

TERMS OF REFERENCE (ToR)

FOR THE INTEGRATION OF MULTISKILLING MODULES INTO COMPETENCY-BASED TRAINING CURRICULA AND MANUALS FOR LEATHER GOODS AND FOOTWEAR MANUFACTURING UNDER THE LIWAY-SUPPORTED DOIE FRAMEWORK

1. Context and Operational Background

This assignment forms an integral component of the operational framework established under the Partner Subgrant Agreement (Contract No. SNV/PAR/76649/26) between SNV Netherlands Development Organization and Skyline Leather Fashion Training Centre PLC. Operating under LIWAY II (funded by SIDA under Grant reference 16520 for the period March 1, 2025 – December 31, 2028), Skyline acts as the market intermediary executing the Demand-Orchestrated Intermediary Ecosystem (DOIE) Model

To maximize operational flexibility, reduce bottlenecks across micro and small enterprises (MSEs), and respond agilely to diversified Medium and Large Enterprise (MLE) outsourcing orders, the training architecture must incorporate robust **multiskilling frameworks** across both complete shoe making and bag making.

2. Objective of the Assignment

The primary objective is to expand and adapt the Competency-Based Training (CBT) curricula and descriptive training manuals for **leather goods and footwear manufacturing** to include cross-functional **multiskilling modules**. This ensures that trainees are not siloed into single operations (e.g., exclusively stitching or clicking) but are equipped with fluid, interchangeable competencies across the entire value chain—enabling MSEs to dynamically reallocate labor in response to real-time market demand signals.

3. Scope of Work: Integration of Multiskilling Frameworks

The technical team will embed cross-functional training pathways into both primary tracks, breaking down traditional operational barriers between department workstations:

Track 1: Footwear Manufacturing Multiskilling Pathways

- **Cross-Functional Cutting & Preparation:** Training clickers and upper cutters in foundational pattern inspection, basic skiving, and edge-folding, allowing cutting room personnel to seamlessly support preparation rooms.
- **Stitching-to-Lasting Rotation:** Equipping machine operators with foundational hand-lasting, toe-puff/stiffener insertion, and roughing skills to bridge upper closing lines directly with lasting room flow.
- **Bottom Stock & Finishing Interchangeability:** Cross-training sole unit preparers in edge trimming, heel nailing, final treeing, and quality inspection to prevent bottlenecks at the assembly and finishing stages.

Track 2: Leather Goods & Bag Making Multiskilling Pathways

- **End-to-End Component Fabrication:** Training assemblers to handle parallel tasks including strap fabrication, pocket construction, zipper preparation, and hardware setting independently rather than relying on strict assembly-line isolation.

- **Multi-Machine Operational Fluency:** Cross-training operators across flat-bed, post-bed, and cylinder-bed heavy-duty sewing machines to manage variable bag structural requirements (e.g., gusset joining to heavy-walled structured totes).
- **Quality Gatekeeper Rotation:** Empowering line operators with in-process quality control (IPQC) competencies so every artisan functions as an active quality gatekeeper during sub-assembly.

Structural Curriculum & Manual Updates for Multiskilling

For both tracks, the developer must update:

1. **Modular Competency Matrix:** Redesigning learning units to feature core skills supplemented by flexible "secondary competency blocks" that facilitate cross-rotation.
2. **Descriptive Trainees' Manuals:** Adding dedicated cross-training chapters, troubleshooting matrices for adjacent workstations, and multi-operation workflow diagrams.
3. **Trainers' Manuals & Rotation Schedules:** Incorporating structured shop-floor rotation schedules, multi-station assessment rubrics, and agile labor deployment guidelines tailored to MSE group dynamics.

4. Deliverables Timeline and Milestone Payment Schedule (Multiskilling Integration)

#	Deliverable Name	Detailed Description	Estimated Due Date	Duration	Milestone Payment
1	Multiskilling Inception & Mapping	Work plan and cross-functional competency mapping matrix for shoe and bag manufacturing	5 days post-signing	5 days	10%
2	Updated Occupational Profiles	Revised standards integrating cross-functional roles and flexible performance criteria	18 days post-signing	13 days	—
3	Draft Multiskilling Curricula	Expanded modular CBT curricula incorporating cross-rotation paths in English and local requirements	48 days post-signing	30 days	20%
4	Training Organization Guides (ToGs)	Revised workshop layouts and flexible tool station allocations supporting multi-task training	59 days post-signing	11 days	30% (Sub-total)
5	Illustrated Multiskilling Manuals	Validated comprehensive trainees' and trainers' manuals featuring cross-functional workflows and rotation guides	149 days post-signing	90 days	30% (Sub-total)
6	Pilot Multiskilling Delivery & Handover	Test delivery with pilot cohort, final adjustments based on agile labor performance, and repository handover	184 days post-signing	35 days	40% (Sub-total)

