



## **Terms of Reference (ToR)**

- Developing comprehensive guidelines to facilitate effective follow-up workshops.
- Preparing user-friendly and easy-to-understand publication materials for workshop participants to support knowledge sharing and raise awareness.

8 March 2026

### **SUMMARY**

This ToR provides a comprehensive guide for developing a Guideline to facilitate effective follow-up workshops aimed at strengthening the negotiation capabilities of worker representatives in the textile sector.

### **INTRODUCTION**

Bangladesh Institute of Labour Studies- BILS, with the support of FEMENT e.V., is implementing the project titled “*Strengthening Due Diligence Implementation in the Textile Sector in Bangladesh.*” The overall objective of the project is to reduce labour rights violations and improve working conditions of Ready-Made Garment (RMG) workers through the application of a worker-based monitoring (WBM) approach.

The project currently covers 54 factories in the Ashulia industrial region. In 2025, the first round of data collection, known as the Decent Work Check (DWC) was completed. A total of 1,580 workers from 51 factories participated in the survey. The findings were systematically analyzed and shared with national and sectoral trade union leadership. In addition, the DWC results were disseminated among key national-level stakeholders through a national conference to promote dialogue and policy engagement. In 2026, the second round of data collection was conducted. The forthcoming comparative analysis will assess progress by identifying areas where workers’ rights and working conditions have improved, as well as areas that still require targeted interventions and policy attention.

Based on the DWC findings in Ashulia, a series of capacity-building workshops has been organized for targeted factory-level trade union (TU) organizers and union members. These workshops primarily focus on strengthening knowledge of labour law, negotiation skills, and collective bargaining strategies. The challenges in non-unionized factories remain significantly greater than in unionized factories. Therefore, the workshops have particularly emphasized enhancing participants’ legal literacy and negotiation capacity so that they can effectively engage with factory management. The trained organizers are also expected to disseminate their knowledge among fellow workers at the factory level. To complement these initiatives, BILS has developed and distributed a range of user-friendly publication materials, including posters, leaflets, and booklets focusing on workers’ rights and decent work standards. These materials aim to raise mass

awareness, support grassroots-level campaigns, and strengthen collective understanding among workers and union members regarding their rights and responsibilities. As outlined in the project's Plan of Operation, Bangladesh Institute of Labour Studies-BILS has planned to organize a series of follow-up workshops targeting the same participants who previously attended the capacity-building sessions. During these workshops, relevant publication materials will also be disseminated. These materials are intended to support collective action, strengthen participants' understanding of workers' rights, and enhance awareness among workers to better protect and promote their rights at the factory level.

## OBJECTIVES:

The objective of these follow-up workshops is mainly to reinforce previously shared knowledge, assess practical application at the factory level, address emerging challenges, and further strengthen participants' capacity in labour law, negotiation, and workplace representation. Some Intended Objective is to-

1. Equip worker representatives with essential knowledge and skills about collective bargaining and negotiation, and the usage of Docent Work Check results.
2. Facilitate experience sharing and deepen learning.
3. Evaluate and improve negotiation outcomes through follow-up workshops.

## TARGET GROUP:

These follow-up workshops will focus on two distinct groups:

| Category                            | Participants Types                                                                                                                                                                                                        | Batch Number | Number of targeted participants in each batch | Total   | The factory will be covered from total of 54 |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------------------|---------|----------------------------------------------|
| <b>Trade Union (TU) Factories</b>   | Participants who are union members at the factory level                                                                                                                                                                   | 2            | <b>25 Prs</b>                                 | 50 Prs  | 14 factories Approx                          |
| <b>Non-Union (Non-TU) Factories</b> | Participants who are not formal union members but maintain linkages with area-level trade unions. Some of them are also members of Participation Committees (PC) and Safety Committees within their respective factories. | 5            | <b>20 Prs</b>                                 | 100 Prs | 40 factories Approx                          |
|                                     | <b>Total batch</b>                                                                                                                                                                                                        | <b>7</b>     |                                               |         |                                              |

## WORKSHOP STRUCTURE:

The workshop will be conducted in three tiers:

- Evaluation of negotiation outcomes, Lessons, Positive changes, discussing challenges, and refining strategies.
- Experience sharing, deepening knowledge, and discussing survey results (Based on Decent Work Check Survey (First and Second Round)).
- Strengthen participants' capacity in labour law, negotiation, and workplace representation (PC, Safety and Anti-Harassment Committee) and motivation to form a Union for effective dialogue
- Worker-based Monitoring Checklist for tracking the progress

### Plan Workshops:

- **March 2026 to November 2026**
- Each batch will participate in **two follow-up sessions** to ensure continuous engagement and effective reinforcement of learning outcomes.

