

Terms of reference (ToR) for the procurement of services below the EU threshold

CONFIDENTIAL

Advanced Training on Legal Standards, Industrial Relations, and Grievance Investigation	Project number G-011550-001 Output 01 (11550010000)
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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
DC	Development Cooperation
FK	Expert
FKT	Expert days
ILO	International Labour Organization
KZFK	Short-term expert
OECD	Organisation for Economic Co-operation and Development
OHS	Occupational Health and Safety
RMG	Ready-Made Garment
RSC	Ready-Made Garment Sustainability Council
SCAIP	Skills for Self-Monitoring and Compliance with Clean and Fair Production in the Textile Industry
SOP	Standard Operation Procedure
ToR	Terms of reference
ToT	Training of Trainers
UNGPs	United Nations Guiding Principles on Business and Human Rights

1. Context

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a federal enterprise with worldwide operations. GIZ supports the German Government in the field of international cooperation for sustainable development. GIZ has been working as a development partner of Bangladesh since 1972 under bilateral agreement. Currently, we are working in the areas of renewable energy, adaptation to climate change, private sector development and technical education, biodiversity, as well as good governance and displacement.

GIZ was commissioned by the Federal Ministry for Economic Cooperation and Development (BMZ) to implement the project 'Skills for Self-monitoring and Compliance with Clean and Fair Production in the Textile Industry' (SCAIP) with the objective to strengthen the capacities of the RSC in order to ensure compliance with safety, labour and environmental standards in the textile and garment industry in Bangladesh. To achieve this goal, three outputs are defined:

- 1) **Output 1:** The RSC's technical and organisational capacity for inspecting and auditing safety, labour and environmental standards in the textile and garment sector have been strengthened. Output 1 will focus on analysing the technical operations of the RSC, improving data management processes and reporting and increasing its personnel competencies to ensure transparent and reliable inspections of safety and environmental standards in the textile and garment industry of Bangladesh.
- 2) **Output 2:** A cooperation between the RSC and relevant public inspection institutions e.g. Department of Environment (DoE) and Department of Inspection for Factories and Establishments (DIFE) has been established. Output 2 will focus on strengthening strategic collaboration and coordination to foster efficiency and effectiveness of inspections.
- 3) **Output 3:** Workers in the textile and garment industry in Bangladesh have been qualified adequately. Output 3 will focus on empowering workers through training and advisory services to ensure safety, labour and environmental standards in factories.

The RSC's mandate is oriented towards the goals of the Accord. One of the core topics, which was developed by the Accord, is the promotion of inspection standards and the focus on fire protection, electrical and building safety. Services offered by the RSC are aimed at the adherence to compliance with safety standards through the Safety Committee and the Safety Training Programme. The RSC has also adopted the Accord's complaint mechanism and the anonymity of complainants. Furthermore, the RSC has committed itself to guarantee the impartiality of conflict resolution in the long term. However, the RSC's mandate is supposed to go beyond these topics mentioned before and cover issues such as labour rights, education and trainings for workers as well as environmental standards.

In the area of complaint mechanism, the RSC intends to further strengthen and improve effectiveness of its system, in particular with regard to quality, consistency and transparency of case handling and reporting. This includes enhancing internal capacities and procedures for receiving, assessing, investigating and documenting complaints in line with applicable standards and safeguarding requirements. A particular focus is placed on ensuring the complaint mechanism adequately captures and addresses gender-relevant issues and that case handling is conducted in a victim-sensitive and gender-responsive manner. Strengthening the complaint mechanism is expected to contribute to increased trust and utilisation by workers. This, in turn, will support the RSC in further positioning itself as a reliable and credible institution for grievance resolution. In addition, the systematic documentation and analysis of complaints and trends will provide an evidence base for preventive measure and continuous improvement.

General Objective of the Commission: To strengthen the skills and practical competencies of RSC staff so they can manage, investigate, and report workplace complaints in a consistent, transparent, and gender-responsive manner.

Specific Objectives

- Deepen participants' knowledge of national labour and occupational health and safety (OHS) regulations as well as relevant international standards.
- Improve understanding of industrial relations, negotiation dynamics, and conflict-resolution approaches in the RMG and related sector.
- Build strong investigation skills, including interviewing, evidence collection, documentation, and case reporting.
- Introduce and reinforce training and facilitation techniques so that selected participants can independently deliver and adapt future internal training.
- Promote a gender-sensitive and ethically responsible approach across all aspects of complaint handling.

2. Tasks to be performed by the contractor

The scope of the assignment includes the development, delivery and documentation of an eight-day Training of Trainers (ToT) for staff of the complaint department of RSC. The service shall improve the complaint mechanism of the RSC including strengthening RSC's ability to receive, assess, investigate and report complaints in accordance with international standards in a structured, transparent and independent manner, with a strong emphasis on gender-responsiveness. In addition, the ToT builds the competencies of participants to serve as Master Trainers who can independently deliver, adapt and further develop trainings modules within the RSC complaint mechanism.

