####  REQUEST FOR PROPOSAL (RFP)

**Hiring Consultants/firm/agency**

For

**" To Provide support for accelerating Resource Efficiency and Science-Based Targets in Bangladesh's Textile Industry through Baseline Assessment, Benchmarking for Energy and Water Efficiency, and Capacity Development on SBTi and SBTN**

**Targets for GHG Emission Reduction and Water Conservation**

**under the Better Mill Initiative (BMI) Project"**

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| --- | --- |
| To: Consultancy firm/agency |  Date: 03-October-2024 |

**Solidaridad Network Asia (SNA)** is hereby inviting interested Consultancy firms/agencies to submit their proposals in the form of soft copy in non-editable mode (PDF/Scan) with your organization letterhead pad or on email body through email: recruitment.hrsna@gmail.com.

Please see details information below with annexures:

### RFP Terms and Conditions and Instructions:

|  |  |
| --- | --- |
| RFP Name: | **"To Provide support for accelerating Resource Efficiency and Science-Based Targets in Bangladesh's Textile Industry through Baseline Assessment, Benchmarking for Energy and Water Efficiency, and Capacity Development on SBTi and SBTN** **Targets for GHG Emission Reduction and Water Conservation** **under the Better Mill Initiative (BMI) Project"** |
| RFP Reference | **SNA/DAC/PR/10.24.340** |
| Proposal submission: | Separate **Technical and Financial proposals** are required to be sent directly through email in PDF format: It is mandatory to keep a maximum file size of 9MB.**RFP reference**: "**To Provide support for accelerating Resource Efficiency and Science-Based Targets in Bangladesh's Textile Industry through Baseline Assessment, Benchmarking for Energy and Water Efficiency, and Capacity Development on SBTi and SBTN Targets for GHG Emission Reduction and Water Conservation under the Better Mill Initiative (BMI) Project**“Shall be mentioned in the subject line. |
| Deadline for the submission of proposals: | The proposal shall be submitted **On or before** **12 October 2024 within 5.00 P.M** |
| Procurement Focal Point: | Probir Kumar Biswas, Email: recruitment.hrsna@gmail.com |
| SNA Contact regarding Technical Specification: | Sultan Mahmud, Project Officer-Textile; Email: mahmud.sultan@solidaridadnetwork.org |
| Annexures: | Annexure-1: Guidelines to consultants/firm/agency**:**Annexure-2: General Terms and Conditions Annexure-3:Consultant /Company/Vendor’s InformationAnnexure-4: Terms of Reference (ToR) |

**Annexure- 1**

 **Guidelines to consultants/firm/agency:**

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| --- | --- |
| **Language of the proposal:** | The complete proposal including all sort documents as well as correspondence relating to the proposal exchanged between the consultant and SNA should be written in English. |
| **Cost of proposal:** | The consultant /bidder shall bear all cost related with the preparation and submission of the Proposal, the **Solidaridad Network Asia (SNA**) will be no responsible or accountable for those costs, regardless of the conduct or outcome of the solicitation. |
| **Proposal requisite** | Proposals must offer services for the total requirement. Proposals o Proposal must be submitted as per given terms and conditions as well as ToR. The consultant should comply all sort of corresponding instructions, terms and conditions, forms enclosed in the given documents. Failure to comply with these documents will be at the Offer or risk which may affect the evaluation of the Proposal. |
| **Proposal Prices** | **All prices shall be quoted in BDT and Including VAT & Tax** |
| **Late submission** | In case of late submission or received by SNA after the deadline, the submitted proposal will be rejected.  |

**Annexure- 2**

**General Terms and Conditions**

1. Consultancy firm/agency are requested to submit Financial and Technical Proposals separately through email: recruitment.hrsna@gmail.com.
2. The Proposal should be submitted or reached at the given email no later than 5 PM on the closing date.
3. SNA will pay in BDT for total consultancy by account payee cheque/BEFTN. Consultant will be responsible to pay VAT and other Taxes, as per government policy.
4. The deliverables should be delivered within the stipulated time period mention in the ToR and Agreement.
5. Please sign on the offered form and include all sorts of essential documents for this proposal.
6. Solidaridadreserves the right to accept or reject any or all the proposals in full or part with or without assigning any reason whatsoever.

