

## TERMS OF REFERENCE (TOR)

Oxfam is a global movement of people who are fighting inequality to end poverty and injustice. Across regions, from the local to the global, we work with people to bring change that lasts.

Oxfam in Bangladesh (OiBD) has been actively engaged in various humanitarian and development initiatives for more than 50 years, striving to improve the lives and livelihoods of vulnerable communities nationwide.

<b>Title</b>	: Consultancy for Development of a Training Manual on Energy-Efficient Machinery and Implementation of Capacity Building and Training of Trainers on Just Energy Transition for Industrial Technical Personnel and Worker Representatives
<b>Covered Thematic Area</b>	: Climate Justice and Natural Resource Rights (CJNRR)
<b>Project/ Programme</b>	: Accelerating Fair Transition to Renewables for Industrial Decarbonization: Shared Responsibilities Towards Climate Justice
<b>Assignment Location</b>	: Dhaka, Bangladesh
<b>Assignment Duration</b>	: 28 March 2026 – 15 May 2026
<b>Contract Authority</b>	: Oxfam in Bangladesh

### 1. BACKGROUND AND CONTEXT

The Climate Justice and Natural Resource Rights programme of Oxfam in Bangladesh envisions a future where climate-vulnerable workers and communities strengthen their resilience, amplify their voices for climate action, and secure equitable access to resources. Within this framework, the Just Energy Transition sub-thematic area advances a fair, inclusive, and socially responsible transition from fossil fuels to renewable energy systems.

In Bangladesh, the industrial sector, particularly the Ready-Made Garments sector, remains heavily dependent on carbon-intensive energy sources. As global markets increasingly demand low-emission production and compliance with sustainability standards, factories face mounting pressure to reduce energy consumption and adopt cleaner technologies. However, limited technical capacity, inadequate understanding of energy-efficient machinery, and insufficient awareness of socially responsible transition planning remain key barriers.

Under the project “Accelerating Fair Transition to Renewables for Industrial Decarbonization,” supported by the TARA Climate Foundation, Oxfam in Bangladesh seeks to strengthen practical and institutional capacity for industrial energy transition. A core component of this initiative is the development of a comprehensive training manual on energy-efficient machinery. The manual will serve as a standardized technical resource to guide industrial actors on energy efficiency improvements, decarbonization pathways, cost and risk considerations, and socially responsible transition planning.

Based on this manual, two complementary training tracks will be implemented. The first will focus on capacity building and Training of Trainers for industrial technical personnel, equipping them to apply and disseminate knowledge on energy-efficient technologies and just transition principles within factory settings. The second will strengthen the capacity of trade unions, tannery associations, and women’s rights organizations to engage meaningfully in energy transition planning and decision-making processes.

Through this structured approach, the initiative aims to bridge technical knowledge gaps, enhance stakeholder participation, and promote a just and inclusive industrial energy transition aligned with national climate commitments and worker-centered development principles.

Bangladesh's industrial sector, particularly the Ready-Made Garments industry, remains highly energy-intensive and reliant on fossil fuel-based power sources. As global buyers increasingly demand low-carbon production and compliance with sustainability standards, factories are under growing pressure to reduce emissions and improve energy performance. However, limited technical knowledge on energy-efficient machinery, decarbonization pathways, and socially responsible transition planning continues to hinder progress.

A significant gap exists in structured, standardized training resources that integrate technical energy efficiency knowledge with Just Energy Transition principles. Industry technical personnel often lack access to practical guidance on selecting, operating, and maintaining energy-efficient machinery, while worker representatives and allied organizations have limited capacity to engage meaningfully in energy transition decision-making processes.

This assignment responds to these needs by developing a comprehensive training manual on energy-efficient machinery and implementing capacity building and Training of Trainers programmes. The initiative will strengthen the technical competencies of industrial personnel while also enhancing the engagement capacity of trade unions, associations, and women's rights organizations in industrial energy transition processes. By addressing both technical and participatory gaps, the assignment will contribute to a more inclusive, informed, and sustainable industrial transition pathway.