The contractor is responsible for providing the following services:

1) Desk phase: Development of the training concept and materials

- a) Conduct a structured review of RSC's existing grievance mechanism including
 - Standard Operation Procedures (SOPs), workflows, roles and responsibilities
 - Documentation and case management practices
 - Onsite and offsite investigation procedures
 - Existing gaps, especially regarding gender-specific issues including GBV-related risks and response gaps
 - Assessment of participant skill levels and learning needs to tailor the training
 - Collecting inputs from participants or management for **context-specific examples**.
- b) Develop a comprehensive training curriculum integrating three topic modules and a training competency module covering the following content:
 - **Legal aspects:** National labour law and OHS regulations; international labour and human right standards according to International Labour Organisation (ILO) Core Conventions, United Nations Guiding Principles on Business and Human Rights (UNGPs) and the Organisation for Economic Co-operation and Development

(OECD) Due Diligence Guidance for Responsible Business Conduct; rights and obligations of workers/employers; Freedom of Association (FOA) and Collective Bargaining (CB), including practical guidance for handling complaints related to union activities and collective bargaining agreements; data protection; confidentiality and secure handling of sensitive information; institutional mandates; practical application of laws in workplace complaints, case law examples, alignment of legal requirements with organisational SOPs, and updates on recent legal and compliance developments, including Human Rights Due Diligence (HRDD)

- **Industrial relations:** Actors and dynamics in the RMG sector in Bangladesh; conflict resolution mechanism; negotiation processes and practical exercises on negotiation and mediation; gender and power asymmetries; examples from other sectors/other countries; linkages to national labour law; OHS regulations; and international standards (ILO, OECD, UNGPs etc.); handling of complaints related to FOA, anti-union practices and collective bargaining disputes within the industrial relations context
 - **Investigation and Reporting:** investigation methodology; evidence collection and analysis techniques; interview and question techniques (trauma- and gender-sensitive); risk assessment; case documentation; reporting formats and checklist; quality standard; incident/emergency response; ethical standards and confidentiality procedures; procedures to ensure Do-No-Harm; independent, survivor-centred and victim-support-oriented approaches when handling sensitive information; practical investigation exercises; and integration with legal and industrial relations frameworks; specific focus on investigations related to workplace violence and harassment, including Gender-Based Violence (GBV), covering identification, appropriate response pathways and communication on referral mechanisms where required
 - **Training Competencies:** Adult learning principles; facilitation skills; participatory methods, simulation design; communication; feedback and peer learning; session planning; assessment and evaluation tools; use of real-case scenarios and practice-oriented learning formats. Additionally, incorporation of international best practices into case studies and exercises to ensure practical application beyond theoretical standards, with emphasis on lessons learned, real-life applicability, and cross-sectoral examples
- c) Prepare all trainings materials, including presentations, handouts, case studies, checklists, mock investigations, reporting templates, group exercises and case studies. Materials should include **assessment tools** (pre-/post-tests, quizzes) to measure learning outcomes.
- d) Integrate gender-responsive approaches throughout all modules and ensure alignment with SCAIP's objectives and indicator requirements
- e) Coordinate and validate training concept with RSC and GIZ, incorporating feedback and making necessary adjustments prior to implementation. Coordinate implementation schedule and develop the session plan.

2) Implementation: Delivery of eight-day training

- a) Deliver a five-day in-person trainings for selected staff of RSC working on grievance mechanism covering all three thematic blocks mentioned above
- b) Apply interactive, participatory and practice-oriented trainings methods, including role plays, group work, simulations, Q&A sessions and guided reflections as well as real-case anonymised examples
- c) Ensure a safe learning environment including Do-No-Harm principles, confidentiality and culturally appropriate methods. Adherence to **child protection and safeguarding principles**.
- d) Document attendance and learning progress

3) Reporting: Monitoring, documentation and recommendations

- a) Prepare a comprehensive training report including:
 - Summary of activities and methodologies
 - Overview of content delivered
 - Participant feedback and observed learning achievement
 - Summary of gender-specific capacity gaps and required follow-up actions
 - Recommendations for future trainings or capacity development follow-up
 - b) Provide all training materials (PPT, handout, exercises and templates) with editable formats.
 - c) Present the results and recommendations including Q&A in an online debriefing and feedback session with GIZ and RSC
- The contractor is responsible for selecting, preparing, training and steering the international and national, short and long-term experts assigned to perform the advisory tasks.
 - The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
 - The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
 - The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