**Annexure-3**

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| **Consultants/firm/agency Information** |
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| SL# | Required Information  | Information to be Provided here |
| 1 | Category of Vendor | Consultancy |
| 2 | Trade License Number |  |
| 3 | Tax Identification Number (TIN) |  |
| 4 | PSR (Proof of submission of Tax Return) |  |
| 5 | VAT Registration Number |  |
| 6 | Address of Business Center |  |
| 7 | Contact Telephone Number |  |
| 9 | Contact Mobile Number |  |
| 10 | Email Address: |  |
| 11 | Webpage Address (Optional) |  |
| 12 | Contact Person's Name |  |
| 13 | Vendor's Bank Name |  |
| 14 | Name of Bank Branch |  |
| 15 | Bank Sorting Code (Optional) |  |
| 16 | Bank Account Name |  |
| 17 | Bank Account Number |  |
| 18 | Bank Routing Number/Swift Code |  |

 **Authorized Signature**

**Date:**

**Annexure-4: Terms of Reference (ToR)**



**Solidaridad Network Asia**

**Terms of Reference (ToR)**

**To Provide support for accelerating Resource Efficiency and Science-Based Targets in Bangladesh's Textile Industry through Baseline Assessment, Benchmarking for Energy and Water Efficiency, and Capacity Development on SBTi and SBTN**

**Targets for GHG Emission Reduction and Water Conservation**

**under the Better Mill Initiative (BMI) Project.**

1. **Background and context**

Solidaridad, a global network organization, is committed to promoting sustainability, resource efficiency, and inclusivity across supply chains. Operating in 52 countries through 7 Regional Excellence Centers, Solidaridad works to facilitate the development of socially responsible, ecologically sound, and profitable supply chains. Solidaridad Network Asia, as part of this global network, is actively working in Bangladesh to enhance the sustainability of the apparel sector. This involves improving working conditions, resource efficiency, social and environmental compliance, and establishing effective chemical management systems in the supply chain exploring the business-viable and resilient production practices.

Along with other projects in the textile sector, Solidaridad in collaboration with 4 Dutch Fashion Brands has been implementing the Project- Better Mill Initiative (BMI) is funded by the Netherlands Enterprise Agency (RVO). It is being implemented within their selected 8 wet process unit in Bangladesh.

Bangladesh's textile and apparel sector is vital to the country’s economy, serving as the second-largest exporter of ready-made garments globally, holding a 6.5% market share. The industry has grown significantly over the years, cementing its position as a key supplier in the global fashion value chain. Despite its success, the sector faces major sustainability challenges, particularly around resource efficiency, greenhouse gas (GHG) emissions, and water conservation. These issues need urgent attention to ensure the sector's long-term viability and to meet rising global standards for environmental sustainability.

Recognizing the growing international focus on climate action and sustainable production, Bangladesh's textile industry must align itself with global efforts to mitigate climate change and environmental degradation. This includes adopting science-based targets to reduce GHG emissions, as outlined by the Science-Based Targets initiative (SBTi), and conserving freshwater resources through targets established by the Science-Based Targets for Nature (SBTN). Achieving these targets will require systemic improvements in energy use, water management, and chemical practices, especially in the wet-processing units of textile factories, which are responsible for significant portions of energy consumption and wastewater discharge.

Despite notable improvements, many textile factories in Bangladesh still operate with outdated technologies, low resource efficiency, and high levels of water and energy consumption. This not only raises operational costs but also contributes to environmental pollution and poses risks to long-term business sustainability. The challenges related to energy-intensive production processes and inefficient wastewater management are key barriers to achieving sustainability.

To address these challenges, the project aims to enhance the capacity of textile factories in Bangladesh to achieve compliance with science-based targets for GHG emissions reduction and water conservation. The project is being implemented in collaboration with Solidaridad and other stakeholders, and its scope includes a comprehensive baseline assessment and benchmarking of energy and water use across selected textile factories. This will be followed by the development of tailored action plans for each factory, aligned with SBTi and SBTN targets.

Moreover, the textile industry in Bangladesh will be under increasing pressure to align with international regulations, such as the EU Corporate Sustainability Due Diligence Directive (EUCSDDD), which mandates responsible environmental and human rights practices throughout the supply chain. The ability to meet these stringent regulations will be a key determinant of future market access for Bangladeshi textile manufacturers, especially in the EU.