## **2. OBJECTIVES OF THE ASSIGNMENT**

To guide the development and delivery of an effective Training of Trainers programme, the assignment will pursue the following objectives:

- To design and develop a comprehensive training manual on energy-efficient industrial machinery, including operational guidance, maintenance practices, energy performance optimization, and relevant decarbonization considerations tailored to Bangladesh's industrial context.
- To build the capacity of selected trainers, factory managers, supervisors, and technical personnel through a structured Training of Trainers programme, enabling them to deliver standardized and practical training at the factory level.
- To strengthen the capacity of trade unions, tannery associations, and women's rights organizations to effectively engage in energy transition planning and decision-making processes, ensuring that worker perspectives, gender considerations, and social inclusion are reflected in industrial decarbonization efforts.

## **3. SCOPE OF WORK**

The consultant or consulting firm will be responsible for the following:

- Conduct a brief needs assessment to identify capacity gaps, priority training areas, relevant industrial contexts, and target participant groups related to energy-efficient machinery and industrial energy transition.
- Develop a comprehensive Training of Trainers manual covering technical, operational, maintenance, safety, and energy performance aspects of energy-efficient industrial machinery, tailored to the Bangladesh industrial context.
- Strengthen the capacity of trade unions, tannery associations, and women's rights organizations to enhance their engagement and voice in energy transition planning and decision-making processes.
- Integrate cross-cutting themes including Just Energy Transition principles, climate justice, gender equity, social inclusion, and worker rights across the training content and methodology.

- Design and deliver interactive and practical ToT sessions for selected trainers, factory managers, supervisors, and technical personnel to ensure effective knowledge transfer and replication at the factory level.
- Prepare and submit the finalized training manual, session plans, presentation materials, and a concise completion report summarizing the training delivery process, participant feedback, lessons learned, and recommendations for future scaling.

#### 4. METHODOLOGY

The consultancy will follow a participatory, evidence-based and industry-focused approach to develop a Training of Trainers manual on energy-efficient machinery. The process will begin with an inception meeting to align expectations, followed by a desk review of existing policies, training materials and global best practices. Consultations will be carried out with trade unions, tannery associations, worker leaders and industry stakeholders such as factory managers, compliance officers, production engineers and relevant associations (for example BGMEA or BKMEA) to identify training needs, content gaps and priority themes. Based on these inputs, the consultant will develop the training manual, ensuring the integration of technical content, operational guidance, safety standards and cross-cutting themes including gender equity, social inclusion, worker rights and climate justice. Draft materials will be shared with Oxfam for review, and revisions will be made based on feedback. The process will culminate in the delivery of the ToT and capacity building sessions and the submission of a final training package and consultancy report (Please include a detailed methodology in the technical proposal).

#### 5. DELIVERABLES FROM THE CONSULTANT

The consultant will be responsible for the activities listed below, which may be subject to change based on project needs.

Deliverables	Deliverable/ Activity	Outputs and Deliverables	Timeline
D1	Initial meeting with Oxfam team to align objectives, expectations, and deliverables. Submission of inception report with detailed methodology, manual structure, timeline, and stakeholder mapping.	Inception report with work plan and methodology	5 days
D2	Desk review of existing training materials, national policies, and international best practices on energy-efficient machinery and industrial energy transition.	Desk review and gap analysis report	3 days
D3	Conduct consultations with trade unions, tannery associations, WROs, and industry stakeholders to identify training needs and determine the key content areas and consultation with National Skill Development Authority (NSDA) to align with national standards	Consultation report and training needs assessment matrix	5 days
D4	Develop the Training manual on energy-efficient machineries incorporating JET and technical Readiness for renewable integration and strengthening voice and engagement in energy transition	Draft Training Manual	10 days
D5	Finalize the Training manual, training materials and supporting resources (slides, facilitator notes, assessment tools) incorporating feedback.	Final TOT manual and training package	3 days

