

## TERMS OF REFERENCE

### **Consultancy for Strengthening Internal Governance, Leadership and Effective and Inclusive Social Dialogue among WRC Women and Youth Committee Members**

**Covering:**

- Module I - Strengthening Internal Governance for Effective Trade Unions
- Module II - Strengthening Leadership and Effective and Inclusive Social Dialogue on Current and Emerging Issues

**Engagement type:** Individual Consultant / Consultancy Firm

**Duration:** 40 working days over a period of approximately two (2) calendar months

**Duty Station:** Dhaka, Bangladesh

### **1. Background and Rationale**

The Workers Resource Centre (WRC) is a national trade union capacity development institution jointly established by the National Coordination Committee for Workers' Education (NCCWE) and the IndustriALL Bangladesh Council (IBC) to strengthen democratic, representative, accountable and effective trade unions in Bangladesh. Through sustained investment in institutional capacity development, WRC supports affiliated federations and enterprise-level trade unions in strengthening governance systems, leadership competencies, social dialogue mechanisms and organizational sustainability.

The rapidly evolving world of work-shaped by technological transformation, digitalization, shifting employment relationships, demographic change, climate-related transitions and globalized supply chains-requires trade union institutions to continuously renew both their governance architecture and the leadership competencies of their representatives. Robust internal governance systems, grounded in democratic principles, transparency, accountability and member participation, remain fundamental to organizational credibility, legitimacy and long-term sustainability.

At the same time, strengthening the leadership capacities of women and young trade union leaders has become a strategic priority for ensuring inclusive representation, organizational renewal, and meaningful participation in social dialogue at enterprise, sectoral and national levels. Women and youth leaders are increasingly required to navigate complex and rapidly shifting industrial relations environments while advancing decent work principles and representing workers' interests effectively. This assignment is positioned within WRC's broader trade union revitalization agenda, of which strengthened governance and future-oriented leadership are core pillars.

Against this background, WRC intends to engage a qualified consultant or consultancy firm to undertake a rigorous training needs assessment, design two competency-based training modules, develop a comprehensive package of learning resources, and facilitate four dedicated capacity development programmes for the WRC Women's Committee and WRC Youth Committee respectively.

The assignment is expected to generate durable, learner-centered and contextually grounded training resources that strengthen organizational governance, enhance leadership effectiveness, promote inclusive social dialogue and contribute to the long-term revitalization of democratic trade union institutions in Bangladesh.

## 2. Purpose of the Assignment

The overall purpose of the assignment is to design, develop and deliver a coherent programme of institutional capacity development that strengthens governance and future-oriented leadership within WRC, through the development of two competency-based training modules and the facilitation of participatory learning programmes for the Women's Committee and Youth Committee.

The assignment will specifically produce the following two modules:

- Module I - Strengthening Internal Governance for Effective Trade Unions
- Module II - Strengthening Leadership and Effective and Inclusive Social Dialogue on Current and Emerging Issues

Target participants: For the purposes of this assignment, the following terms are used consistently throughout:

- **WRC Women's Committee members** - nominated members of the WRC Women's Committee and Constituents
- **WRC Youth Committee members** - nominated members of the WRC Youth Committee and Constituents

## 3. Specific Objectives

The consultancy aims to:

1. Undertake an evidence-based needs assessment of the learning and organizational development needs of the WRC Women's Committee and Youth Committee.
2. Develop two competency-based, gender-responsive and practice-oriented training modules aligned with contemporary trade union development priorities.
3. Strengthen participants' understanding of democratic governance, organizational accountability and institutional sustainability.
4. Enhance leadership competencies required for effective trade union management, organizational renewal and succession planning.
5. Strengthen participants' capacities to facilitate inclusive and constructive social dialogue across diverse industrial relations contexts.
6. Equip women and youth leaders with practical knowledge, analytical skills and leadership tools to address emerging labour-market challenges.
7. Produce sustainable, reusable training resources that can be institutionalized within WRC's broader capacity development architecture.

## 4. Scope of Work and Methodology

The Consultant shall assume full technical responsibility for the design, development and delivery of the assignment, structured across five interrelated phases described below. The methodology shall be grounded in recognized adult-learning principles, competency-based curriculum design and participatory, evidence-based practice.

### Phase I - Inception and Training Needs Assessment

The assignment shall commence with an inception process to establish a comprehensive understanding of WRC's institutional priorities, existing capacity development initiatives, committee structures and intended learning outcomes. This shall culminate in a short Inception Report and Work Plan, agreed with WRC prior to the commencement of substantive fieldwork.