Milestones/process steps/partial services	Deadline/place/person responsible
Kick-off meeting	1 week after contract start / online / contractor and GIZ
Desk research and interviews	4 weeks after contract start / online / contractor
Development and submission of ToT curriculum and training concept	6 weeks after contract start / online / contractor
Validation of training concept and materials	8 weeks after contract start / online / contractor, GIZ and RSC

Delivery of 8-day Training of Trainers	12 weeks after contract start / in person / contractor
Submission of final ToT report and all training materials and Debriefing	16 weeks after contract start / online / contractor

Period of assignment: from April 2026 until 15.10.2026.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

Further requirements (1.7)

Gender equality and inclusion are cross-cutting requirements of this assignment. The contractor shall ensure that the entire expert team (Team Leader and all Key Experts; international and national) applies a gender-sensitive, inclusive and gender-transformative approach throughout the whole assignment (desk phase, training delivery and reporting).

As part of the technical proposal, the tenderer shall provide a concise description of the methodological approach and concrete measures to meet the requirements below.

1) Gender perspective in content, language and examples (design quality)

The contractor shall ensure that the training design, facilitation and materials:

- Incorporate a gender perspective relevant to the training topics and the Bangladesh RMG context
- Use gender-sensitive and inclusive language in all training materials and facilitation.
- Use examples, case studies and exercises that are not exclusive to one gender and that provide balanced role perceptions
- Explicitly address gendered patterns in technical and decision-making roles, including barriers that often exclude women from decision-making
- Avoid reinforcing stereotypes or incorrect assumptions (e.g. women being less willing to travel, lead teams, or take on technical roles)
- Use familiar, context-specific situations that both women and men in the sector can relate to, reflecting diverse realities (e.g. class, age, regional background, rural-urban divides)

2) Inclusive, participatory and gender-transformative learning approach (methodology)

The contractor shall demonstrate in the proposal how teaching methods will be inclusive, participatory and gender-transformative. For this assignment, “gender-transformative” is understood as deliberately addressing stereotypical views and restrictive gender norms through facilitated reflection and discussion, and offering learners alternative case studies and role perceptions. This includes:

- Ensuring balanced participation and active inclusion of all voices
- Using participatory exercises, simulations and group work that enable reflection on norms, bias and power relations
- Ensuring culturally appropriate methods and an enabling learning environment

3) Trainer/facilitator standards and safeguarding (delivery quality)

The contractor shall demonstrate in the proposal how all trainers/facilitators will:

- Act as role models of respectful interaction and actively include all voices
- Be sensitised to informal bias (e.g. sexist jokes, comments or exclusionary behaviour) and be able to intervene appropriately
- Receive orientation on local gender norms and workplace challenges faced by women in the Bangladesh RMG sector
- Ensure a psychologically safe learning space
- Communicate and apply a zero-tolerance approach to sexual harassment and discrimination/racism during training activities

- Sign and adhere to the GIZ Code of Conduct, including provisions related to sexual harassment, discrimination and safeguarding
- Where feasible, propose a gender-balanced facilitator pool; qualified women shall be given preference in line with GIZ principles

4) Gender-responsive monitoring and feedback (where applicable)

Where needs assessments, surveys, tests or participant feedback are used, the contractor shall demonstrate in the proposal how it will, to the extent feasible:

- Collect and analyse results gender-disaggregated
- Reflect gender-related participation barriers, learning needs or outcomes in reporting and recommendations
- Capture participant feedback on both training content and facilitation, including any gender-related issues raised

Note: Compliance with the above requirements will be considered in the technical assessment of the proposal.

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): university degree (German 'Diplom'/Master) in Labour Law or Governance or Human Rights or Social Sciences or Political Sciences or International Development Studies
- Language (2.1.2): C1-level language proficiency in English
- General professional experience (2.1.3): 10 years of professional experience in the labour standards, industrial relations, human rights or social compliance sector
- Specific professional experience (2.1.4): 7 years of professional experience in grievance mechanisms, workplace investigations, labour rights advisory or compliance systems in global supply chains

- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 3 years of experience in projects in South Asia (region), of which 2 years in projects in Bangladesh
- Development cooperation (DC) experience (2.1.7): 5 years of experience in DC projects
- Other (2.1.8): 5 years of experience in gender-sensitive and trauma-informed approaches, experience in designing and delivering training programmes and in developing adult learning formats

Key expert 1

Tasks of key expert 1

- Contribute to the technical preparation, implementation and documentation
- Co-facilitation of the of the 8-day ToT, including leading technical session, simulations and group exercises
- Preparation of training materials, case studies, tools and checklists
- Supporting the team leader in ensuring gender-responsive and victim-sensitive training methodologies
- Contribution to the final training report and documentation