D6	Submission of the final consultancy report, along with the training manual, detailing the methodology, implementation, and recommendations for future scaling and replication.	Final Consultancy Report, ToT Manual and Recommendations for Future Replication	4 days
D7	<p>Design and organize a 2 Day Residential training program for Industrial Technical personnel and 2 Day Residential training program for TUs and WROs.</p> <p><b>Training Topics</b></p> <p>A) Residential Capacity Building and Training of Trainers for Industrial Technical Personnel on Just Energy Transition: Strengthening technical understanding of renewable energy integration, energy-efficient machineries, decarbonization pathways, cost and risk assessment, and socially responsible transition planning within industrial operations, while building a pool of trainers to cascade knowledge at the factory level.</p> <p>B) Residential Capacity Development for Trade Unions, Tannery Associations, and Women’s Rights Organizations: Strengthening their engagement and voice in energy transition planning and decision-making processes.</p>	Training Module, Residential Training session arrangement & development of materials, developing participant list, Invitation to the participants, Conducting Training, and, delivering final reports upon discussion with Oxfam Team	10 days
	Total Days		40 Days

## 6. BUDGET AND PAYMENT SCHEDULE

The maximum budget allocated for this assignment is BDT 20,67,300 for designing the training manual on energy-efficient machinery and conducting two capacity-building workshops. This cost includes all applicable government VAT and AIT as per the laws of Bangladesh.”

### Payment Schedule:

- 1<sup>st</sup> Payment: 200,000 BDT (Submission of the Deliverable D1)
- 2<sup>nd</sup> Payment: 300,000 BDT (Submission of the Deliverables D2-D6)
- 3<sup>rd</sup> Payment: 1,567,300 BDT (Submission of the Deliverable D7)

(Please note that the budget for conducting the Residential Capacity Building and Training of Trainers for Industrial Technical Personnel on Just Energy Transition is BDT 769,800, and the budget for conducting the Residential Capacity Development for Trade Unions, Tannery Associations, and Women’s Rights Organizations is BDT 797,500. For both trainings, all required supporting documents, including human resource costs, venue costs, accommodation expenses etc., must be submitted.)

## 7. EXPERIENCE OR PROFILE REQUIREMENTS

The organization/ individual(s) should have the following competencies:

**Essential**

The Consultant should have at least the following qualification:

- The applicant must be an individual consultant or an institution/organization holding the necessary legal status to operate and conduct research in Bangladesh.
- The proposed Team Lead must hold a Master's degree or PhD in a relevant discipline (e.g., energy studies, environmental science, climate policy, engineering, development studies, economics, or related fields) and possess at least 10 years of professional experience in relevant sectors.
- The applicant and/or key team members must have a minimum of five years of demonstrated work experience with the Ready-Made Garment (RMG) sector, energy sector, relevant development projects, and/or government agencies in Bangladesh.
- Demonstrated experience in conducting policy-oriented research, including the design and implementation of qualitative and quantitative methodologies (e.g., surveys, FGDs, KIIs, stakeholder consultations).
- Proven practical expertise related to energy-efficient industrial systems and machinery, including knowledge of power systems, industrial energy management, climate mitigation strategies, and green production practices.
- Strong analytical capacity and excellent written and verbal communication skills in English (and Bangla, where relevant).

**Desired**

- Prior research experience specifically focused on RMG sector energy efficiency, renewable energy transition, or climate mitigation policy in Bangladesh.
- Experience working on Just Energy Transition (JET), sustainable finance, climate policy, or industrial decarbonization initiatives.
- Familiarity with Bangladesh's national policy frameworks, including NDC commitments, renewable energy policies, and sustainable finance guidelines.
- Experience engaging with multi-stakeholder platforms, including industry associations (e.g., BGMEA), international brands, financial institutions, and relevant ministries.
- Previous experience in preparing evidence-based advocacy strategies and policy recommendation documents.

**8. RISK MITIGATION**

Identify potential risks and the corresponding mitigation strategies.

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|------------|--|
| Risk       | : Delays in data collection.   |
| Mitigation | : Develop a detailed data collection plan and ensure timely coordination with stakeholders and hiring manager. |
| Risk       | : Submitting deliverables timely   |
| Mitigation | : Maintaining close connection with Oxfam Team and sit for meeting time to time.                               |

**9. REPORTING AND SUPERVISION**

The consultant or the internal lead of the assignment will report to the hiring manager.

**10. COMPLIANCE**

The hired consultant is obliged to follow the regulations and the regulations of donor organizations that would be shared in the agreement.

