

**International Labour Organization (ILO)
Better Work Bangladesh (BWB)**

TERMS OF REFERENCE

Assignment:	National consultant to conduct Performance Evaluation of Better Work Bangladesh training and capacity building under special initiatives
Contract Type:	External Collaboration Contract (Individual)
Number of Collaborators:	01-person
Location:	Dhaka, Gazipur, Narayanganj, Sirajganj, Munshiganj, Chadpur, Habiganj, Mymensigh, Chattogram Bangladesh
Required languages:	English and Bangla
Duration of Contract:	60 working days per person over the period of 6 months [February – August 2025]; but the date will be finalized after completing the recruitment process.

1. Introduction and rationale for evaluation:

These Terms of Reference (ToR) encompass the independent performance evaluation of the core services training courses provided under Better Work Bangladesh, as well as the capacity building under the special initiatives including Gender Equality and Returns (GEAR), Maternity Protection (MP), Factory Ambassador Program (FAP) and Welfare Officer Training (WOT).

The evaluation will apply a holistic and integrated approach in assessing the performance of the interventions against their desired effectiveness, impact and sustainability. It will also evaluate validity of training design and assess the programme's contribution to gender equality, social dialogue, women worker empowerment, OSH, sustainability which are integral areas that the interventions target.

Desk review will be the starting point and an integral part of this evaluation process. This will include a review of the programme documents, monitoring information and relevant knowledge products from ILO/Better work and other country-level projects that collaborated with the programme as necessary and where relevant. Discussions with the focal and broader teams in Bangladesh will help further refine the evaluation objectives and address any information gaps.

To respond to evolving industry needs especially from factories and buyers, BWB program has been redefining an "agile" factory engagement framework and work in partnership with industry actors to scale its impact to more factories. In this regards, the current consultancy will be an opportunity to validate the newly developed factory engagement framework and positioned it towards the new ASTRA platform while collaborating with government and tripartite stakeholders to clearly delineated responsibilities for constituents, Better Work, and the ILO. As such, it will serve to complement the

ongoing evaluation of core services that is being undertaken under the FEF and Partner Delivery Model, by bringing the training and learning components to evaluation as well. While it is essential to build on Better Work's in-factory role and extensive experience to reinforce sectoral systems and enhance capacity, the sustainability of the BWB model needs to ensure sustained compliance improvements across the sector.

The evaluation is planned between 15 February and 14 August 2025. The evaluation findings and recommendations will help guide the ILO BWB team in the future direction, and will also provide organizational learning and inform better ILO programming on the promotion of social justice and rights at work.

2. Background and description of initiatives to be evaluated

Background of the programme

Better Work, a collaboration between the International Labour Organization (ILO) and the International Finance Corporation (IFC), is a comprehensive programme bringing together all levels of the garment industry to improve working conditions, respect of workers' labour rights and boost the competitiveness of apparel and footwear businesses. The programme works closely with partner factories through providing a series of core services- advisory, assessment and training- that focus on sustainably building their capacity to improve on social compliance standards in accordance with national laws and the ILS. In addition to engaging with factories, the programme also builds partnerships with industry stakeholders including employers' and workers' federations to strengthen their role in facilitating industry-wide adoption of best practices.

BWB training

Learning is the foundation of Better Work's approach to continuous improvement in factories and beyond. BWB training focuses on ensuring factories, workers, employers, brands and governments throughout the global garment industry have the knowledge and expertise to ensure safe, respectful, productive workplaces. BWB offers customised learning related to workplace communication, labour law, harassment prevention, industrial relations, gender equality and occupational safety and health. Centering around the needs of the learner and workplace, their behavioural change methodology addresses real world issues, ensuring learners leave with a concrete plan to drive lasting improvements in the workplace.

Training is an essential step in the BWB's factory improvement process which includes three integrated services: assessment, advisory services and 15 participant training days for BWB participating factories. Additional training days are available to purchase, offering a key opportunity for factories to build skills and capacity beyond the Worker-Management Committee. BWB offers two different types of capacity building under its training services-

- I. Industry seminar- Regular classroom-based sessions, participated in by factory management and/or worker representatives, where the training is facilitated by BWB focal teams utilizing content based delivery.
- II. Training- Participated in by factory management and/or worker representatives, and in some cases other constituents, training not only encompasses content-based delivery by the BWB focal teams, but is also highly participatory and engaging, involving the trainees in icebreaking sessions, team activities, group work and presentations.

