

## Terms of Reference

### Hiring of a Partner Firm for Implementing Lean–Circular Integration (LCI-RMG) in Bangladesh’s RMG Sector

#### 1. Background

Swisscontact was established in 1959 as an independent foundation by notable figures from the worlds of commerce and science in Switzerland. It is exclusively involved in international development cooperation and has carried out its mandated projects since 1961. Based in Zurich, Swisscontact currently manages 133 projects in 41 countries on behalf of public and private funding partners.

The Building Youth Employability Through Skills (BYETS) project implemented by Swisscontact and funded by the Embassy of the Kingdom of the Netherlands will empower Bangladeshi youth with improved technical, employability and entrepreneurial skills, and connect them to income-generating opportunities: jobs and self-employment. The project aims to support youths by providing training in three sectors: Readymade Garments (RMG), Agro-processing (AP), and Information and Communication Technology (ICT) across four divisions (Dhaka, Khulna, Chattogram and Rajshahi). The project will address the existing constraints in developing the skills of the youth and support to establish a systemic approach to provide market-driven training specifically by:

- Building the capacity of Training Service Providers (TSPs) to design and implement quality training and job placement support services.
- Collaborating with private sector employers in improving existing workplace-based training (WBT) systems or setting up new ones to upskill and reskill workers.

Swisscontact, through its BYETS project, has been working to strengthen the competitiveness of Bangladesh’s Ready-Made Garments (RMG) sector by developing workforce skills and facilitating partnerships. As global apparel markets increasingly prioritize sustainability, circularity has become a pressing priority, with buyers demanding compliance with international standards. By 2028, factories will be required to ensure full traceability to maintain market access.

Recognizing this, BYETS seeks to pilot an initiative to build industry capacity on circularity. The pilot will introduce a model that combines lean productivity tools with circular economy principles, enabling factories to connect sustainability practices with cost savings, efficiency, and quality improvement. This will serve as a foundation for scaling up circularity adoption across the sector in the future.

#### 2. Objective

The partner firm will support BYETS in:

- Updating and contextualizing existing productivity and efficiency training modules by integrating circular economy principles.
- Delivering the training and facilitating practical factory-level implementation across a selected number of factories.
- Supporting mid- and top-level managers in linking lean productivity tools with circular practices.
- Ensuring cost-sharing participation from factories to strengthen ownership and sustainability of results.

### 3. Scope of Work

The selected firm will be expected to:

1. **Training Module Development:** Update BYETS existing mid-management training modules to incorporate circular economy principles.
2. **Factory Engagement:** Work with minimum 3 and maximum 5 factories to co-implement the Lean–Circular adoption journey.
3. **Training Delivery:** Conduct training sessions for mid- and top-level managers (approx. 100–150 participants in total).
4. **Workplace Application:** Facilitate on-floor practical application focusing on productivity improvement, waste reduction, energy efficiency, and fabric re-utilization.
5. **Culture Building:** Support factories in establishing recognition programs, dashboards, and cross-learning mechanisms for sustaining practices.
6. **Cost-Sharing & Contribution:** The program will be implemented in a cost-sharing model, where BYETS will contribute partially toward the total cost and partner will bear the responsibility of rest of the cost. This contribution will be borne by the partner, preferably by ensuring contributions from the participating factories.
7. **Documentation & Reporting:** Document key lessons, case studies, and impact stories that demonstrate both profitability and sustainability gains for potential scale-up.

### 4. Deliverables

- Updated and contextualized Lean–Circular training module.
- Training and implementation in 3–5 factories.
- Documented evidence of cash contribution, fully auditable.
- Case studies and implementation reports from each participating factory.
- A final synthesis report highlighting results, ROI for factories, and lessons for scale-up.

### 5. Duration

The assignment is expected to be completed over 6–8 months from contract signing.

