

# *Terms of Reference for*

## **Consulting Services to Develop Environmental, Social and Quality (ESQ) Training Modules, Conduct ToT and Certification for Leather, Leather Goods, Footwear, Plastics and Light Engineering Sectors in Bangladesh (Package no. S46)**

### **1. Background**

Bangladesh's need for diversification of its economy at large and the export basket in particular, is well recognized by the policy makers, the private sector as well as development partners. The seventh Five-Year Plan (2016-2021) and the Bangladesh Export Policy for 2015-18 identify potential growth sectors that are increasingly competitive in international markets or showing signs of comparative advantage that could play an important role in economic and export diversification. The Ministry of Commerce has set an ambitious export target of reaching US\$ 60 billion by 2021.

The Project Export Competitiveness for Jobs (EC4J) has been designed on request from the Economic Relations Division (ERD), Ministry of Finance, Government of Bangladesh, with the objective of strengthening export competitiveness and increasing investment and employment in some priority sectors such as Leather & Leather Goods, Footwear (leather & non-leather), Light Engineering (Electronics, Electrical Goods, Bicycle, Automobile, Accumulators, Battery, etc.) and Plastics. To achieve this objective, Ministry of commerce is directly implementing a project titled "Export Competitiveness for Jobs" financed by the World Bank Group (WBG). The Project is expected to directly contribute to the Government of Bangladesh's policy objective of diversifying exports beyond ready-made garments (RMG). The project is effective from December 11, 2017 and currently at the implementation stage.

The targeted sectors face a number of interrelated capability barriers including lack of awareness and access to modern technology and production processes; lack of skilled workforce, lack of access to testing, accreditation and certification bodies for local and international product standards and conformance infrastructure; poorly developed business advisory services and weak local supply chains. This, in addition to challenges in accessing capital, and lack of awareness of good international management and production practices, will potentially constraint Bangladesh's manufacturing sector into low technology/low value added /price dependent business models and domestic markets.

Firms in these sectors are expanding their production and seeking to integrate into global value chains (GVCs), but development is held back in part due to insufficient technology and skills adoption, and lack of compliance with international Environmental, Social and Quality (ESQ) standards. Failure to invest to overcome these shortfalls results in large part from a number of market failures, including information asymmetry between foreign buyers and Bangladeshi sellers with regard to requirements for adherence to often-changing standards and accreditations in high-income markets.

The EC4J Project is supporting the private sector companies in these targeted sectors to address some of the key constraints they face in accessing export markets; enhancing productivity; improving environmental, social and quality standards; and collective infrastructure facilities. The Project interventions have been designed to benefit companies that are in the export market or have the potential and are aspiring to access export markets. Small and Medium Enterprises (SMEs) in these sectors are also expected to benefit from the project; particularly those, with compliance support and technical knowhow assistance can be integrated into export value chains.

## 2. Rationale of the Assignment

Bangladesh has a limited number of items in its export basket as well as very concentrated markets for export. Diversifying both exportable items and export destinations is, therefore, important for the socio-economic development of the country. Necessary compliances in terms of Environmental, Social and Quality (ESQ) issues would facilitate wider and easy access to developed markets. The ESQ situation prevailing in Bangladesh does not, unfortunately, in many cases meet the international requirements.

The Component 1 (Market Access Support Program) of the EC4J Project aims to address some of the critical constraints for the private sector to access international markets and integrate into the global value chains. Under the subcomponent 1.1 constraints related to Environmental, Social and Quality (ESQ) Compliance that limit the performance of the sectors in the international market are being identified. Following the identification, project will undertake a series of actions to improve the ESQ situation of the targeted sectors by developing strategy and implementing required interventions. As a part of this intervention, EC4J will undertake capacity building programs at the sectorial and enterprise level by arranging specific trainings identified through ESQ gap analysis. So that firms and relevant sector associations are able to apply measures in order to mitigate the risks and adopt sustainable approaches to overcome ESQ compliance challenges.

Thus, EC4J will develop customized ESQ training modules and will provide ToT based on those modules in the four targeted sectors. Therefore, EC4J is seeking services from consulting firm to prepare customized ESQ training modules and providing ToT for the four targeted sectors: Leather and Leather Goods, Footwear (both leather and non-leather), Plastics.

