husbandry/Agricultural Economics or other relevant equivalent degree.</li> <li>• Minimum 10 years' experience in strategic planning and management of institutional training.</li> <li>• Experience in training materials/module development.</li> <li>• Experience in documentation of training events</li> <li>• Experience and knowledge in ICT.</li> <li>• Experience in working with WB/ADB or any other donor funded project will get preference.</li> </ul>
5.	System Analyst	1	06	<ul style="list-style-type: none"> <li>• At least B. Sc.in CSE/ ICT/ EEE or equivalent degree from any recognized institute.</li> <li>• Overall 10 years professional experience including at least 5 (five) years' experiences in designing, development, and configuration of systems in HRMS.</li> <li>• Experience in working with WB/ADB or any other donor funded project will get preference.</li> </ul>
6.	Database Administrator	1	6	<ul style="list-style-type: none"> <li>• At least Bachelor in CSE/ ICT/ EEE or equivalent degree from any recognized institute.</li> <li>• Overall, 8 (eight) years professional experience including at least 3 (three) years' experiences working as Database administrator in big organization with HRMS.</li> </ul>
7	Software Engineer	1	15	<ul style="list-style-type: none"> <li>• At least Bachelor in CSE/ ICT/ EEE or equivalent degree from any recognized institute.</li> <li>• Overall, 8 (eight) years professional experience including at least 3 (three) years' experiences working as software engineer in the area of HRM in a reputed organization.</li> <li>• Expert will have to work closely with the relevant personnel of DLS &amp; PMU.</li> </ul>
8	System Administrator	1	06	<ul style="list-style-type: none"> <li>• At least B.Sc. in CSE/ ICT/ EEE or equivalent degree in any science related discipline from any recognized institute.</li> <li>• Overall, 8 (eight) years professional experience including at least 5 (five) years of experience working as an expert on networking and Server in reputed organization.</li> </ul>
9.	Web developer	1	6	<ul style="list-style-type: none"> <li>• At least B.Sc. in CSE/ ICT/ EEE or equivalent degree in any science related discipline from any recognized institute.</li> <li>• Overall 5 years professional experience including at least 3 years of experience working as an expert on front end application developer in reputed organization/projects.</li> </ul>

**10.2 Qualifications and Experience of non- Key professionals:**

Sl. No.	Position	Nos.	Man Month	Required Qualifications and Experience
---------	----------	------	-----------	--

*(Signature)*



1.	HR & institutional Association	2	12	<ul style="list-style-type: none"> <li>• Minimum Master degree in social science/development studies/MBA major in HR or equivalent degree.</li> <li>• Minimum 3 years' experience in institutional capacity development, HR planning, HR management,</li> <li>• Should have ICT knowledge.</li> </ul>
2.	IT Support & Maintenance Association	1	24	<ul style="list-style-type: none"> <li>• At least B.Sc. in CSE/ ICT/ EEE or equivalent degree in any science related discipline from any recognized institute.</li> <li>• Overall, 3 years working experience in the area of IT support and maintenance</li> <li>• Experience in supporting application development in reputed organization/projects.</li> </ul>

### 11. Institutional Arrangements (Coordination, Supervision and Reporting):

- 11.1 PMU PD, CTC with the support from DPDs and respective consultants will coordinate overall contract management of the assignment in association with the contracted consulting firm. The PMU will supervise and monitor all activities of the contracted firm and ensure the quality of work, based on the detailed Activity Plan.
- 11.2 For effective implementation of the assignment, the consulting firm will keep liaison with the PMU, maintain their Activity Schedule and submit required reports (monthly/quarterly), in the stipulated time, to the PD, LDDP.
- 11.3 The PMU/client will provide relevant documents for conducting assignments. LDDP, DLS will ensure that necessary governmental and other approvals, if necessary, and authorizations for conducting the assignment are made available on a timely basis. LDDP, DLS will also provide feedback, where required, on different assignment aspects and will assist in organizing workshops.

### 13. Ownership of output materials:

All materials produced, developed, or acquired under the terms of this appointment- written, graphic, or any relevant format- shall remain the property of the LDDP, DLS. The LDDP, DLS furthermore retains the exclusive rights to publish or disseminate in Bangla or English as required by the project reports arising from such materials. The rights and duties provided for in this paragraph shall continue, notwithstanding your termination or the execution of its other provisions.

### 14. Facilities to be provided by the consulting firm:

The consulting firm shall be entirely responsible for arranging all the facilities such as office space, accommodations, vehicles, equipment, computers, transportation costs, support services, support technical and non-technical staff and other required logistics for providing the services at their own cost; the firm should incorporate all these logistic support in the technical and financial proposals.

### 15. Selection Procedure of the Firm:

The selected method of the firm is QCBS (Quality and Cost Based Selection) method set forth in the World Bank Procurement Regulations for IPF Borrowers, Procurement in Investment Project Financing Goods, Works, Non-Consulting and Consulting Services, July 2016 and Revised November 2017.