In the past year, the Better Mill Initiative (BMI) project, led by Solidaridad with technical support from a national consulting firm, conducted comprehensive assessments of eight textile factories in Bangladesh. The evaluations focused on key areas including occupational health and safety, environmental management systems, regulatory compliance, energy consumption, GHG emissions, water usage, wastewater treatment, air emissions, waste management, and chemical handling.

The assessments revealed significant gaps in resource efficiency and sustainability practices. Key gaps were identified in resource efficiency, including limited adoption of energy-saving technologies and water reduction process. Factories lacked baseline data and proper monitoring systems, hindering their ability to set targets and measure progress. Additionally, chemical management practices were inadequate, with poor worker training in resource conservation and safety protocols. Factories were also not aligned with international sustainability standards.

However, in order to ensure a conducive business ecosystem and to help the factories to gain economic and environmental sustainability, the project will support these eight factories to implement Science Based Targets through the capacity development and advisory support of factories at different levels.

Considering these backgrounds and context, Solidaridad Network intends to support 8 factories to implement Science Based Targets through the capacity development and advisory support of factories at different levels. In this effect, Solidaridad will provide technical support to those factories through a consulting firm.

1. **Objective**

The project has two main objectives:

1. To conduct a baseline assessment and develop action plans to enhance resource efficiency in textile factories, focusing on energy and water.
2. To build the capacity of mid-level management in these factories to implement and monitor SBTi and SBTN frameworks through a Train-the-Trainer (ToT) approach, enabling in-house capacity building and achieving science-based targets for GHG emissions and water conservation.
3. **Concept and Scope of Work**

**Component-1: Resource Efficiency Assessments & Advisory Support**

**Phase 1: Factory Engagement and Policy & Strategy Development**

* **Factory Data Collection:** Work closely with factory teams to gather data on energy and water use. If a factory has completed an assessment, review the existing reports for validation.
* **Policy and Strategy Development:** Develop comprehensive policies or enhance policies related to energy and water, secure top management commitment, and support adapting strategies for resource efficiency.

**Phase 2: Resource Efficiency Assessment and Benchmarking**

* **Resource Efficiency Assessments:** Conduct detailed assessments focusing on energy (Scope 1 & 2 emissions) and water usage for factories without prior evaluations.
* **Assessment Review for Benchmarking:** For factories with existing assessments, review and benchmark their reports against industry standards.
* **Assessment Reports:** Provide comprehensive reports highlighting gaps and opportunities in water and energy optimization.

**Phase 3: Target Setting for Energy and Water**

* **Set Science-Based Targets:** Develop targets for emissions (Scope 1 & 2) based on SBTi and water usage based on Science-Based Targets for Freshwater (SBTN).
* **Scope-3 Emission Calculation:** Guide factories in calculating Scope 3 emissions from upstream and downstream activities in the value chain.
* **Pathway for Target Achievement:** Propose technical and financial measures to achieve conservation goals, including potential ROI and savings.

**Phase 4: Water and Emissions Reduction Pathway**

* **Resource Conservation Measures:** Recommend conservation measures for water and energy, outlining necessary investments, resource savings, and financial benefits.
* **Review of Action Plan:** Review existing Corrective Action Plans (CAPs) developed during baseline assessments conducted in the earlier phase of the project. Create a comprehensive action plan for factories, with short-term and long-term goals for water and emissions reduction and collaborate with factories to prioritize the actions.

**Phase 5: Factory Briefing and Top Management Onboarding**

* **Factory Briefings:** Present findings and action plans to factory management.
* **Top Management Engagement:** Secure commitment from top management for implementing the proposed action plan and align factory goals with SBTi and SBTN.

**Phase 6: Case Study Development**

* Document best practices, challenges, and lessons from the project.
* Develop case studies to showcase the benefits of adopting science-based targets.