## 3. Objective of the assignment

The objective of this assignment is to prepare seven customized ESQ Training Modules and conduct ToT through online or offline medium of instructions for the corresponding sectors as indicated in the Table-1 below in order to train relevant industry personnel to be able to impart ESQ training at the factory level following the modules. The consultant will also facilitate establishing a recognized certification system by the Industry Skills Council (ISC) for the ESQ trainings.

Table-1: Name of the basic ESQ training modules and sector level ToT batch distribution

SI	Name of the Training Module on ESQ	No. of batch for Tannery	No. of batch for Leather Goods & Footwear	No. of batch for Light Engineering	No. of batch for Plastics	No. of batch Total
1	Social Compliance, OHS and Gender Issues	1	1	1	1	4
2	5S & Housekeeping	1	1	1	1	4
3	Quality Awareness and Understanding	1	1	1	1	4
4	Hazard Identification, Risk Assessment and Control	1	1	1	1	4
5	Compliance Standards, Audit Preparation and Certification	1	1	1	1	4
6	Chrome (VI) Prevention Method and Application for Tanning and Footwear Industry	1	1	0	0	2
7	Tannery Waste Management	1	0	0	0	1
<b>Total ToT Batches:</b>		<b>7</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>23</b>

\* each batch 20 participants

#### **4. Approach of the ToT:**

This ToT model is intended to engage master trainers in coaching new trainers that are less experienced with a particular topic, or skills or with overall training. The ToT modules should be developed and imparted in a manner that engages participants in a comprehensive, multi-day distributive learning process that builds the professional knowledge, competencies and skills required to effectively train industry professionals to be able to impart trainings for the workers.

This rigorous 5-day training which can be conducted through online/offline basis should include but not limited to training on pedagogy, intensive coaching on effective strategies for engaging adult learners, and targeted instruction and practice in training others to deliver a specific curriculum. As a result of attending the ToT, participants should be able to:

- a) Apply current practices in delivering a training on a selected topic and practice area;
- b) Deliver proven facilitative skills to promote learner engagement, reflective practice, and skills acquisition;
- c) Show mastery in delivering key training strategies commonly used, such as: brainstorming, processing, process checks, roleplays, practice sessions etc.;
- d) Use appropriate level of intervention when managing difficult training situations including disruptive learner's behavior;
- e) Initiate a personal plan of action to strengthen their training and facilitation skills.

#### **5. Scope of Work**

The scope of work includes the following:

- a) Review the ESQ training needs assessment report, relevant standards and available training modules on the similar topics; reach out to relevant industry associations for any further information/clarification;
- b) Study the global principles and national policies of Environmental and Social Safeguard issues, such as Bangladesh Labour Act, 2006; Bangladesh Environment Conservation Act (BECA), 1995 and ECR, 1997; ILO Conventions, United Nation Guiding Principles (UNGPs) on Business and Human Rights, OECD Due Diligence Guidance, etc.;
- c) Integrate the concept of sustainability as the most important goal so that it gets translated within core strategy, value chain and process design and indicate the key competencies required for and how a firm can generate shared value to benefit wider society;
- d) Incorporate Responsible Business Conducts (RBC) tools for the management to define and communicate core purpose that provides the basis for their overall Vision, Mission, Values, ethics and corporate behavior;
- e) Prepare customized training modules for the seven thematic areas that illustrate the basic concepts and requirements of the Environmental, Social and Quality Compliance;
- f) Prepare the corresponding teaching aids such as curricular, lesson plans, learning materials including a clear guideline on the duration, learning outcomes, and method of evaluation;
- g) Develop an easy-to-follow training delivery instruction manual that provides a clear understanding on pedagogy, step by step process of training preparation – from needs assessment to ways of imparting the training as well as post-training evaluation/feedback; DO's and DON'Ts on communication while conducting a training; develop handouts, standard form of evaluation/assessment of the participants as well as trainers;
- h) Prepare a nondiscriminatory and inclusive selection criterion for ToT participants and facilitate sector associations to select and propose the names;
- i) Communicate, consult and coordinate with the relevant sector associations, industry experts and other stakeholders to obtain their feedback on the modules and training kits;
- j) Organize validation workshops, incorporate the recommendation and finalize the modules;