Following approval of the Inception Report and Work Plan, a systematic Training Needs Assessment (TNA) shall be undertaken to identify existing competencies, organizational challenges, learning priorities and capacity gaps among members of the Women's Committee and Youth Committee, applying an appropriate combination of qualitative and, where relevant, quantitative methods, including:

- A comprehensive desk review of institutional documents, strategic plans, prior training curriculum, committee guidelines, organizational policies and project documentation.
- Key Informant Interviews (KIIs) with WRC team, programme personnel and relevant stakeholders, including ILO Bangladesh and affiliated federations.
- Focus Group Discussions (FGDs) with members of the Women's Committee and Youth Committee.
- Review of national labour legislation, relevant ILO conventions and emerging global developments pertinent to trade union governance and leadership.

The assessment shall identify existing knowledge and competency levels, institutional strengths and organizational development priorities, governance-related challenges affecting committee effectiveness, leadership gaps among women and youth representatives, capacity needs relating to organizational management and social dialogue, and emerging thematic priorities requiring integration into the curriculum. Findings shall be presented in a concise Training Needs Assessment (TNA) Report with clear, actionable recommendations to inform module design. The sequence of deliverables under this phase is therefore: (1) Inception Report and Work Plan, (2) conduct of the Training Needs Assessment, and (3) the TNA Report.

### Phase II – Curriculum and Module Development

Building on the findings of the Training Needs Assessment, the Consultant shall design two comprehensive, competency-based training modules consistent with internationally recognized adult-learning methodologies and contemporary trade union education practice. Both modules shall be practical, participatory, gender-responsive, and structured for continued institutional use by WRC beyond the life of this assignment.

Each module shall, at minimum, include:

- Overall rationale and positioning within WRC's institutional strategy
- Learning objectives and expected competency outcomes, stated in measurable terms
- A session-wise learning framework with clear time allocation
- Case studies, practical exercises, and individual and group assignments
- Facilitator guidance notes and recommended readings
- Reference materials aligned with national labour law and relevant international labour standards.

## Module I - Strengthening Internal Governance for Effective Trade Unions

To keep the module focused and deliverable within the available training time, the module shall concentrate on the following priority governance competencies, with related topics addressed as illustrative sub-topics rather than stand-alone sessions:

1. Democratic Governance, Leadership and Succession
2. Governance Systems, Financial Accountability and Membership Engagement
3. Ethical Leadership, Conflict Management and Institutional Resilience
4. Leading Contemporary Challenges: Strategic Communication and Organizational Responsiveness

## Module II - Strengthening Leadership and Effective and Inclusive Social Dialogue on Current and Emerging Issues

To ensure adequate depth within a two-day programme, the module shall concentrate on the following core thematic areas, with related issues addressed as sub-topics or illustrative examples rather than stand-alone sessions:

1. Understanding Social Dialogue and Its Foundations
2. Leadership and Inclusive Participation in Social Dialogue
3. Leading Social Dialogue on Current and Emerging Issues
4. Influencing Policy and Strengthening Social Dialogue Mechanisms

## Phase III - Development of Learning Resources

The Consultant shall prepare a comprehensive package of professionally formatted, editable learning resources, including but not limited to a Facilitator's Manual, Participant Handbook, presentation materials, session plans and facilitation notes, case studies, practical exercises and role-play scenarios, group-work guidelines and reflection tools, pre- and post-training assessment instruments, evaluation forms and reference materials. All resources shall be delivered in editable Microsoft Office formats and shall be suitable for continued use by WRC without further consultant support.

## Phase IV - Validation and Finalization

The Consultant shall facilitate a technical review process culminating in two validation workshops covering Module I and Module II. The validation workshops shall be attended by WRC Board of Trustees and technical staff and, as appropriate, ILO. It shall be conducted in person, as agreed with WRC during the inception phase. The Consultant shall be responsible for all technical aspects of the assignment, including technical facilitation, content development and presentation, as well as the necessary logistical arrangements related to the delivery of the activities. Administrative and implementation support shall be provided by the WRC Implementation Team. Following receipt of consolidated comments, the Consultant shall revise and finalize all deliverables to ensure technical accuracy, contextual relevance and institutional ownership.