Currently, BWB offers the following training courses-

Training	Industry Seminars
<p>Communication in the Workplace for Workers Problem Solving Leadership Skills Programme for Middle Managers Roles and Responsibilities for Participation Committee Members Supervisory Skills Training SHP (Managers) SHP (Supervisor) SHP (Worker) Workers Rights and Responsibilities ToT/ToF ToT-SHP ToT on Gender Based Violence ToT on Workplace Communication-digital training Communication in the Workplace Training-Through digital platform 5S Violence and Harassment in the workplace Financial Literacy Training Family budgeting and Savings Productivity Skills Training Crisis Leadership Training Crisis Leadership Training- in person Training on OSH under Vision Zero Fund (VZF) Gender Equality at workplace Covid-19 Prevention & Awareness Digi Project -Workplace Communication Factory Ambassador Program (FAP) Capacity Building Training for Welfare Officer Quizr- BWB-VF Collaboration session Training on Nutrition Training on collective bargaining Training on Industrial Relations Learning Sharing Session of Capacity Building Training for Welfare Officers</p>	<p>Introduction to Better Work and Better Work Bangladesh Management System Sexual Harassment and Prevention Participation Committee Maternity protection Emergency Preparedness and Accident Investigation HR Seminar (Pilot Session) Boiler Safety Grievance Mechanism</p>

<p>Compensation and Benefits Training</p> <p>Introduction to HIV and AIDS</p> <p>Management System focusing factory road map</p> <p>Awareness Training on reproductive health</p> <p>Leadership Skills Development for the Worker Representatives</p> <p>Capacity building training for safety committee</p> <p>Training on risk assessment on OSH</p> <p>Training on Grievance Mechanism</p> <p>Orientation on C-190</p> <p>GEAR Soft skills Training</p> <p>GEAR factory management training for creating supportive environment (on-boarding and team building training)</p> <p>GEAR Technical skills training</p> <p>Strengthening capacity of Anti-harassment committee - Prevention GBV issues</p>	
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Gender Equality and Returns (GEAR)

Gender Equality and Returns (GEAR), designed by IFC, is delivered by the ILO as part of Better Work's training and advisory services. GEAR aims to enhance women leadership skills and support women career advancement for women working in Better Work partner factories. By building capacity on soft skills including confidence building and self-control, establishing healthy boundaries, emotional intelligence, communications skills, professional supervisory skills, influencing skills to improve poor performance and problem solving, management and leadership skills and technical skills (including production processes, line balancing, skills matrix's, work studies, bottleneck and zero feeding, production quality management, 5S, etc. GEAR supports participants' professional advancement into supervisory roles, contributes to increased line-level productivity, reduction of production defects, worker absenteeism, and turnover and develops leadership capabilities for leading and managing the workforce. GEAR creates an enabling environment by increasing factory management's understanding of how to select, promote, support, and retain female talent. The initiative also helps enterprises to improve working conditions for women, including promoting equal opportunities, enhancing women's leadership capabilities, social and economic empowerment, and decision-making abilities both at the household and enterprise level.

The GEAR programme equips female workers with the essential technical and soft skills necessary for their progression and success in leadership roles. Through targeted training sessions, participants have their capacities built, while management members are facilitated to foster cultural and organisational change, addressing gender biases and promoting the identification, promotion and retention of female talent. Additionally, on-the-job and practical training, coupled with coaching sessions, play a vital role in building trainees' confidence as leaders, enabling them to apply their acquired skills effectively and drive continuous improvement.

Maternity Protection (MP)

Previously a partnership initiative between UNICEF and BWB named Mothers@Work, the initiative renamed as Maternity Protection supports factories to implement national and international standards

and remove common barriers faced by young working mothers, including: paid maternity leave; provision of breastfeeding and childcare facilities; flexible working arrangements; health protection; medical benefits; employment protection; and non-discrimination. This is done by combined efforts to educate the female workers, their male peers, and management representatives on the benefits of such measures, and supporting in creating an enabling environment that fosters a nurturing environment for the women. While targeted capacity building sessions help achieve this, baseline and endline factory visits targeting the observation of upholding of these standards help ensure they are sustainably upheld.

Factory Ambassador Program (FAP)

FAP aims to accelerate sustainability of factory-level services through factory compliance staff and workers' representatives who are shaped into Factory Ambassadors and are thus empowered to have greater ownership in the factory's improvement process. Participants of this programme are coached and trained to strengthen their knowledge, competencies and skills to bring long-lasting changes to their workplace, using tried and tested BWB tools and techniques. In many ways, they become agents of change in the workplace, with detailed plans of action that see them working in close coordination with Enterprise Advisors to lead change processes in factory floors. They undergo a thorough training routine, followed by development of an action plan which they have a year to implement in their factories. Following on year of successfully operating as Factory Ambassadors and playing an active role in the compliance journey in their factories, they officially graduate from the programme.