## 11. APPLICATION PROCESS

The proposals must be sent in English, electronically and the submissions must reach Oxfam via email at [Ban\\_Consultancy@oxfam.org.uk](mailto:Ban_Consultancy@oxfam.org.uk) with the subject line “**Training Manual on Energy-Efficient Machinery & Capacity Building Workshops**” by **28 March 2026, 11:59 PM (Bangladesh Time, GMT+6)**.

To be shortlisted for evaluation against award criteria, the following documents must be submitted with this application.

Technical Proposal	
Technical proposal/approach paper to conduct the assignment and achieve objectives including methodology, proposed work plan and timelines	
Topic	Page Limit
Cover Page	1 Page(s)
Table of Content	1 Page(s)
Understanding of the study- Background, Objectives, scope, key question etc. (Not just copy and paste from the ToR)	2 Page(s)
Methodology and Draft outline of the Training Manual	3-5 Page(s)
Plan/work schedule (Gantt chart)	3-5 Page(s)
Experience in leading similar work (Provide at least 2 examples of similar work, agency, and time of conduction) with 02 references	2 Page(s)
Team composition along with its rationale (CV in annexes)	2 Page(s)
Any other relevant information (if required only)	1 Page(s)
Financial Proposal	
<ul style="list-style-type: none"> <li>▪ <b>Detailed Budget:</b> Breakdown of all costs, including training manual and 2 Residential capacity building workshops</li> <li>▪ <b>Total Base Amount:</b> The total cost before VAT (<i>Note: Do not mention the tax amount separately in the budget; it must be included in the cost.</i>)</li> <li>▪ <b>VAT:</b> 15% VAT applied to the total base amount.</li> <li>▪ <b>Grand Total Amount:</b> The sum of the base amount and VAT.)</li> </ul>	

Along with the technical and financial proposals, the following documents need to be submitted:

### For Individual Consultant:

- **Curriculum Vitae(s) (CV) of the proposed consultant(s)**, proving relevant experience and/or qualifications. If multiple people are involved, an outline of roles/ responsibilities also needs to be included.
- **Two relevant references** (minimum) for previous comparable assignments.
- **Evidence of previous work [if required]:** [List of similar publications or any other documents proving similar experience and technical and thematic knowledge]
- **Proof of last two payments/ rates** (required after selection process).
- **Legal documents:** Copy of NID, TIN, BIN, Proof of Submission Receipt (PSR) of the Income Tax Return for the latest assessment year, Trade License, Work Permit, as applicable.

### For Consultancy Firm:

- A firm profile of a maximum of 2 pages, highlighting completed related assignments with client names, contact persons, and contact numbers.

- **Curriculum Vitae(s) (CV) of the proposed consultant(s)**, proving relevant experience and/or qualifications. If multiple people are involved, an outline of roles/ responsibilities also needs to be included.
- **Two relevant references** (minimum) for previous comparable assignments.
- **Evidence of previous work [if required]**: [List of similar publications or any other documents proving similar experience and technical and thematic knowledge]
- **Proof of last two payments/ rates** (required after selection process).
- **Legal documents**: Copy of the registration copy, TIN, BIN, trade license, Proof of Submission Receipt (PSR) of the Income Tax Return for the latest assessment year and any other relevant documents.

## 12. EVALUATION AND AWARD CRITERIA

Incomplete applications will not be assessed, only quotations that meet the award criteria will be assessed. The quotations will be assessed according to the following criteria and distribution of points:

Award Criteria		Max. Points
<b>Technical Criteria</b>		
<b>Capability/ competence of bidder to perform the work/ service required</b>	Demonstrated expertise in designing and conducting Training of Trainers (TOT) programs, particularly in industrial energy efficiency, renewable energy, or other relevant climate mitigation technologies.	15
	Proven experience in developing high-quality training manuals, and capacity-building tools for technical and non-technical audiences.	10
	Prior experience working with NGOs, industry associations, government agencies (especially National Skill Development Authority), or donor-funded projects in Bangladesh or similar contexts.	10
	Demonstrated understanding of energy-efficient machinery and industrial energy transition in the RMG and manufacturing sectors.	15
<b>Quality of products/ services and ability to meet requirements</b>	Clear understanding of the Terms of Reference (ToR), objectives, and alignment with Oxfam's Just Energy Transition (JET) approach.	5
	Sound methodology for developing TOT and manual, including participatory approaches and integration of gender and inclusion perspectives.	10
	Feasible work plan within the 60-day timeframe, ensuring coordination with Oxfam and collaboration with the National Skill Development Authority (NSDA).	5
<b>TOTAL TECHNICAL SCORE:</b>		<b>70</b>
<b>Financial Criteria</b>		
Cost Competitiveness		12
Budget Breakdown & Transparency		07
Value for Money		06
Compliance with Requirements		05
<b>TOTAL FINANCIAL SCORE:</b>		<b>30</b>
<b>GRAND TOTAL:</b>		<b>100</b>