- k) Propose three alternative names of resource persons by enclosing professional CV for each ToT module in order to take approval from the EC4J project management before the commencement of the training;
- l) Conduct 23 batches of ToT (each batch comprising of twenty participants) in the four targeted sectors as indicated in the table-1 in consultation with the sector associations and relevant training organizations;
- m) Review the modules after the first batch of ToT in each area and update the modules based on the feedbacks; assess the performance of the trainers /resource persons based on participants' feedback and take measures as deemed necessary to maintain the desired standard;
- n) Develop a framework to establish recognized certification system by the respective Industry Skills Council (ISC) for the corresponding ESQ trainings to be imparted by the ToT trainers;
- o) Orient the relevant sector associations and training organizations to be able to understand the delivery system mechanism of basics of ESQ trainings at the factory level;
- p) All the modules and lessons plan should be developed in a manner, so that it can easily be transformed into personalized, self-paced and interactive digital learning tools.
- q) Evaluation of each training course by the participants attended (Ensure PIU representative at least while evaluation and provide summary of evaluation in the report)
- r) Assign a simple topic at 2<sup>nd</sup> day of the training for each trainee to present maximum 15 minutes at last day to assess themselves and evaluated in ranking as TOT for each batch (Ensure PIU representative/s at least while presentation and evaluation)
- s) Maintain close communication and ensure coordination with PIU as required.
- t) The Consultant will make necessary improvement in conducting training if found relevant and appropriate while visiting training session by PIU or their authorized representative.

## 6. Deliverables

### ESQ training modules, ToT, training instruction manual and certification system

The deliverables include but not limited to:

- a) Inception report including training rollout plan and selection criterion for ToT trainees;
- b) Seven modules on basic ESQ Compliance trainings along with the corresponding learning materials, handouts, etc.;
- c) Training delivery instruction manuals for the trainers;
- d) 23 batches (approx. 460 trainees) successfully completed ToT and received certificates;
- e) Framework of certification system for basic ESQ training at the factory level;
- f) Quarterly progress report along with filled-up evaluation forms for each batch;
- g) Final report of the completion of the assignment that should include: what worked and what did not work; any challenges faced by the trainers or trainees, to what extent learning outcomes were achieved and what improvements needed in which areas, etc. including a list of ToT resources personnel against the training topics revealed from the presentation and evaluation with ranking.

**7. Logistics and equipment:** The consultant will provide all necessary logistics including foods, stationaries and other required support in order to ensure effective completion of the ToT training program.

**8. Working language:** Working language of ToT is Bangla.

**9. Training materials:** The consultant will provide all training materials, including handouts, stationaries.

**10. Confidentiality:**

- a) All draft and final output, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD and EXCEL for Windows. Ownership of the data from the analysis rests with EC4J.
- b) The copyright of the intellectual properties like documents including training modules, materials, creatives, software, learning materials, participants evaluation reports and manuals will rest exclusively with the EC4J Project. Key stakeholders can make appropriate use of the findings in line with the original purpose and with acknowledgement.

**11. Consultant's Qualification**

The Consultant should have the legal capacity to enter into the contract with experience in developing training modules and providing ToT with their in-house experts in the last 5 years. It must have extensive professional experience and hands-on expertise in designing and managing ESQ related or similar such professional training program in the relevant/ industry sectors. Sound knowledge on Bangladesh trade and commerce, their stakeholders and their technical knowhow, ESQ compliance requirement would be considered as an added valuable asset. Well-equipped training centre with facilities will be an added advantage to provide the required services. The consultant should have available key experts in the assigned area for developing similar training modules and conducting ToT courses.

**12. Reporting**

The firm will report to Project Director, EC4J Project and liaising with the PIU representative(s).

**13. Timeline**

The assignment will be for 12 months. Specific deadlines of particular deliverables will be subject to the approval of the project team.