Qualifications of key expert 1

- Education/training (2.2.1): Master's degree in Law, Labour Law, Industrial Relations, Social Sciences, Human Rights, Governance or a relevant field.
- Language (2.2.2): C1 -level language proficiency in English
- General professional experience (2.2.3): 7 years of experience in labour standards, grievance mechanism, human rights, industrial relations or social compliance
- Specific professional experience (2.2.4): 7 years of experience in investigation and handling of workplace-related complaints
- Leadership/management experience (2.2.5): N/A
- Regional experience (2.2.6): 2 years of experience in projects in South Asia (region), of which 1 year in projects in Bangladesh
- Development Cooperation (DC) experience (2.2.7): 3 years of experience in DC projects
- Other (2.2.8): 3 years of proven experience with gender-responsive and trauma-informed approaches in complaint handling

Key expert 2

Tasks of key expert 2

- Co-development of the ToT curriculum for the modules
- Co-facilitation of the of the 8-day ToT, including leading technical session, simulations and group exercises
- Preparation of training materials, case studies, tools and checklists
- Supporting the team leader in ensuring gender-responsive and victim-sensitive training methodologies
- Contribution to the final training report and documentation

Qualifications of key expert 2

- Education/training (2.2.1): Master's degree in Labour Law, Industrial Relations, Social Sciences, Human Rights, Development Studies or a relevant field
- Language (2.2.2): C1 -level language proficiency in English and C2 -level language proficiency in Bengali
- General professional experience (2.2.3): 7 years of professional experience in the field of labour standards/labour rights, grievance mechanisms, industrial relations, workplace investigation or social compliance in Bangladesh
- Specific professional experience (2.2.4): 3 years of experience in designing and facilitating capacity development measure for professionals in areas such as grievance handling, case management, investigations, industrial relations or compliance systems
- Leadership/management experience (2.2.5): N/A
- Regional experience (2.2.6): 5 years of professional experience in Bangladesh
- Development Cooperation (DC) experience (2.2.7): 2 years of experience in DC projects
- Other (2.2.8):
 - 3 years of demonstrated experience in applying gender-responsive and safeguarding approaches in capacity development and/or case-related work
 - 3 assignments with relevant Bangladeshi institutions and stakeholder landscape (labour authorities, employer associations, trade union/worker representation) are an asset

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

5. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2025 \(GERMAN ONLY\)](#)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO₂ emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there.

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of TL	1	27	27	
Designation of Key Expert 1	1	19	19	
Designation of Key Expert 2	1	15	15	
Transport	Quantity	Price	Total	Comments
CO ₂ compensation for air travel	4	90 EUR	360 EUR	A fixed budget of EUR 360 is earmarked for settling carbon offsets against evidence.
Fixed travel budget	1	16.000 EUR	16.000 EUR	A budget is earmarked for travel to the following countries: Bangladesh. A fixed budget of EUR 16.000 is earmarked for settling travel expenses against evidence. You can find further information on the travel expense budget in the 'Price schedule' document. Please use the 'Explanations' column in the price schedule to break down the individual items. Settlement is possible only until the budget is depleted.
Other costs	Number	Price	Total	Comments

Flexible remuneration	1	7700 EUR	7700	A budget of EUR 7700 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. Use of the flexible remuneration item requires prior written approval from GIZ.
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Workshops, events and trainings

The contractor implements the following training courses:

- Training course: **Eight-day in-person training** for staff of the RSC Complaint Department (Grievance Mechanism); content as per Chapter 2 (Legal aspects, Industrial relations, Investigation & Reporting, Training competencies as part of ToT; incl. gender-responsive approach and practical simulations)
- Costing basis / responsibilities: GIZ is responsible for organising and covering the costs for the venue, catering (coffee/tea + lunch + snacks) and agreed training materials (incl. printing, if required). The contractor shall provide timely inputs on logistical requirements (room set-up, equipment needs) and deliver the training materials in editable and print-ready format for coordination with GIZ.
- Training materials (coordination): Only training materials coordinated with GIZ in advance will be covered by GIZ. Any additional materials or material-related costs that have not been coordinated/approved with GIZ beforehand shall be borne by the contractor.
- Participant travel and accommodation: No participant travel reimbursement is foreseen

6. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

- Transportation of international experts from hotel to the training venue with own project vehicle
- Logistics for workshops: Provision and booking of the training venue (incl. room set-up), catering (coffee/tea and lunch), required technical equipment (projector/screen, flipcharts, markers, internet) and printing of agreed training materials (handouts, templates) as coordinated in advance; organisation of participant invitations and attendance list in coordination with RSC (the contractor is responsible for ensuring that all participants sign the attendance list each training day), on-site logistical support as needed

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English.

The complete tender must not exceed 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall **not exceed 4 pages each**. They must clearly **show the position and job the proposed person held in the reference project and for how long**. The CVs must also be submitted in English.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.