## Phase V - Facilitation of Capacity Development Programmes

The Consultant shall design and facilitate four (4) separate, non-residential, two-day capacity development programmes, structured as follows:

- Two (2) two-day programmes for the WRC Women's Committee members and Representatives from the Constituents and
- Two (2) two-day programmes for the WRC Youth Committee members and Representatives from the Constituents.

This amounts to a total of eight (8) non-residential training days across the four programmes. The Consultant shall be responsible for preparing detailed session plans, facilitating all technical sessions using participatory adult-learning approaches, administering pre- and post-training assessments, guiding practical exercises, simulations and group work, facilitating reflection and action-planning sessions, documenting key learning outcomes and providing technical recommendations for strengthening future committee development initiatives. The training methodology shall emphasize experiential learning, peer exchange, problem-solving and practical application in preference to lecture-based instruction.

## 5. Duration, Timeline and Level of Effort

The assignment is expected to be delivered over a period of approximately two (2) calendar months from the date of contract signature, within an estimated level of effort of forty (40) working days, distributed indicatively as follows. The final schedule shall be confirmed during the inception phase in agreement with WRC.

| Phase | Key Activities                                               | Indicative Duration | Timeframe |
|-------|--------------------------------------------------------------|---------------------|-----------|
| I     | Inception meeting, desk review and Training Needs Assessment | 5 days              | Week 1    |

| Phase        | Key Activities                                                                                                                                                         | Indicative Duration | Timeframe   |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------|
| II           | Curriculum design and development of both training modules (Module I and Module II)                                                                                    | 12 days             | Weeks 2 - 4 |
| III          | Development of the full package of learning resources and assessment tools                                                                                             | 8 days              | Weeks 4 - 5 |
| IV           | Technical review, validation workshop, and finalization of materials                                                                                                   | 4 days              | Week 6      |
| V            | Facilitation of the four training programmes for the Women's Committee and Youth Committee (8 facilitation days) and consolidated reporting and documentation (5 days) | 11 days (8 + 5)     | Weeks 7- 8  |
| <b>Total</b> |                                                                                                                                                                        | <b>40 days</b>      |             |

Note: Phase V facilitation covers four non-residential, committee-level training programmes (two for the Women's Committee and two for the Youth Committee, each including Representatives from the Constituents), totalling 8 facilitation days, followed by 5 days for consolidated reporting and documentation.

## 6. Deliverables and Payment Schedule

Payments shall be made against the satisfactory completion and written approval of the deliverables set out below, in accordance with WRC's standard financial procedures. Payment milestones correspond exactly to the deliverables of the assignment and are structured around three clear milestones:

**First payment - 25%** of the total contract value, released upon submission and approval of the Inception Report and Work Plan, the Training Needs Assessment, and the TNA Report, due at the end of Week 1.

**Second payment - 50%** of the total contract value, released upon submission and approval of the finalized Module I and Module II, together with the complete package of accompanying learning resources and assessment tools, validated by WRC and ILO through the technical review and validation workshop, due at the end of Week 6.

**Third and final payment - 25%** of the total contract value, released upon successful facilitation of all four non-residential training programmes for the Women's Committee and Youth Committee, and submission of the Final Assignment Report, due at the end of Week 8.

## 7. Required Qualifications, Skills and Experience

The Consultant (or, in the case of a firm, the proposed Lead Consultant / Lead Expert) shall demonstrate the following minimum qualifications and experience. Where a consultancy firm applies, the mandatory qualifications below must be met by the Lead Consultant / Lead Expert; the desirable/asset criteria may be demonstrated collectively by the proposed team.

### **Mandatory qualifications (Lead Consultant / Lead Expert):**

- A Master's degree in Labour Relations, Industrial Relations, Law, Social Sciences, Adult Education, Human Resources, or a closely related field.
- A minimum of ten (10) years of relevant professional experience in trade union capacity development, labour rights training, organizational governance, or leadership development.
- Demonstrated expertise in competency-based curriculum design and adult-learning methodologies.
- Sound knowledge of Bangladesh's labour legislation and industrial relations context, together with familiarity with relevant ILO conventions and international labour standards.
- Prior experience designing or delivering training for trade union federations, workers' organizations, or social-dialogue institutions.
- Demonstrated sensitivity to gender equality and women's leadership in trade unions, and experience integrating gender-responsive approaches into training design.
- Excellent facilitation, writing and analytical skills in Bangla; proficiency in English is required.

### **Desirable qualifications / assets (may be held individually or collectively across the proposed team):**

- Additional relevant qualifications beyond the required Master's degree
- Familiarity with applicable private compliance or responsible business standards relevant to global supply chains
- Prior experience working with comparable international development or trade union support organizations.