**Component-2: Capacity Development for Mid-Level Management**

**Key Training Modules for SBTi:**

* **Overview of SBTi and its Importance:**
	+ Introduction to the Science-Based Targets initiative (SBTi).
	+ Understanding why aligning business operations with global climate goals is essential.
	+ Case studies of successful SBTi implementation in other industries.
* **GHG Emissions (Scope 1, 2 & 3):**
	+ **Scope 1 Emissions:** Direct emissions from owned or controlled sources (e.g., fuel combustion on-site, manufacturing emissions).
	+ **Scope 2 Emissions:** Indirect emissions from the generation of purchased energy (e.g., electricity, steam).
	+ **Scope 3 Emissions:** All other indirect emissions that occur in the company’s value chain, both upstream and downstream (e.g., raw material sourcing, transportation, and product use).
	+ Practical exercises on how to calculate Scope 1 and 2 emissions within the factory context.
	+ Introduction to Scope 3 emissions calculation and practical approaches to gathering data from suppliers and partners.
* **Target-Setting Process:**
	+ Steps to define and commit to science-based targets.
	+ How to establish a **baseline year** for emissions reduction and determine the appropriate reference scenarios.
	+ Tools for calculating targets and setting goals to reduce emissions (e.g., SBTi target-setting tool).
	+ Example targets for typical textile manufacturing processes and energy consumption.
* **Boundary Definitions:**
	+ Principles of operational control versus financial control in defining emissions boundaries.
	+ Guidance on selecting the boundary for SBTi targets: focusing on areas where the factory has the most influence over emissions.
* **Action Plan Development for Emissions Reduction:**
	+ Identifying key opportunities for energy efficiency and renewable energy adoption.
	+ Practical strategies for reducing emissions from factory operations (e.g., shifting from fossil fuels to renewable energy, process optimization).
	+ Energy conservation techniques and optimization of factory machinery to reduce emissions.
* **Monitoring and Reporting:**
	+ Creating systems to monitor emissions reductions over time.
	+ Reporting progress on targets using internationally recognized frameworks (e.g., CDP, GRI).
	+ Case studies showcasing successful implementation and monitoring of SBTi targets.

**Key Training Modules for SBTN:**

* **Introduction to SBTN and Water Stewardship:**
	+ Overview of the **Science-Based Targets for Nature** (SBTN) and how it applies to freshwater resources.
	+ Importance of sustainable water management in the textile industry.
	+ Global freshwater challenges and how the SBTN helps address these issues.
* **Water Target-Setting Process:**
	+ Steps and criteria for setting **science-based freshwater targets** for factories.
	+ Understanding **water-stressed regions** and how to assess water usage in a local context.
	+ Tools and methodologies for measuring factory water consumption and setting reduction targets.
	+ Case examples of factories implementing water conservation measures.
* **Water Efficiency and Conservation:**
	+ Identifying opportunities to optimize water use in textile processing (e.g., dyeing, washing).
	+ Technologies and best practices for reducing water use, recycling wastewater, and managing effluents.
	+ Practical examples of process improvements that reduce freshwater consumption.
* **Action Plan for Water Management:**
	+ Developing a tailored water management action plan for the factory.
	+ Linking water reduction efforts to long-term goals aligned with **SBTn**.
	+ Practical steps to improve water recycling and reuse in textile manufacturing.
* **Monitoring and Managing Freshwater Use:**
	+ Establishing systems to monitor water usage and ensure adherence to targets.
	+ Tools for tracking and reporting progress on water reduction goals.
	+ How to engage suppliers in water-saving initiatives and address supply chain water impacts.

**Training Delivery:**

* **Interactive Workshops:**
	+ These workshops will provide participants with opportunities to apply the concepts through real-world scenarios. Factories will bring actual data for exercises such as emissions calculation and water audits.
* **Case Study Discussions:**
	+ Discuss industry case studies where SBTi and SBTN targets were successfully set and achieved. These examples will help factories see the practical value of setting science-based targets and understand how challenges were addressed.
* **Group Activities & Problem-Solving:**
	+ Engage participants in group exercises that simulate the development of action plans for GHG emissions and freshwater management based on realistic factory data.
	+ Problem-solving activities to identify bottlenecks and devise practical solutions for achieving targets.
* **Toolkits and Resources:**
	+ Provide access to the SBTi Target-Setting Tool and water management tools.
	+ Factories will be equipped with templates for creating their own emissions reduction and water conservation action plans.
1. **Service Provider Responsibilities**