## TENTATIVE FOLLOW-UP WORKSHOP OUTLINE:

| No. | Workshop                                                            | Topics                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Concept and Recap for (Follow-Up Workshop 1 + Follow-Up Workshop 2) | <ol style="list-style-type: none"><li>1. Decent Work:<ul style="list-style-type: none"><li>- Definition and principles of decent work.</li><li>- What constitutes decent work for RMG?</li></ul></li><li>2. Worker-based Monitoring Method: Explanation of the worker-based monitoring approach and practical application in the workplace.</li></ol>                                                                    |
| 2   | Follow-up workshop 1                                                | <ol style="list-style-type: none"><li>1. Lessons, Positive changes, discussing challenges, and refining strategies for promoting the workers' rights as per the Labour law</li><li>2. Experience sharing, deepening knowledge, and discussing survey results (Based on Second Round data).</li></ol>                                                                                                                     |
| 4   | Follow-up workshop 2                                                | <ol style="list-style-type: none"><li>1. Discuss placing demands and negotiation experiences</li><li>2. Labour law, negotiation, and workplace representation (PC, Safety and Anti-Harassment Committee), and motivation to form a Union for effective dialogue</li><li>3. Discuss results, successes, and challenges of negotiations</li><li>4. Continue evaluation and improvement of negotiation strategies</li></ol> |

## CONSULTANT RESPONSIBILITIES:

### **The consultant will relate to Guideline Preparation-**

1. Develop workshop materials.
2. Ensure materials are appropriate for the educational level of the trainees.
3. Incorporate feedback from workshops to update and refine the guideline
4. Deliver the following:
  - Comprehensive Follow-up workshop guide
  - Evaluation forms
  - Feedback incorporation strategy/ Monitoring tracking progress

### **The consultant will relate to Publication Materials -**

Develop the text for the booklet/ poster/ flyer/ Pocket book for disseminating to the workshop participants related to the discussion points of the workshop and which will support to the participants as a whole.

## DELIVERABLES:

### Follow-up Workshop Guides:

- Introduction to Decent Work
  - Worker-based Monitoring Method Explanation
  - Decent Work Check Survey Presentation
  - Practical Exercises for Preparing Demands and Arguments
  - Negotiation Role-playing Scenarios
  - Experience Sharing Framework
  - Survey Result Analysis and Discussion
  - Outcome Evaluation Framework
  - Success and Challenge Analysis Modules
2. **Evaluation and Feedback Mechanism:**
- Participant Evaluation Forms
  - Feedback Collection and Analysis Plan
- Preparation of easy-to-understand publication materials (such as booklets, flyers, etc.) for dissemination among participants and workers.

## SUBMISSION OF OUTPUTS:

The final version of the guideline and publication materials text should be submitted by April 16, 2026.

## TIMEFRAME:

The duration of this assignment shall be 1 Month from 15 March 2026 to 15 April 2026.

## QUALIFICATION AND EXPERIENCE:

The consultant should have:

1. Proven experience in developing training materials and manuals, especially in the labor sector.
2. Strong understanding of collective bargaining, negotiation, and worker-based monitoring.
3. Experience working with trade unions and worker representatives.
4. Excellent communication skills and the ability to simplify complex concepts.

## PAYMENT:

The payment shall be made in two (2) installments as per the following plan;

| Installments    | Amount              | Conditionality                       |
|-----------------|---------------------|--------------------------------------|
| 1st Installment | 40% of total amount | Agreement Sign                       |
| 2nd Installment | 60% of total amount | After submitting the final documents |

## GENERAL TERMS & CONDITIONS:

1. The team will maintain regular communication with BILS focal point to provide updates on progress, discuss emerging issues, and seek guidance as needed.
2. BILS 's Finance section shall follow the country's legal framework to deduct VAT & Tax as per requirements.

## APPLICATION PROCEDURE:

Interested consultants are requested to submit the following documents addressed to the Executive Director, Bangladesh Institute of Labour Studies (BILS), Razzak Villa, House 8/A/Ka (4th Floor), Road 13 (New), Dhanmondi, Dhaka. Applications may be submitted either via email at [bils@citech.net](mailto:bils@citech.net) or by sending a hard copy to the above address.

1. All required documents must be submitted **no later than 12 March 2026**.
2. A detailed proposal including (technical and financial) with methodology and timeline.
3. CV/Organization Profile highlighting relevant experience.
4. Samples of previous work in similar domains.
5. Timeframe/ working days for development of the documents.