## 8. Reporting Lines and Management Arrangements

The Consultant shall report directly to the designated Program Manager at WRC, who shall provide overall technical guidance, facilitate access to relevant documentation and stakeholders, and coordinate the review and approval of deliverables. Where relevant, WRC may facilitate coordination with ILO and Board of Trustee Members to ensure coherence with wider sectoral capacity development initiatives.

The Consultant shall submit brief progress updates at the end of each phase and shall promptly flag any risks, delays or scope-related issues affecting delivery. All deliverables shall be submitted in draft form for WRC's review and shall be finalized only after written approval.

## 9. Quality Assurance and Ethical Standards

All deliverables shall meet a professional, donor-reporting standard consistent with the practice of international development and trade union support organizations. The Consultant shall ensure that all training content is accurate, evidence-based, gender-responsive, and free from any material that could reasonably be considered discriminatory.

The Consultant shall treat all information obtained during the assignment as confidential and shall not disclose it to third parties without WRC's prior written consent. The Consultant shall adhere to applicable safeguarding, data protection and non-discrimination standards throughout the assignment, including in all interactions with Committee members and other stakeholders.

All intellectual property arising from the assignment, including the training modules, facilitator manuals, participant materials and assessment tools, shall vest exclusively in WRC upon final payment, and the Consultant shall not use, reproduce or distribute such materials for other purposes.

## 10. Criteria for Evaluation of Proposals

Proposals shall be evaluated on a combined technical and financial basis, with a technical-to-financial weighting of 70:30, consistent with standard procurement practice. Indicative evaluation criteria are set out below.

| Criteria                                                                                        | Weight      |
|-------------------------------------------------------------------------------------------------|-------------|
| <b>Technical proposal (70%)</b>                                                                 |             |
| Understanding of the assignment and proposed methodology                                        | 25%         |
| Qualifications and relevant experience of the consultant / proposed team                        | 20%         |
| Relevant track record in trade union capacity development and gender-responsive training design | 15%         |
| Training design and facilitation approach                                                       | 10%         |
| <b>Financial proposal (30%)</b>                                                                 | 30%         |
| <b>Total</b>                                                                                    | <b>100%</b> |

## 11. Application Requirements

Interested consultants or consultancy firms are requested to submit the following:

- A technical proposal outlining the proposed methodology, work plan and understanding of the assignment.
- A financial proposal, itemized by phase, inclusive of all applicable taxes and expenses.
- An up-to-date curriculum vitae (or, for firms, CVs of the proposed team) demonstrating relevant qualifications and experience, with mandatory and desirable qualifications clearly distinguishable.
- At least two samples of previously developed training curricula or facilitator materials of a similar nature.
- Contact details of at least two professional references from comparable assignments.

Applications should be submitted to the designated WRC contact point by the deadline specified in the accompanying procurement notice. Only shortlisted candidates will be contacted for further discussion or interview.

## 12. Submission Deadline and Requirements

Interested applicants/consultants are requested to submit their Cover Letter, Technical Proposal, and Financial Proposal to Workers Resource Centre (WRC) by **10 September 2026**.

**All applications must be submitted via email to [wrcbd.hq@gmail.com](mailto:wrcbd.hq@gmail.com) by the stated deadline.**

The submission should include:

- Cover Letter expressing interest in the assignment and highlighting relevant qualifications and experience.
- Technical Proposal outlining the proposed approach, methodology, work plan, and relevant experience.
- Financial Proposal detailing the proposed professional fees and other applicable costs.

Applications received after 10 September 2026 will not be considered.

## Annex 1: Summary of Key Deliverables

*The final report (Deliverable 8 below) shall explicitly include: participant attendance, pre/post training assessment results, participant feedback, key learning outcomes, lessons learned, and recommendations for institutionalization.*

- Inception Report and Work Plan
- Training Needs Assessment (TNA) Report
- Module I - Strengthening Internal Governance for Effective Trade Unions
- Module II - Strengthening Leadership and Effective and Inclusive Social Dialogue on Current and Emerging Issues



- Complete package of learning resources, including presentations, case studies, exercises and assessment tools
- Validation workshop record and finalized materials
- Facilitation of four non-residential, two-day training programmes: two for the WRC Women's Committee and two for the WRC Youth Committee.
- Final Assignment Report, including training delivery outcomes, evaluation results and forward-looking recommendations