Under FAP, participants are provided thorough capacity building in the following topics-

- ❖ Facilitation skills
- ❖ Soft skills
- ❖ Assessment
- ❖ Advisory

Welfare Officer Training (WOT)

The Capacity Building of Welfare Officers initiative aims to not only to build the capacity of the Welfare Officers, but also to maximize the positive impact on the factory working conditions as well as profitability, supporting the factories in upholding social compliance in accordance with the Bangladesh Labour Act and Regulations, as well as International Labour Standards. Welfare Officers from BWB partner factories have their capacities built on the following topics-

- ❖ Episode 1: Roles and responsibilities of welfare officers, challenges and opportunities
- ❖ Episode 2: Facilitation Skills
- ❖ Episode 3: Grievance Mechanism
- ❖ Episode 4: Industrial Relations
- ❖ Episode 5: Bangladesh Labour Law and Bangladesh Labour Rules following Welfare Officer Job Description
- ❖ Episode 6: Welfare Officers' Role in Disciplinary Procedures

3. Expert days and duration of the assignment:

It is anticipated that the assignment will require a maximum of 60 days of work for each person during the period from 15 February to 14 August, 2025.

4. Purpose and scope of the evaluation

a. Purpose of the independent evaluation

The main purpose of the independent training evaluation is for recording of learnings and feedback into programming.

Particularly, the focus of the evaluation should be on the following criteria:

- I. To what extent have the training and special initiatives achieved their desired outputs? To what extent had these achieved outputs led to the desired outcomes? And assess how well has the programme performed relative to the programme goals/objectives.
- II. How did the training and special initiatives affect the capacities and roles of target groups (workers, management, other stakeholders) in promoting improved working condition/decent work? To what extent and how well did the programme meet the capacity needs of the stakeholders?
- III. Identify factors that facilitated, or challenges that obstructed the interventions from achieving its results, outcomes and objectives. Have these factors been sufficiently analysed and adequately addressed as they progressed?
- IV. To what extent are the learnings sustainable? Are the results that came about from the training and special initiatives likely to continue after the close out of the programme? To what extent are the results likely to be sustained in the long-term?

b. Scope of the evaluation

The evaluation covers the programme period starting from 01 January 2021 to 31 December 2024. In addition, this evaluation will also seek to understand how these initiatives synergized with other BWB interventions and assess the extent to which the results are linked to generate greater impacts on areas of social justice and responsible business.

In relation to gender equality, where possible, the evaluation must be conducted with gender equality as a mainstreamed approach and concern. This implies (i) applying gender analysis by involving both men and women in consultation and evaluation's analysis; (ii) inclusion of data disaggregated by sex and gender in the analysis and justification of project documents; (iii) the formulation and/or analysis of gender-sensitive strategies and objectives and gender-specific indicators; (iv) inclusion of qualitative methods and utilization of a mix of methodologies; (v) forming a gender-balanced team, and (vi) assessing outcomes to improve lives of women and men. Thus, analysis of gender-related concerns will be based on the ILO Guidance Note 3.1: Integrating Gender Equality in Monitoring and Evaluation, and the Supplementary Guidance Note: integrating gender equality in ILO M&E (Nov. 2023). The evaluation will be conducted following UN evaluation standards and norms.

c. Users

The primary users of the evaluation findings are the programme management team and the ILO Country Office in Dhaka, CO-BKK, the donors, ILO's constituents, ILO technical and collaborating departments and in-country partners and stakeholders, as well as other ILO projects and programmes that work to promote social justice in the world of work.

5. Evaluation criteria and questions

The specific objectives of the evaluation are:

- I. Gauge the satisfaction of the trainees, as well as other stakeholders including factory management and general workers on the training and its impact
- II. Gain evidence of the use of the knowledge gained through the training
- III. Assess whether collaborations and partnerships within the interconnected actors have formed and facilitated the uptake of learning

- IV. Assess the propagation of sustainability efforts of BWB, which is a key component of the initiatives under review
- V. **Specifically for Maternity Protection-** evaluate the conduciveness in the workplace for new and expecting mothers with the adoption of maternity protection measures
- VI. **Specifically for GEAR-** evaluate the ability of women in supervisory roles (including interpersonal communication skills, influencing skills to improve workplace culture and respectful behavior, relationship with peers and workers, leadership abilities in managing people and production and Work-Life balance, gaining economic empowerment, decision-making abilities within workplace and families, etc.), to exercise agency as much as their male peers
- VII. **Specifically for FAP-** assess the ownership of BWB practices inside partner factories
- VIII. Document any lessons learnt and good practices, including exemplary achievements and/or particular challenges.

