



**TERMS OF REFERENCE (TOR)
FOR**

Manager Training Based on Key Social Compliance Needs and Gaps- IPP Phase-II

OVERVIEW

The Footwear Leathergoods & Accessories Exporters Association (FLAXA) is a nationally recognized trade body representing export-oriented manufacturers and exporters of footwear, leather goods, bags (FLG) and related accessories in Bangladesh. FLAXA works to strengthen sector competitiveness, sustainable growth, labour standards, workplace safety and social compliance among its member enterprises.

Under the Industry Preparedness Program (IPP) Phase-II , FLAXA aims to support 30 selected export-oriented factories to identify social compliance gaps, strengthen workplace practices and improve preparedness for internationally recognized standards and buyer requirements.

It has been established with the aim and object of uniting all the footwear, bags & leather goods manufacturing companies by encouraging co-operation amongst the members and provide them with a platform to have local and international exposure, creating awareness amongst international buyers and making representations to the government and concerned public bodies on behalf of the members for effective trade and export facilitation.

OBJECTIVE:

- FLAXA will organize structured capacity-building training for mid-level managers from 30 selected factories, based on key social compliance needs and gaps identified through assessment. The training will strengthen practical knowledge and skills on critical social compliance issues and support sustainable workplace improvements.
- Conduct five (5) structured social compliance training sessions under FLAXA.

Key training focus areas, subject to identified needs and gaps, will include:

- Freedom of Association
- Collective Bargaining and social dialogue
- Workplace safety and Occupational Safety and Health (OSH)
- Gender equality and prevention of gender-based discrimination and violence
- Labour rights and Bangladesh Labour Law, including wage and working-time requirements
- Responsible workplace practices, including grievance handling and worker–management communication
- Social compliance gaps, corrective actions and sustainable improvement”

The training headlines will be finalized at a later stage based on the identified training needs and project requirements.

Target Group:

A total of 150 mid-level managers from thirty (30) selected export-oriented footwear, bags and leather goods (FLG) manufacturing enterprises participating in FLAXA's IPP Phase-II programme.

DURATION OF THE ASSIGNMENT

The assignment will cover preparation, delivery of five (5) structured training sessions and submission of the required reports within the IPP Phase-II implementation period ending on 31 August, 2027, in accordance with the approved work plan and schedule agreed with FLAXA.

SCOPE OF WORK

1. Conduct five (5) structured training sessions for mid-level managers from the 30 selected factories.
2. Reach 150 mid-level managers in total across the five sessions (approximately 30 participants per session).
3. Finalize training priorities and contents based on the relevant compliance assessment and gap-analysis findings.

Key objectives of the Training:

- Enhance practical knowledge and skills on critical social compliance issues.
- Strengthen understanding of labour rights and applicable Bangladesh Labour Law requirements.
- Improve workplace safety and OSH awareness and practices.
- Promote gender equality and respectful, non-discriminatory workplace practices.
- Strengthen understanding of Freedom of Association and Collective Bargaining.
- Improve wage, benefits and ethical management practices.
- Build capacity to address identified compliance gaps and sustain workplace improvements.

Process of Work

The process of work will be as follows:

Manager training based on key social compliance needs and gaps in the 30 selected member factories.

1. Selection of the required training need for respective factories based on the assessment data.
2. Preparation of training materials and handouts on the above-mentioned topics under the objective section, including an interactive PowerPoint presentation and training exercises designed to follow adult learning principles. The training materials shall be submitted to FLAXA at least Ten (10) working days prior to the scheduled training program for review and feedback.
3. Prepare pre and post-test questionnaires for the participants.

4. Prepare the expert pool on different subject matter who will facilitate the training for the firm.
5. Conduct 5 batch training. Each batch will continue for 2 days.
6. Prepare training report as per the template provided.

QUALIFICATION AND SKILLS REQUIRED

The training institution/trainer must have experience training managers in manufacturing sectors. The lead trainer(s) must have over five (5) years of experience delivering training on Bangladesh Labour Law and other labour law and social compliance topics.

TIME FRAME:

The detailed schedule will be agreed with FLAXA. All five sessions and related reports shall be completed within the IPP Phase-II project period (17 September 2026 to 30 September 2027) in line with the approved work plan.

CONTRACTUAL ARRANGEMENTS

The training firm shall submit a technical and financial proposal covering the TOR requirements, proposed methodology, training approach, indicative schedule, team composition, company profile and CVs of proposed trainer(s). Engagement will follow FLAXA's applicable procurement procedures and the IPP Phase-II Implementation Agreement.

FINANCIAL BID

The financial proposal shall provide a clear cost breakdown and include all applicable taxes and statutory charges. It shall include all costs necessary to complete the assignment, including professional fees, preparation, materials, travel, lodging/boarding and local transport, unless otherwise agreed in writing by FLAXA.

GENERAL INSTRUCTIONS

- The training firm must be a legally established entity under the applicable laws of Bangladesh.
- The firm must have a valid Trade Licence, E-TIN, VAT/BIN registration and other applicable legal documents.
- All proposal and bid documents shall be signed by an authorized representative; an authorization letter should be attached where applicable.

RIGHT OF FLAXA

- FLAXA may modify this TOR through an amendment at any time where necessary.
- FLAXA may extend the submission deadline to allow bidders reasonable time to respond to an amendment.
- Bidders may be allowed to revise or resubmit proposals following an amendment or corrigendum.
- Any resulting contract shall be subject to applicable Bangladesh law and the relevant provisions of the governing Implementation Agreement.

- Before legal steps are taken, the parties shall first seek settlement of any dispute through direct discussion and negotiation.
- Any revised deadline will be communicated by FLAXA in writing to confirmed proposers.
- FLAXA reserves the right to increase or decrease the number of trainings at any time during the project period, based on project requirements and implementation needs.

SUBMISSION OF PROPOSAL

Qualified candidate/firm are requested to submit their proposal along with a cover letter and profile (person or company) in a sealed envelope by 27th October, 2026.

The proposal should be submitted in hard copy to the following address:

Footwear Leathergoods & Accessories Exporters Association (FLAXA)

Harbour Gulshan Link, Ta-94/B (2nd & 3rd Floor)

Middle Badda, Gulshan Link Road

Dhaka-1212, Bangladesh

The cover letter should indicate the bidder's relevant experience, availability, estimated number of days required to undertake the Terms of Reference (TOR), and proposed daily rate or lump sum fees.

Only shortlisted candidates/firms will be contacted.

Date: 14th October, 2026

Major Md Rafiqul Islam (Retd)
Secretary General