***[Only quotations with combined scores of at least 70% for the technical award criteria (approach paper and CV) qualify for the financial evaluation.]***

Oxfam withholds the right to conduct interviews/presentation with one or more potential consultants before an award decision is made. The purpose of the interview/presentation is to seek further clarification on the

submitted quotations and learn more about the background and previous experiences of the potential consultants and their teams.

### **13. General Terms and Conditions**

- All payment will be made through A/C payee cheque or bank transfer.
- The consultant shall be responsible for their statutory income tax obligations and/or insurance during the assignment.
- The payment will be made only after formal acceptance of deliverables by Oxfam in Bangladesh and OGB Global Team
- Inability to comply with the works as per agreed timeline and quality will cause penalty from the payment. The penalty will be proportionate to the level of undelivered work.
- The consultant will ensure that data collection, processing and reporting meets Oxfam's high-quality standards and legal requirements (e.g., GDPR). The consultant shall have the responsibility to modify the report until the quality required by Oxfam has been reached.
- Confidentiality of information
  - The consultant will ensure appropriate ethical authorizations are in place, as required.
  - Informed consent processes must be followed prior to data collection including for interview recordings and photographs.
  - Interviewees will not be quoted in reports without their permission.
  - All documents and data collected will be treated as confidential and used solely for the purposes of carrying out this consultancy contract.
- All soft and hard copies of the assignment will be treated as the property of Oxfam.
- The consultant shall have no opportunity to alter the timeline and planning of data collection and submission of first draft and final report.
- In case of any deviation from the contract, Oxfam shall have the right to terminate the agreement at any point.
- The consultant shall be bound to pay back the full money to Oxfam given as advance of payment in case of any deviation from the contract.
- Oxfam will deduct withholding tax from the consultancy fees which will be in conformity with the prevailing government rates.
- Oxfam work is based on deeply held values and principles. The consultant will be bound by the principles and conditions of Oxfam Code of Conduct and other relevant policies, including those for safeguarding and child protection, throughout the duration of the assignment.

## **RIGHT TO SELECT/ REJECT**

Oxfam reserves the right to select and negotiate with those firms it determines, in its sole discretion, to be qualified for competitive proposals and to terminate negotiations without incurring any liability. Oxfam also reserves the right to reject any or all proposals received without explanation.

## **RESERVED RIGHTS**

All applications and quotes become the property of Oxfam, and Oxfam reserves the right in its sole discretion to:

- Disqualify any offer based on applicant's failure to follow solicitation instructions.
- Waive any deviations by the applicant from the requirements of this terms of reference that, in Oxfam's opinion, are considered immaterial defects requiring rejection or disqualification; or where such a waiver will promote increased competition.
- Extend the time for submission of responses after notification to all applicants.
- Terminate or modify the process at any time and re-issue the request for quotation to whomever Oxfam deems appropriate.
- Issue an award based on the initial evaluation of offers without discussion.
- Award only part of the activities in the solicitation or issue multiple awards based on solicitation activities.

## **CODE OF CONDUCT**

Oxfam is committed to integrity in its operations and supply chains and ensuring high ethical standards. Complying with all laws and regulations and ensuring fair competition are fundamental to this commitment. We actively promote these principles and standards, and expect all Oxfam suppliers to demonstrate commitment towards them.

All consultants/applicant are required to agree and adhere to the [Oxfam Supplier Code of Conduct](#), whereas individuals (including consultants) must sign the [Oxfam Non Staff Code of Conduct](#)<sup>1</sup>. These Codes of Conduct set out the specific standards and principles in the areas of human and labour rights, environmental impact and anti-corruption that suppliers must follow.