### 6. Partnership Model

The selected firm will sign agreement with BYETS as a cost sharing partner instead of a traditional service provider. The partner firm will be responsible for ensuring factory participation, partially bear direct cost of program implementation (including factory contribution). Flexibility and innovation in approach are encouraged, and the firm may propose its own methodology to achieve the objectives within the given framework. However, any knowledge product developed under the partnership will have dual ownership and both Swisscontact and the firm will have the liberty to share the knowledge product with third party.

## 7. Required Profile of the Firm

- Proven expertise in lean manufacturing, industrial engineering, or productivity improvement within the RMG sector.
- Experience in designing and delivering training for mid/top managers.
- Demonstrated understanding of circular economy principles and their application in manufacturing.
- Capacity to mobilize experienced trainers and facilitators for factory-level interventions.
- Strong fiscal management and capacity to ensure transparent handling of factory contributions.
- Strong network and working experience in the RMG factories. Experience with providing paid services to the factory.

## 8. Submission of Proposal

Interested firms are invited to submit a technical and financial proposal outlining:

- Understanding of the assignment and proposed approach.
- Methodology for module development, broad topics to be covered in the module, training delivery, and workplace application.
- Strategy for ensuring factory co-funding and contribution auditing. 100% of the cost sharing will be audited.
- Detail budget of co-funding/ cost sharing mechanism
- Proposed team composition and relevant experience.
- Budget, highlighting Swisscontact and partner contributions.
- Legal documents such as registration, TIN, BIN, and any other applicable documents.

## 8. Evaluation Criteria

Given that this is a selection process based on quality and cost-based consideration, the initial step involves the evaluation of the technical proposal. Only those service providers scoring a minimum of 50% in the technical proposal evaluation will have their financial proposals evaluated.

During the financial proposal evaluation, the highest marks will be allocated to the lowest bidder, and other scores will be proportionally adjusted. From this combined evaluation of technical and financial proposals, the final selection will be made.

The following criteria will be applicable for the evaluation of proposals.

SL	Particular	Marks allocated
1	Technical proposal	
	<ul style="list-style-type: none"> <li>• Organizational and consultant profiles</li> </ul>	20%
	<ul style="list-style-type: none"> <li>• Samples of similar work done</li> </ul>	10%

	<ul style="list-style-type: none"> <li>• Program design and methodology</li> </ul>	30%
2	Presentation on the technical proposal	
	<ul style="list-style-type: none"> <li>• Understanding of deliverables</li> </ul>	10%
	<ul style="list-style-type: none"> <li>• Program design and implementation strategy</li> </ul>	10%
3	Financial Proposal	20%

## 9. Payment Terms

Full expenditure of the project will be 100% auditable and payments will be made at actual cost. The payment will be made within 21 working days through an account payee cheque/Fund transfer as per your actual bill. The concerned person of Swisscontact, Bangladesh should certify the bill and submit it to the accounts section for payment.

## 10. Submission Details

The technical proposal (maximum 10 pages without annex) can be submitted hardcopy and/or online (via email provided below). The financial proposal must be submitted hardcopy (online submission of the financial proposal will not be accepted). We kindly ask interested parties to provide all necessary documents. In the case of hardcopy submissions, it is recommended to use sealed envelopes. Please ensure that the proposals bear the title "**Technical Proposal for Implementing Lean–Circular Integration (LCI-RMG) in Bangladesh’s RMG Sector for the BYETS Project**" and "**Financial Proposal for Implementing Lean–Circular Integration (LCI-RMG) in Bangladesh’s RMG Sector for the BYETS Project.**" The bidders are requested to provide the legal documents with the technical and financial proposal.

Proposals should be submitted to the following address by **September 24, 2025**, before 5:00 pm. Your adherence to these instructions is greatly appreciated.

The envelope must be addressed:

**Manager, Business Administration, BYETS  
Swisscontact  
SWISS FOUNDATION FOR TECHNICAL COOPERATION  
House 28, Road 43, Gulshan 2, Dhaka 1212, Bangladesh**

And email to [bd.byets@swisscontact.org](mailto:bd.byets@swisscontact.org)

***\*No late submission will be accepted***

***\*Swisscontact reserves the right to accept or reject any or all proposals without assigning any reason***