It is expected a sound evaluative framework and methodology will be utilized in undertaking the evaluation. Suggestive levels of evaluation to include are-

- I. **Input:** Review training materials used to support the training programs. This includes documentary review as necessary of core modules pertaining to BWB's training services, FAP, MP, WOT and GEAR
- II. **Process:** Measure process acceptability and efficiency. This includes aspects such as training design, training delivery, participation, modality and post-training activities
- III. **Acquisition:** Study whether trainees acquired the learning and are using it on the job
- IV. **Application:** Evaluate how well participants utilize their learnings in their fields of work
- V. **Outcomes:** Evaluate whether the desired outcomes of the trainings in the form of aspects such as women empowerment, enabling environment facilitation, improved productivity etc. have been reached¹

6. Methodology

- The evaluation will comply with evaluation norms, standards and follow ethical safeguards, as specified in the ILO's evaluation procedures. The ILO adheres to the United Nations system of evaluation norms and standards as well as to the **OECD/DAC Evaluation Quality Standards**, to the extent possible.
- The evaluation will be led by a lead evaluator who will recruit and mobilize the study team, under one contract with the ILO. S/he will primarily focus on all the criteria and questions described above, as well as will provide inputs that will feed into the remaining programme period.
- In particular, the gender dimension will be considered as a cross-cutting concern throughout the methodology, deliverables and final report. The evaluation is required to meet the UN-SWAP requirements as follows:
 - ❖ The background section of the draft and final evaluation reports must include: Intersectional (gender) analysis of the specific social groups affected by the issue and; Specific objective on gender; Fit of the initiatives in alignment with the BWG Gender Strategy

¹ Kaufman, Roger, and John M. Keller. "Levels of evaluation: Beyond Kirkpatrick." *Human resource development quarterly* 5.4 (1994).

- ❖ The methodology should have: a mixed-methods approach with clear integration of gender equality; Stated ethical standards; Appropriate sampling framework (include sample of both men and women beneficiaries); include interview questions that explore how the project address gender, e.g. how had the project considered/addressed issues of concerns and interest of women end beneficiaries and strategic gender needs for women
 - ❖ The findings and recommendations should have: Specific recommendation that includes gender equality
- To get a complete understanding and opinion of the relevant stakeholders on the programme's achievements, the evaluation will use a mixed-method qualitative/quantitative method of research. The qualitative method will use a mix of desk review of relevant reports and data related to BWB programme, observation of trainings and interactions with stakeholders in the field (series of meetings and interviews). Quantitative surveys with stakeholders shall be conducted (with small sample sizes) as necessary to address relevant evaluation questions.
 - The evaluation team will examine the intervention's Theory of Change, specifically in light of the logical connection between the level of results and their alignment with the programme and with the ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.
 - A debriefing session should be organized with the programme team to validate the preliminary findings and recommendations.
 - To enhance the rigor of the evaluation, data collection methods should be triangulated. Considering the variety of views and interests of stakeholders and clients and users of the evaluation, the stakeholders' perspectives will be triangulated for many of the evaluation questions in order to strengthen the credibility and validity of the results. While the review of documents will provide necessary data, interacting with and interviewing a variety of stakeholders should allow for cross-checking the information acquired, and thereby verifying and triangulating the accuracy and validity of data and information. This should be further supplemented with direct observations in the field during interviews and surveys.
 - Key stakeholders will have the opportunity to provide inputs to the evaluation's TORs, participate in the evaluation process, and provide inputs to a draft evaluation report.
 - The evaluator may adapt new methodology, but any fundamental changes should be agreed to between the evaluation manager and the evaluator and must be reflected in the inception report.

7. Main Deliverables

The main deliverables of this evaluation are as follows:

7.1 Inception report

The inception report will include among other elements the evaluation questions, the research design including data collection methodologies and techniques, as well as the evaluation tools and instruments (survey tools, interview guides, etc.). The data collection instruments need to make provisions for the triangulation of data where possible. The evaluator will prepare an inception report as per the Checklist 4.8 Writing the inception report.