**Component 1: Resource Efficiency Assessments & Advisory Support**

* **Factory Engagement & Policy Development:**
	+ Work with 8 factories to collect data on energy and water use.
	+ Review any existing factory resource assessments and validate them for relevance.
	+ Develop or enhance factory policies for energy and water management in alignment with resource efficiency goals.
	+ Secure top management’s commitment to the proposed resource efficiency strategies.
* **Resource Efficiency Assessment & Benchmarking:**
	+ Guide and conduct detailed energy and water assessments for factories without prior evaluations.
	+ Review existing assessments and benchmark them against industry standards for factories with prior evaluations.
	+ Develop comprehensive reports identifying gaps in energy and water optimization.
* **Target Setting for Energy and Water:**
	+ Guide and develop science-based targets for GHG emissions (Scope 1 & 2) and water conservation.
	+ Guide factories in calculating Scope 3 emissions across the value chain.
	+ Propose technical and financial measures, including ROI estimates, to achieve resource efficiency targets.
* **Water and Emissions Reduction Pathway Development:**
	+ Recommend specific water and energy conservation measures.
	+ Prepare detailed action plans outlining short-term and long-term strategies to reduce water consumption and GHG emissions after review of baseline action plan.
* **Factory Briefings & Management Engagement:**
	+ Present findings and action plans to mid-level and top management in each factory.
	+ Ensure top management commitment to implement the action plan and align with SBTi and SBTN.
* **Case Study Development:**
	+ Document best practices, challenges, and lessons learned from the 8 factories.
	+ Develop case studies to showcase successful adoption of science-based targets.

**Component 2: Capacity Development for Mid-Level Management (ToT Approach)**

1. **Training Module Development for SBTi and SBTN:**
	* Develop customized training modules (basic, advanced, ToT) focused on GHG emissions reduction (SBTi) and water conservation (SBTN) tailored to textile manufacturing processes.
2. **Deliver Training for Mid-Level Managers:**
	* Conduct Train-the-Trainer (ToT) sessions on SBTi and SBTN frameworks for mid-level management in the 8 factories in two batches.
	* Ensure participants understand emissions (Scope 1, 2 & 3) calculation, target-setting, energy optimization, and water management strategies.
3. **Provide Toolkits and Resources:**
	* Equip factories with tools for calculating emissions, setting targets, and monitoring water usage.
	* Provide templates and case study materials to facilitate ongoing capacity building and action plan implementation.
4. **Post-Training Support:**
	* Offer advisory support after the training to ensure effective implementation of SBTi and SBTN in each factory.
	* Guide mid-level managers in creating emissions reduction and water management action plans.
5. **Deliverables**

**Component 1: Resource Efficiency Assessments & Advisory Support**

1. **Resource Efficiency Assessment Reports:** Detailed reports identifying gaps, benchmarking results, and opportunities for water and energy optimization.
2. **Target Reports:** Emissions (Scope 1 & 2) based on SBTi and water usage based on Science-Based Targets for Freshwater (SBTN).
3. **Reviewed Action Plans:** Developed for each factory with short-term and long-term strategies to reduce water consumption and GHG emissions.
4. **Scope 3 Emissions Report:** Emissions calculation for Scope 3 activities for each factory.
5. **Top Management Commitment:** Documented commitment from factory top management to adopt the proposed resource efficiency action plans.
6. **Case Studies:** Documented best practices and learnings from the project.

**Component 2: Capacity Development for Mid-Level Management (ToT Approach)**

1. **SBTi and SBTN Training Modules:** Customized training materials for mid-level managers in textile factories.
2. **ToT Sessions:** Completed two ToT sessions for mid-level management in 8 factories on SBTi and SBTN.
3. **Toolkits and Resources:** Templates, toolkits, and case studies for emissions and water management provided to each factory.
4. **Post-Training Implementation Support:** Continuous advisory services to support the implementation of emissions and water management plans in factories.
5. **Expert Days**

| **Activity** | **Expert Days** |
| --- | --- |
| Factory Engagement & Policy Development | 24 days |
| Resource Efficiency Assessment & Benchmarking | 48 days |
| Target Setting for Energy and Water | 36 days |
| Water and Emissions Reduction Pathway Development | 48 days |
| ToT Training Sessions Delivery | 10 days |
| Post-Training Advisory Support | 16 days |
| Factory Briefings & Final Reports | 16 days |
| Case Study Development | 12 days |
| **Total** | **210 days** |

