

Terms of Reference for Hiring an HR Consultancy Firm to Design and Implement the Management Trainee Officer (MTO) Program for RMG Factories

1. Introduction

Swisscontact, Swiss Foundation for Technical Cooperation, is headquartered in Zurich and was founded in 1959 by leading figures from the Swiss private sector and Swiss universities. It is exclusively involved in international cooperation and, since 1961, has carried out its own and mandated projects. A part of the organisation, Swisscontact Bangladesh, is registered as an international non-governmental organisation (INGO) under the NGO Affairs Bureau, Government of the People's Republic of Bangladesh, carrying out diverse projects across sectors such as Ready-Made Garments (RMG), Agriculture, Health, Water and Sanitation, Light Engineering, and Financial Inclusion.

The Promoting Green Growth in the Ready-Made Garments Sector through Skills (PROGRESS) is a four-year (2022–26) project funded by the Embassy of Sweden and the Embassy of Switzerland in Bangladesh and implemented by Swisscontact. The project supports RMG factories to advance in green transition by building their resilience and competitiveness.

The PROGRESS project drives sustainable growth in the RMG sector through a market-driven approach. The project has two major components. **The first component: Skills & Productivity**, aims at improving the technical skills and productivity of RMG workers. Under this component with support from the project, the Consultancy Service Providers (CSPs)¹ develop the skills of the workers in areas like low performance, zero defect, women leadership, etc., which make them more competent and productive. Besides, the project supports the factories in developing an in-house training system to ensure the sustainability of these initiatives. **The second component: Environment & Social Compliance**, supports factories in their journey of decarbonisation. The CSPs, with support from the project, assess the factories' status of carbon emissions at baseline and help them develop tailored pathways to reach net-zero emissions, while also promoting sustainability reporting. PROGRESS facilitates partnership between CSPs and factories to deliver commercially viable solutions. **The third component: Local Technical Consultancy Providers (LTCP)**, strengthens the local service market, enabling factories to access affordable solutions. LTCPs are Bangladeshi commercial consultancy firms that have expertise to implement interventions in partner factories for PROGRESS. They have legal, technical, and financially binding contracts with the project. Beyond the project, then are expected to provide similar services to the factories in exchange of service fees. Additionally, by leveraging collaborations with international brands, PROGRESS ensures solutions are aligned with industry demand. The ultimate objective of the project is to increase the job competitiveness of the low-skilled industrial workers (including women), especially in the RMG supply chain.

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2. Background

Despite notable progress in the RMG sector's compliance and productivity journey, a critical gap persists in the representation of women in supervisory and managerial roles. While women's participation in the workforce is high at the operator level, structural barriers and limited opportunities for professional growth prevent many from progressing into leadership tracks.

To address this gap, the PROGRESS project, in collaboration with a reputed international brand, is planning to support selected RMG factories to launch a **Management Trainee Officer (MTO) Program** to promote the entry of high-potential fresh women graduates into factory management roles. This intervention aims to build a structured, market-driven, and replicable model for talent development that is gender-equitable, industry-relevant, and aligned with global sourcing standards.

To operationalise this initiative, PROGRESS seeks to onboard a qualified HR consultancy firm that can co-develop, design, support factory engagement, strengthen capacity, implement, and place the MTO Program across selected factories.

3. Objectives

The objective of the assignment is to design and implement a Management Trainee Officer (MTO) Program that enables fresh women university graduates to enter and excel in management tracks in RMG factories. The HR consultancy firm will support in:

- Designing and executing a comprehensive MTO training and placement model;
- Facilitating factory engagement, capacity building, and HR system strengthening for gender-equitable leadership development;
- Building a structure learning and monitoring framework and,
- Monitoring progress and capturing learnings to support scale-up and sector-wide adoption.

This program will directly contribute to building a sustainable pipeline of future-ready, fresh women leaders in the RMG sector, improving gender balance in factory management, and institutionalising practices for equitable workforce development.

4. Scope of Work

The selected HR consultancy firm will be responsible for implementing the following key activities:

4.1 MTO Program Design and Planning

- Design the MTO Program model based on PROGRESS's initial concept and global best practices.
- Co-develop a structured, competency-based training curriculum focusing on leadership, operations, communication, compliance, and gender awareness.
- Develop a structured learning and monitoring framework to ensure continuous learning and retention.

4.2 Graduate Recruitment, Screening Support, and Placement

- Develop outreach strategies in collaboration with universities and youth networks to attract high-potential fresh women graduates.
- Design and conduct a transparent selection process, including screening, assessments, and interviews of the graduates.
- Match selected candidates with appropriate factories and coordinate onboarding processes.

4.3 Factory Engagement and Capacity Building

- Conduct sensitisation sessions with factory management and HR teams on the value of inclusive leadership and the MTO model.
- Provide technical assistance to strengthen HR systems related to career progression, mentorship, and performance evaluation.
- Facilitate alignment between factory expectations and MTO learning objectives.