7.2 Quantitative and qualitative data collected in the field.

The evaluator will share all qualitative and quantitative data with the ILO using appropriate software (word, excel, etc.) The channel of sharing should be discussed and agreed to the Evaluation Manager.

7.3 Workshop on preliminary evaluation findings

A validation workshop will be conducted to share the preliminary findings with the ILO and relevant stakeholders. Evaluation findings should be based on facts, evidence and data. This precludes relying exclusively upon anecdotes, hearsay, and unverified opinions. Findings should be specific, concise and supported by triangulation of quantitative and qualitative information derived from various sources to ensure reliability, validity and generalization. A presentation will be prepared and delivered by the evaluator(s) for this workshop.

7.4 First draft evaluation report

The evaluation report will include and reflect on findings from the fieldwork and the validation workshop. The draft evaluation report will be prepared as per [Checklist 4.2 Preparing the evaluation report](#). The first draft report will be improved by incorporating all comments and inputs provided by key stakeholders and the ILO.

7.5 Final evaluation report with evaluation summary

The evaluators will incorporate comments received from ILO and other key stakeholders into the final evaluation report. The report will be finalized as per [Checklist 4.2 Preparing the evaluation report](#). There may be more than one rounds of comments from ILO stakeholders. Evaluation report and evaluation summary will be considered final only when it has received approval from the ILO evaluation Office. The draft final report should be edited using the ILO house style manual before final submission by the consultants.

The reports and all other outputs of the evaluation will be produced in English. All draft and final reports including other supporting documents, analytical reports, and raw data will be provided in electronic version compatible with MS WORD for Windows.

Draft and Final evaluation reports should include the following sections:

1. Cover page (ILO template to be provided)
2. Executive Summary
3. Project background –provide description of the project and its intervention logic. including Gender-Intersectional analysis of the specific social groups affected by the issue.²
4. Evaluation background
 - 4.1. Purpose, objectives (including specific objective on gender³), scope and clients of the evaluation
5. Criteria and evaluation questions
6. Methodology (including
 - 6.1. Description of evaluation approach used, methods and data collection instruments, source of data used, sampling procedures, sampling techniques and sample sizes, type of analysis
 - 6.2. Description of a gender -responsive evaluation methodology, methods and tools, and data analysis techniques)
 - 6.3. Description and rationale for stakeholder participation
 - 6.4. Description of norms, standards and ethical safeguards
 - 6.5. Limitations and potential bias
7. Main findings (should also reflect gender analysis)

² UN SWAP requirements

³ Ibid.

8. Conclusions and recommendations (including to whom they are addressed) (should include recommendations on how to enhance gender equality and women empowerment and disability inclusiveness)
9. Lessons learned, potential good practices and models of intervention/possible future direction
10. Appropriate Annexes (, TOR, and other relevant documents,
 - 10.1. A table presenting the key achievements against the relevant outcome statements and the logframe's outcome and output indicators
 - 10.2. List of meetings and interviews
 - 10.3. TORs
 - 10.4. Lesson learned and good practice using standard ILO format

The quality of the report and evaluation summary will be assessed against the ILO [Checklist 4.9 Rating the quality of evaluation report](#).

8. Management Arrangements and Work plan

A designated evaluation manager, Mr. Sayan Muhammad Rafi, Monitoring and Evaluation Officer, will manage this evaluation with oversight provided by the Regional Evaluation Officer-ROAP, and final approval by Senior Evaluation Officer, ILO Evaluation Office. The evaluation team reports to the evaluation manager.

The evaluation manager is responsible for completing the following specific tasks:

- Draft and finalize the evaluation TORs upon receiving inputs from key stakeholders;
- Advertise/tender the evaluation
- Review EoIs and CVs of the proposed evaluators and make a selection;
- Provide all background documents to the evaluators;
- Coordinate with BW on the field visit agenda of the evaluators;
- Briefing the evaluators on ILO evaluation procedures;
- Circulate, gather and consolidate input/feedback to the initial evaluation report from all concerned
- Review and provide inputs/feedback/comments to the draft evaluation report; and
- Share inputs/feedback/comments with the evaluators, to be integrated in the final report.

The BWB programme team will handle administrative contractual arrangements with the evaluators and provide any logistical and other assistance as required. The BWB programme team will be responsible for the following tasks:

- Gather all program background materials for the final evaluation;
- Prepare a list of recommended interviewees/stakeholders;
- Schedule meetings for field visit and coordinating in-country logistical arrangements, including travel arrangements (e.g. plane and hotel reservations, purchasing plane tickets, providing per diems) and all materials required.
- Organize and participate in the stakeholder workshop;
- Be interviewed and provided inputs as requested by the evaluators during the evaluation process;
- Review and provide comments on the draft evaluation reports.