Total	Grand Total	Complete Curriculum & Integration Cycle	Multiskilling Manual	184 Days	184 Days	100%

5. Minimum Expert Team Requirements for Multiskilling Integration

The executing entity must deploy a technical team experienced in agile manufacturing and lean shop-floor organization:

1. **Team Leader / Senior Footwear Technologist or Leather products :** Advanced degree in Leather and leather products Technology or Industrial Engineering with 7+ years of experience in lean manufacturing, flexible shop-floor design, and CBT curriculum development.
2. **Footwear Agile Operations & Pattern Experts (2):** Technical specialists with industrial backgrounds in multi-skilled footwear cell manufacturing and balancing production lines.
3. **Leather Goods & Modular Assembly Specialists (2):** Experts specialized in modular bag production cells, cross-functional training, and small-batch workflow optimization.
4. **CBT Curriculum Developers (2):** Certified education specialists experienced in designing flexible, modular, competency-based cross-training frameworks.
5. **Technical Illustrators & Graphic Designers (2):** Professionals skilled in creating multi-station workflow diagrams, station-rotation schematics, and visual cross-training guides.
6. **Linguistic Editors & Translators (1):** Bilingual experts ensuring precise technical terminology across all expanded multiskilling modules.

Skyline Leather Fashion Training Centre PLC

Date:

Subject: Call for Expression of Interest (EOI) — Consulting Services for the Integration of Multiskilling Modules into Competency-Based Training Curricula and Manuals for Leather Goods and Footwear Manufacturing

Skyline Leather Fashion Training Centre PLC, operating under its institutional framework and strategic partnership agreements (including the LIWAY-supported DOIE framework under Contract No. SNV/PAR/76649/26), hereby invites eligible and qualified consulting firms or technical consortia to express their interest in providing specialized consultancy services.

1. Project Background and Objective

The assignment focuses on integrating robust multiskilling frameworks into Competency-Based Training (CBT) curricula and descriptive training manuals for complete shoe making and leather bag manufacturing. The core objective is to eliminate traditional operational silos—such as single-operation restrictions in stitching or clicking—by equipping trainees with fluid, interchangeable competencies across the entire value chain. This enables Micro and Small Enterprises (MSEs) to dynamically reallocate labor and respond efficiently to real-time market demand signals from Medium and Large Enterprises (MLEs).

2. Scope of Services

The selected consultant or firm will execute the 184-day implementation cycle, which encompasses:

- **Multiskilling Inception & Mapping:** Establishing work plans and cross-functional competency mapping matrices for footwear and bag manufacturing.
- **Occupational Profile Updates:** Revising standards to integrate cross-functional roles and flexible performance criteria across cutting, preparation, lasting, bottom stock, and assembly lines.
- **Draft Curriculum Development:** Expanding modular CBT curricula to incorporate cross-rotation pathways in English and local requirements.
- **Training Organization Guides (ToGs):** Designing revised workshop layouts and flexible tool station allocations supporting multi-task training.
- **Illustrated Manuals Production:** Developing validated, comprehensive trainees' and trainers' manuals featuring cross-functional workflows, troubleshooting matrices, and station-rotation schedules.
- **Pilot Delivery & Handover:** Conducting test delivery with pilot cohorts, adjusting materials based on agile labor performance, and executing final repository handovers.

3. Minimum Expert Team Requirements

Interested entities must demonstrate access to a highly qualified multidisciplinary team.

4. Submission of Expressions of Interest

Eligible consulting firms are invited to submit their Expression of Interest, detailing company profiles, core establishment details, eligibility documents, general experience, descriptions of similar assignments, and CVs of key proposed personnel.

Submissions must be delivered to Skyline Leather Fashion Training Centre PLC through our official communication channels no later than -----

For inquiries and detailed Terms of Reference documentation, please contact:

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