Oxfam has the following requirements of its service providers, to ensure integrity in its supply chain:

### **Bribery and Collusion**

Oxfam does not tolerate fraud, including bribery or kickbacks, collusion among bidders, bribery or kickbacks. Any firm or individual violating these standards will be disqualified from this procurement and barred from future procurement opportunities.

Employees and representatives of Oxfam are strictly prohibited from asking for or accepting any money, fee, commission, credit, gift, gratuity, object of value or compensation from current or potential vendors or suppliers in exchange or as a reward for business.

### **False Statements**

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<sup>1</sup> Non-Staff Code of Conduct applies for any self-employed individuals or contracted employees of suppliers who are working on Oxfam sites, or who have access to Oxfam materials, or who may represent Oxfam in any manner but are not part of Oxfam's legal entity)

Bidders must provide full, accurate and complete information as required by this solicitation and Annexes. False statements in bids constitutes grounds for immediate termination of any agreement with the supplier. OXFAM takes misstatements, falsification, manipulation, alteration of facts and/or documents very seriously, has a zero-tolerance policy to such behaviours, and may choose to take legal action in a case of misrepresented disclosures by

### Conflict of Interest

Bidders must provide disclosure of any past, present or future relationships with any parties associated with the issuance, review or management of this solicitation and anticipated award. Failure to provide full and open disclosure may result in Oxfam having to re-evaluate the selection of a potential bidder.

### Diversions of Funds

Oxfam is determined that all its funds and resources should only be used to further its mission and shall not be subject to illicit use by any third party nor used or abused for any illicit purpose. Suppliers (and their affiliates/group companies, employees, officers, owners, agents and sub-contractors) may be subject to formal screening against global lists of individuals subject to designation or proscription under financial sanctions or counter terrorism regulations.

### MONITORING

**Due Diligence:** As a charitable organisation, Oxfam must take care to protect its assets and funds. One of the steps that Oxfam takes to comply with this legal duty is to conduct adequate and proportionate due diligence on suppliers prior to entering into a contract. This includes checking legal registration and financial solvency but may also include other checks.

**Important Note:** Oxfam performs a regular screening check of all suppliers against international sanctions lists.

**Audit:** Any audit requirements are detailed in the terms and conditions of business.

**Data Protection:** Oxfam is legally bound to ensure that all personal details held by the organisation relating to any individual or entity are kept secure and according to international data protection standards.

### MISCONDUCT REPORTING AND WHISTLEBLOWING

Oxfam's reporting and whistleblowing mechanisms are available for Suppliers as well Oxfam employees, to ensure that Oxfam continues to operate under the highest ethical standards and principles.

You can use these reporting channels confidentially, anonymously, and in your own language to report any concerns involving fraud, corruption, waste, abuse or safeguarding concerns.

Speak up – Oxfam GB		
<b>Email:</b> 	<a href="mailto:SpeakUp@oxfam.org.uk">SpeakUp@oxfam.org.uk</a>	
<b>Online:</b> 	<b>Oxfam Misconduct Reporting Webform</b> (including possibility for anonymous reporting) <a href="https://oxfam.clue-webforms.co.uk/webform/misconduct/">https://oxfam.clue-webforms.co.uk/webform/misconduct/</a>	
<b>Phone:</b> 	<b>Global Phone Number:</b> +44 1249 661808	

**ANNEXES****Attachment 1: Code of Conducts**

*Oxfam Non-Staff Code of Conduct [English]*

*Oxfam Non-Staff Code of Conduct [Bangla]*

*Oxfam Supplier Code of Conduct*

*Conflict of interest declaration form for 3rd parties*

**Attachment 2:**

*OXFAM GB Feminist Principles*

**Attachment 3:**

*One Oxfam Child Safeguarding Policy*

**Attachment 4:**

*Oxfam Anti-Fraud and Corruption Policy*

*Money Laundering Prevention (Amendment) Act 2015*

*Circular of AML/CFT*

**Attachment 5:**

*One Oxfam Policy on Protection from Sexual Exploitation, Abuse and Harassment (PSEAH)*

**Attachment 6:**

*Sexual Diversity and Gender Identity Rights Policy*