9. Indicative time frame and responsibilities

No.	Task	Responsible person
1	Preparation, sharing and finalization of the TOR	Evaluation Manager
2	Approval of the TOR	BWB Management
3	Issuance of Call for Interests, advertisement for team of consultants, and selection of consultants	Evaluation Manager
4	Issuance of contracts	BWB/ILO Dhaka
5	Brief evaluators on ILO evaluation policy and the programme	Evaluation Manager and programme team and evaluators
6	Document review development of the inception report submitted to Evaluation Manager	Evaluators
7	Inception report approved	Evaluation Manager
8	Data collection	Evaluators
9	Draft report submitted to Evaluation Manager	Evaluators
10	Sharing the draft report/PPT for the validation workshop with concerned stakeholders	
11	Stakeholders' validation workshop	Evaluators
12	Sharing the draft report with all concerned stakeholders for comments	Evaluation Manager
13	Consolidated comments on the draft report and send to the evaluator	Evaluation Manager
14	Finalization of the report and submission to Evaluation Manager	Evaluators
15	Review and approval of the final report	Evaluation Office

SL#	Tasks	No of Days
1.	Desk review of programs' related documents; Skype briefing with evaluation manager, CTA, donor, and ILO HQ; Prepare inception report	15 days
2.	Conduct interviews relevant programs' staff, stakeholders, and beneficiaries, and; conduct internal debriefing meetings, and stakeholders' validation workshops	25 days
3.	Draft report	15 days
4.	Finalize the report	5 days
Total		60 ays

10. Possible Travel Location:

Requirement for travel and visit factory site to do such activity in Dhaka, Gazipur, Narayanganj, Sirajganj, Munshiganj, Chadpur, Habiganj, Mymensingh, Chattogram Bangladesh. Approximately 30 visit. Travel expenses will be borne by the consultants and will be reimbursed by ILO as per the invoice (at actual) **(ANNEX- 01)**.

11. Timeframe/Logistical Support:

The duration of the assignment is 6 months (tentatively from February 2025 to August 2025), during this period the EXCOLL is expected to engage in 60 expert days. The ILO shall NOT provide office space in Dhaka and necessary logistics (like Laptop, Printer, Paper, Cell Phone, internet etc.

Requirement for travel and visit factory site to do such activity in Dhaka, Gazipur, Narayanganj, Sirajganj, Munshiganj, Chadpur, Habiganj, Mymensingh, Chattogram Bangladesh. Approximately **30 visits**. Travel expenses will be borne by the consultants and will be reimbursed by ILO as per the invoice (at actual) **(ANNEX- 01)**.

01 Air Fare for Chattogram travel (both way) expenses will be borne by the consultants and will be reimbursed by ILO as per the invoice (at actual) **(ANNEX- 01)**.

Kindly note, that travel reimbursement is not applicable for Dhaka and neighbouring areas. For travel reimbursement outside Dhaka (if any with night stay) ILO will provide required DSA at actual **for 07 nights** @ BDT. 10,900 .00 (UN Elsewhere Rate of January 2025) as per ILO rules.

12. Completion criteria and documentations:

All reports, qualitative and quantitative datasets will be submitted to Better Work Bangladesh and must be cleared by Evaluation Manager.

13. Qualifications and Experience of the consultant:

Academic Qualification:

University degree in Human Resource Management/Business administration/Development Studies/Development Economics, Social Science/Industrial Relations/Behavioural Science/Women and Gender Studies/law or other relevant fields.

Experiences:

At least 10 years of strong and substantial professional experience working on programme/project evaluation