4.4 Monitoring, Learning, and Knowledge Sharing

- Develop a learning and monitoring framework to track trainee progress, performance, and feedback from factories.
- Capture qualitative and quantitative data on outcomes, including promotion rates, retention, and organisational change.
- Prepare periodic progress updates and contribute to knowledge dissemination workshops led by Swisscontact, PROGRESS.

4.5 Institutionalisation and Sustainability

- Support factories in embedding the MTO model into their internal HR systems.
- Embed key processes such as recruitment pipelines, performance tracking, and mentorship into factory Standard Operating Procedures (SOPs) and HR systems.
- Develop training modules and SOPs for factory use beyond the consultancy period.
- Collaborate with factory leadership to formalise and internalise the MTO pathway.
- Recommend policy or technical improvements to institutionalise equitable career advancement pathways.

All activities must be designed and implemented with a strong emphasis on Gender Equality and Social Inclusion (GESI).

5. Deliverables

SL	Deliverables	Description	Required Days after contract signing (To be proposed by the consultant)
I.	Inception Report	Detailed work plan, team deployment, methodology, and tools	
II.	Graduate Selection Report	Summary of outreach activities, shortlisted candidates, and final selections	

SL	Deliverables	Description	Required Days after contract signing (To be proposed by the consultant)
III.	Training Curriculum and Toolkit	Comprehensive training materials for technical and leadership	
IV.	Factory Onboarding Report	Status of factory placements, HR engagement, and initial assessments	
V.	Midline Report	Progress update, challenges, MTO performance summary	
VI.	Final Report	Detailed documentation of program results, factory readiness, and recommendations	

***The list of deliverables will be jointly reviewed and agreed to with the selected firm before signing the contract.*

6. Required Documents for the HR consultancy firm

All interested firms are required to submit the following documents:

- a) A technical proposal elaborating the understanding of the assignment, proposed methodology, assessment tools, timeline (activity plan), key staff profiles, roles, and individual time to be spent on the assignment.
- b) A separate financial proposal setting out a detailed budget for the assignment (in BDT).
- c) A summary of relevant services provided during the last 3 years.
- d) CVs of the key personnel who will be involved in the assignment.
- e) A list of the existing clientele of the organisation.
- f) It is mandatory for the bidding organisations to submit documentary evidence demonstrating their legal, taxation, and financial status. This includes:
 - i. A certificate of incorporation (for individual companies, a trade license), Registration-related documents (trade license, registration with any government entities/NGO bureau registration).
 - ii. An organisational organogram of key personnel, inclusive of the names of such personnel.
 - iii. Tax Identification Number (TIN).
 - iv. Business Identification Number (BIN).
 - v. Latest PSR (Proof of Submission of the Return).
 - vi. A signed statement testifying that all information contained within the proposal is correct and true.

7. Selection Criteria

PROGRESS will select the HR consultancy firm based on the following criteria:

SL	What to evaluate	Description	Points
1	a. A brief proposal with (Aptos 10.5 point, single spacing, no more than 15 pages) outlines the following: <ul style="list-style-type: none"> i. Understanding of the ToR ii. Summaries of the firm's previous experiences that would be useful for this assignment. iii. Brief outline of how the firm will accomplish the tasks listed in the ToR iv. Approach (Tools, Techniques, and Systems) to the development of training for the factory's management staff. v. Gender sensitivity 	a. Fit for purpose and track record of similar assignments. To be evaluated as per professional experience against the requirements	80
2	Financial Proposal <ul style="list-style-type: none"> a. Detailed budget breakdown (in BDT) b. Justification for cost items 	a. Financial proposals must be submitted in terms of Bangladeshi Taka (BDT), including 15% VAT	20

*** Final selection and contracting are subject to donor approval.*

8. Duration of the Assignment

The duration of the contract will be **8 months**, beginning from the date of contract signing and extendable based on program needs and performance.

9. Submission Details

Interested applicants must submit their proposals via email to bd.progress@swisscontact.org by **13 August 2025**. The email subject line must state: "HR Consultancy on Designing and Implementing MTO Program". In addition to the email submission, a hard copy of the technical and financial proposal separately should be delivered to the following address by the same deadline:

Swisscontact Bangladesh Project Office
House 20 (5th Floor), Road 68, Gulshan-2, Dhaka 1212, Bangladesh

Late or incomplete submissions will not be considered. Swisscontact reserves the right to accept or reject any application, in part or full, or cancel the entire procurement process without



assigning any reason whatsoever. Submission of an application does not guarantee the award of the contract.

10. Reporting

The selected applicant(s) will collaborate closely with the PROGRESS team, providing regular updates and reporting directly to the PROGRESS Team Leader. Additionally, the selected applicant(s) is expected to maintain seamless communication with team members to ensure timely execution of project tasks and adherence to strategic objectives.