1. **Expert Qualification Requirements**
* **Project Manager**
	+ Master’s degree in environmental science, Chemical Engineering, or a related field.
	+ 15+ years of experience in project management within sustainability or environmental sectors.
	+ Proven track record in managing similar capacity development projects, particularly in the textile industry.
* **Team Lead:**
	+ Minimum 12 years of experience managing sustainability projects in the textile industry.
	+ Strong organizational and communication skills to liaise with multiple stakeholders, including factories and top management.
	+ Experience in delivering advisory support and capacity-building initiatives.
* **Lead Technical Expert:**
	+ Minimum 10 years of experience in resource efficiency and sustainability in the textile sector.
	+ Expertise in Science-Based Targets (SBTi) and water stewardship (SBTN).
	+ Proven experience in conducting factory-level assessments and strategy development for resource efficiency.
	+ Strong understanding of emissions calculations (Scope 1, 2 & 3) and target setting.
* **Training & Capacity Development Expert:**
	+ Minimum 8 years of experience in developing and delivering training programs for sustainability in the textile or manufacturing sectors.
	+ Familiarity with ToT models, with demonstrated experience in capacity building for mid-level management.
	+ Expertise in SBTi and SBTN frameworks and experience in implementing these in factories.
1. **Service Provider Qualification Requirements**
* **Track Record:**
	+ Minimum 15 years of experience in delivering sustainability advisory services and capacity development programs in the textile industry.
	+ Demonstrated expertise in resource efficiency assessments, with a strong portfolio of projects implementing SBTi and SBTN in at least 10 textile manufacturing settings.
* **Team Composition:**
	+ The service provider should have a multidisciplinary team with expertise in resource efficiency, emissions calculation, and water management.
	+ The team should include professionals with experience in factory-level interventions and capacity-building initiatives.
* **Global Knowledge:**
	+ Familiarity with international sustainability standards and frameworks (e.g., GHG Protocol, SBTi, SBTN).
	+ Proven ability to apply global standards in local contexts, particularly in Bangladesh’s textile industry.
	+ Accreditation of internationally recognised frameworks (CDP, GRI etc) is preferable.
1. **Milestones and Timeline**

| **Milestone** | **Timeline** |
| --- | --- |
| Project Kick-Off and Factory Engagement | Month 1 |
| Policy & Strategy Development | Month 2-3 |
| Resource Efficiency Assessments | Month 2-3 |
| Benchmarking & Target Setting | Month 3-4 |
| Action Plan Development | Month 5 |
| ToT Training Delivery | Month 6-8 |
| Post-Training Advisory Support | Months 7-12 |
| Final Case Study Development and Project Review, Reporting | Month 13-14 |

1. **Timeline**

This would be a long-term assignment for the consultant/ consultancy firm, where Solidaridad representatives will decide the requirements/ assignments. The nature of consultancy will be expert day basis, while specific milestones concerning the deadlines will be agreed upon through email online/in-person meetings, or activity-specific terms of reference. The exercise is expected to commence on **October 15, 2024, and will remain active up to December 15, 2025.**

1. **APPLICATION INSTRUCTIONS**

Solidaridad Network Asia invites interested companies/consulting firms to apply for the Impact Assessment assignment. Interested companies/firms must provide the following information during application:

(a) CVs of the lead expert and environmental expert,

(b) Technical proposal (maximum 6-7 pages) with include: methodologies

(c) Work plan including activities and timeline,

(d) Service provider experience related to the project and qualification requirement

(d) Financial proposal

(e) Legal entity of the consultancy:

* Trade License, Business Identification Number (BIN), Taxpayers Identification Number (TIN)
* PSR (Proof of submission of Tax Return) of the firm/individual, must be the latest one
* NID of the lead/ key consultant.

The key evaluation factors for technical proposals will include:

* The technical proposal is relevant to the overall project’s objective
* The proposed methodology of the impact assessment to address the defined objective.
1. **Submission instructions**

Mail the technical and financial proposals to the email address: recruitment.hrsna@gmail.com by **12th October 2024 by 5:00 PM.**

1. **General terms**
* Solidaridad reserves the right to accept or reject any proposal without giving any verbal and/or written rationale.
* The intellectual Property rights for all reports and documents prepared during the assignment will be with Solidaridad.
* The reports/documents or any part, thereof, cannot be sold, used and reproduced in any manner without the prior written approval of Solidaridad.
* Solidaridad reserves the right to monitor the quality and progress of the work during the assignment.