14. Required Competencies:

Desired skills and competencies:	Responsibilities
<ul style="list-style-type: none"> • No previous involvement in the delivery of the BWB programme; • Master’s Degree with minimum 10 years of strong and substantial professional experience working on programme/project evaluation • S/He should be knowledgeable in programming and organizational and institutional capacity building; • Experience in conducting evaluations of projects/programmes relating to labour standard in global supply chains, capacity building, women empowerment, social dialogue and industrial relations will be an advantage; • Excellent qualitative data analysis skills, • Excellent analytical skills, writing and interview skills; • Excellent command of oral and written English; • Local language skills; • Knowledge of local industry and key stakeholders; • Knowledge of ILO’s roles and mandate and its tripartite structure as well as UN evaluation norms and its programming will be an advantage; and • Experience in participatory evaluation techniques will be an advantage. 	<ul style="list-style-type: none"> ✓ Desk review of programme documents and other related documents ✓ Assist the team leader in developing evaluation instrument and drafting inception report ✓ Pro-actively provide relevant local knowledge and insights to the international consultant ✓ Take part in the interviews with key stakeholders and assist in note taking during interview ✓ Undertake a field visit in the country they are based in ✓ Together with the relevant country teams, set up meetings with national stakeholders ✓ Assist the team leader in facilitating national-level stakeholders’ workshop/ debriefing with the programme and key stakeholders ✓ Assist the team leader in data analysis, ✓ Contribute to developing the PPT on preliminary finding and recommendations, and evaluation report. ✓ Provide translation/interpretation for the IE during the evaluation data collection as required

15. Consultant Evaluation Criteria:

Evaluation Criteria	
1	<ul style="list-style-type: none"> • Academic background- Master’s Degree with minimum 10 years of strong and substantial professional experience working on programme/project evaluation and with behavioural change measurement
2	<ul style="list-style-type: none"> • Experience in conducting evaluations of projects/programmes relating to labour standard in global supply chains will be an advantage;
3	<ul style="list-style-type: none"> • Experience in evaluating projects with the focus on women empowerment including women leadership training, gender sensitization and capacity building.

4	<ul style="list-style-type: none"> • Experience in working with social dialogue and industrial relations in the overall industrial setting of Bangladesh
5	<ul style="list-style-type: none"> • Experience in designing, delivering and evaluating capacity building and training initiatives aimed at professionals.
6	<ul style="list-style-type: none"> • Proven experience working with large datasets in qualitative and quantitative data analysis particularly related to training and learning
7	<ul style="list-style-type: none"> • Experience with international NGOS, UN, ILO and the RMG sector

16. Payment Terms and Conditions:

The National Consultants will pay as per the below payment schedule.

1st Payment: 20% of total PO amount will be pay after completion of 15 Consultancy Days mentioned in the TOR task no 1 with satisfaction and excepted by the ILO and sub sequent submission of invoice.

2nd Payment: 40% of total PO amount will be pay after completion of 25 Consultancy Days mentioned in the TOR task no 2 with satisfaction and excepted by the ILO and sub sequent submission of invoice.

3rd Payment: 20% of total PO amount will be pay after completion of 15 Consultancy Days mentioned in the TOR task no 3 and submission of draft inception report with satisfaction and excepted by the ILO and sub sequent submission of invoice.

Final Payment: rest **20%** of total PO amount will be pay after completion of the rest 5 Consultancy Days mentioned in the task no 4 and submission of final inception report with satisfaction and excepted by the ILO and sub sequent submission of invoice.

DSA & Transportation:

Kindly note, that travel reimbursement is not applicable for Dhaka and neighbouring areas. For travel reimbursement outside Dhaka (if any with night stay) will be followed according to the ILO standard elsewhere DSA rate for 07 nights @ BDT. 10,900 .00 (UN Elsewhere Rate of January 2025) as per ILO rules and 01 Air Fare for Chattogram travel (both way) as actual as per the invoice.

Transport Cost for the visit outside Dhaka will beard by the consultants and will be reimbursed by ILO at actual as per the invoice.

17. Special terms and conditions:

a. Confidentiality Statement and Intellectual Property of Data: The documents translated under this contract are the property of ILO. Therefore, the consultant cannot use these without the permission of the ILO.

b. Unsatisfactory or incomplete work: For the assignment, the ILO's Standard Rules and Procedure for external collaboration contracts shall be applicable. In event that the service

delivered is unsatisfactory or fails to conform to the conditions set out above, the ILO reserves the right, as appropriate to interrupt it, to request that it be corrected or modified, or to refuse to accept the service.

c. Insurances: The ILO accepts no liability in the event of death, injury or illness of the External Collaborator. The External Collaborator attests that he/she is adequately covered by insurance for these risks. In no circumstances shall the External Collaborator be covered by any ILO insurance and it is his/her responsibility to take out, at his/her own expense, any personal insurance policies he/she may consider necessary, including a civil liability insurance policy.

18. Special terms and conditions:

a. Confidentiality Statement and Intellectual Property of Data: The documents translated under this contract are the property of ILO. Therefore, the consultant cannot use these without the permission of the ILO.

b. Unsatisfactory or incomplete work: For the assignment, the ILO's Standard Rules and Procedure for external collaboration contracts shall be applicable. In event that the service delivered is unsatisfactory or fails to conform to the conditions set out above, the ILO reserves the right, as appropriate to interrupt it, to request that it be corrected or modified, or to refuse to accept the service.

c. Insurances: The ILO accepts no liability in the event of death, injury or illness of the External Collaborator. The External Collaborator attests that he/she is adequately covered by insurance for these risks. In no circumstances shall the External Collaborator be covered by any ILO insurance and it is his/her responsibility to take out, at his/her own expense, any personal insurance policies he/she may consider necessary, including a civil liability insurance policy.

19. Proposal Submission and Selection Process:

The ILO invites technical and financial proposals from qualified consultants having relevant experience in delivering similar services as mentioned in this Terms of Reference (TOR). The consultant will be chosen following ILO procurement rules/ procedure on evaluation by an ILO team of professionals and sign the Contract for the expected deliverables and outputs as per the TOR.

The cumulative Evaluation Method will be used for this procurement exercise and the Contract will be awarded to the highest scorer(s) in Cumulative analysis considering Technical and Financial Evaluation. The Technical proposal will contain 70%, and the financial proposal will contain 30% weight whereas the Technical Evaluation passing score is 70%. Any candidate that scores less than 70% in Technical Evaluation shall not be considered for financial evaluation.

Financial weighted score, out of 30: The maximum number of points assigned to the financial proposal is allocated to the lowest priced proposal. All other financial proposals receive points in inverse proportion.

The suggested formula is as follows: $p = y (\mu/z)$,
p = points for the financial proposal being evaluated,
y = maximum number of points for the financial proposal (here it is 30),

μ = price of the lowest financial proposal,
 z = price of the financial proposal being evaluated

20. Recommended presentation of the proposal:

Interested individuals must submit the following documents/information:

- **Personal CV**, indicating all experience from similar assignments, as well as the contact details (email and telephone number) of the candidate. The CV should include relevant experience – A description of experience in projects of a comparable nature, with a specific description of past assignments in related work, along with a competency statement which outlines the desired skills and competencies listed above;
- **Financial proposal**, specifying the professional fees for this assignment. The proposal is to be submitted through the attached standard template (**ANNEX – 01**);
- **Copy of a recent contract** to be submitted as evidence of per word fee-fees offered to the candidate for a similar assignment by another agency (preferably by any UN agency, development organization ,or bilateral donors).

Candidate must submit the Technical and Financial Proposals in **two separate sealed envelopes** mentioning “Technical Proposal” and “Financial Proposal” on the top of the envelopes.

The ILO promotes equal opportunities for women and men to obtain decent and productive employment in conditions of freedom, equity, security, and human dignity.

The proposals in hard copy with a cover letter to be submitted by **02nd February 2025 by 4:30 pm** (Bangladesh Standard Time) to:

ILO Country Office for Bangladesh

PPD Secretariat Office Complex,
2nd floor, Block-F, Plot-17/B&C,
Agargaon Administrative Zone, Sher-e-Bangla Nagar,
Dhaka-1207, Bangladesh

Or,

you can send your quotation in two separate files (“Technical Proposal along with required supporting documents” and “Financial Proposal”) at: BW_BID_DHAKA@ilo.org by **02nd February 2025**.

Clarifications/Questions: If any potential candidate has any query about the TOR, that has to be forwarded to the ILO through email ID: BW_BID_DHAKA@ilo.org by **16 January 2025**, 4:30 pm (Bangladesh Standard Time). We will response your query by **20 January 2025**, 4:30 pm (Bangladesh Standard Time)

Proposers who shall not submit these documents shall not be considered for further evaluation.

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ANNEX-01

**BREAKDOWN OF COSTS
SUPPORTING THE ALL-INCLUSIVE FINANCIAL PROPOSAL**

A. Breakdown of Cost by Components:

Cost Components	Quantity	Unit/Day Cost in BDT	Total Cost in BDT
I. Personnel Costs			
i. Professional Fees	60 working days		
ii. Transportation costs for factory visits/training venues (Dhaka, Gazipur, Narayanganj, Sirajganj, Munshiganj, Chadpur, Habiganj, Mymensigh, Chattogram) are subject to proof of payment	30 visit (approximately)		
iii. Air fare Chattogram	01 visit		
iv. DSA	07-night stay	BDT 10,900 (per night)	
Grand Total in BDT			