

INTERNATIONAL LABOUR ORGANIZATION
THE OFFICE OF THE ILO LIAISON OFFICER

Call for Expression of Interest ILO/YGN/19/07

10 January 2019

Post Title:	Service Provider for Development of a workers' induction training tool kit for the Myanmar Garment Manufacturers' Association and its members
Organization:	International Labour Organization (ILO) (ILO- GIP Project)
Location:	As described in TOR
Contract Type:	Service Contract or External Collaborator Contract
Post Duration:	1 February to 15 May 2019
Closing Date:	7 February 2019
Applications Details:	<p>Applications to: Finance & Admin Assistant (ILO-GIP) 01 2336538, 2336539 Ext: 274 ILO No. 1(A), Kanbae Road, Yankin Township Yangon – Myanmar. or via email to mont@ilo.org.</p> <p>Only short listed individuals will be contacted for further consultation process.</p>

Improving labour relations for decent work and sustainable development in the Myanmar garment industry (ILO-GIP)

with

Strengthening Institutional capacity of employers' organizations (ILO- ACTEMP Myanmar)

Terms of References

Development of a workers' induction training tool kit for the Myanmar Garment Manufacturers' Association and its members

1. Background

Coming out of decades of military rule and isolation, Myanmar is believed to be in a position to become one of the “top 10 performers in developing Asia”.¹ In 2012, shortly after the first democratic election in decades in 2010, the Asian Development Bank (ADB) estimated that the then current growth rate of 7-8 per cent could continue until 2030, raising GDP per capita from US\$900 to between US\$2,992 and US\$3,603 by then.² Being at the crossroads of Asia, where 40 per cent of the world's population lives, Myanmar could be in a position to become one important regional and global player in the years to come.

Along with local investors, interest from international investors has grown rapidly, with both the ADB and the World Bank identifying foreign investment as an important driver of economic growth. Although agriculture still dominates the economy accounting for 29 per cent of the GDP, Myanmar's garment industry is leading the country manufactured goods export sectors.³ Its export value reached US\$912 million in 2012 (up from US\$349 million in 2010), and is now said to have reached US\$2.7 billion in 2017. The Myanmar Garment Manufacturers Association (MGMA) claims that the industry could achieve exports of \$8-10 billion by 2020, if all the relevant stakeholders, including employers, workers and their respective organizations, and various ministries can work together to develop the industry in a responsible and ethical manner.

The garment manufacturing industry is estimated to employ more than 400,000 workers active in about 500 factories, 90 per cent of them being young women, for whom this is often a first job. The growing presence of Chinese and Hong Kong factories in Myanmar is an important element explaining the growth of the recent industry.⁴

The development significance of the Myanmar garment industry is undeniable and expected to continue albeit the current European trade negotiations concerning Myanmar's GSP status have the potential to impact the above predictions.⁵

¹ Asian Development Bank. Asian development outlook 2015. Financing Asia's future growth.
<http://www.adb.org/sites/default/files/publication/154508/ado-2015.pdf>

² Asian Development Bank. Myanmar in Transition: Opportunities and Challenges, Manila, 2012.

³ World Bank East Asia and Pacific Economic Update: Adjusting to a Changing World. April 2015.

<http://www.worldbank.org/content/dam/Worldbank/Publications/eap/EAP-Economic-Update-April-2015.pdf>

⁴ Stephen Gelb, Linda Calabrese and Xiaoyang Tang. 2017. *Foreign direct investment and economic transformation in Myanmar*. Supporting Economic Transformation (SET). March. P. 55 <https://www.odi.org/publications/10774-foreign-direct-investment-and-economic-transformation-myanmar>

⁵ https://mobile.reuters.com/article/amp/idUSKCN1MD28E?_twitter_impression=true

Against this backdrop, the ILO in Myanmar has recently been awarded a 3-year project entitled *“Improving labour relations for decent work and sustainable development in the Myanmar garment industry”* (ILO-GIP).

The ILO-GIP aims to contribute to the reduction of poverty and the empowerment of women in Myanmar by improving labour relations, social dialogue and gender equality in the garment industry.

More concretely, the project’s objectives are to:

1. Assist employers and workers in selected enterprises to build sound labour relations practices through training on topics including social dialogue, productivity, occupational health and safety, gender awareness and sexual and reproductive health.
2. Support employers’ and workers’ organizations at sectorial level in developing knowledge and practices of bi-partite social dialogue through capacity building for each party.
3. Increase the capacity of workers and employers’ organizations to deliver services to their members and engage in bi-partite social dialogue.

The project is implemented in collaboration with the main local industry stakeholders, including the Ministry of Labour, Immigration and Population (MoLIP) and other relevant ministries if needed, the relevant trade unions including the Industrial Federation of Workers of Myanmar (IWFM), affiliated to the Confederation of Trade Unions of Myanmar (CTUM), the Myanmar Industries, Craft and Services Unions Federation (MICS), relevant private sector actors and employers’ organizations, particularly the Myanmar Garment Manufacturers Association (MGMA). The project is implemented in approximately 20 Myanmar garment factories.

In parallel, the ILO Liaison Office in Yangon is implementing a project aiming at enhancing the capacity of the apex, and garment sector and regional organizations of business and employers in Myanmar. The purpose of this is to effectively contribute to a better business environment, better workplace practices, and ultimately generate and sustain employment and improve livelihoods of the Myanmar people.

Through this support, technical assistance in the areas of institutional capacity building and supporting various regional and sectorial organizations, such as UMFCCI, MGMA, to develop and utilize practical tools and resources for employers are provided. This project is funded through the ILO’s Regular Budget Supplementary Account (RBSA).

More concretely, the project’s objectives are to:

1. Strengthen the capacity of employers’ organization to provide greater leadership for the Myanmar Business Community to promote sustainable enterprises and Decent Work principles
2. Provide support and tools to sectorial organizations to help improve working conditions and productivity and to respond more effectively to members’ needs

2. Rationale for this assignment

Induction training is a form of introduction for new workers, in the particular case a garment factory, allowing them to perform efficiently what is expected of them on the shop floor.

Induction training provides workers with a smooth entry into the factory by providing them with the information they require to get started. The goals of induction training include:

- Create a positive atmosphere
- Address any new job concerns
- Increase comfort level and feeling of belonging

- Increase knowledge of the organisation and its procedures and policies
- Share organisational values
- Share job specific information

The responsibility for carrying out the induction training is usually shared between managers, supervisors and human resources.

It is crucial that all new workers are properly inducted to their new working environment and that they understand their rights and responsibilities in the workplace. This can ultimately help to reduce potential industrial disputes, improve understanding and communication between management and workers and promote higher productivity for the enterprise

3. Objective of this assignment

The objective of the current *assignment* is to develop the capacity of MGMA to offer services to its members to improve their capacity in providing successful induction training to their workforce. This assignment will therefore aim to produce a complete induction tool kit (training of trainers' package for factory HR managers) which will be used by MGMA master trainers to train factory-level human resources managers on how to conduct induction awareness sessions for their own work force.

The specific objective of *the induction toolkit* is to provide step by step guidance to HR managers on how to deliver an induction training to a young, and relatively inexperienced workforce with limited knowledge of industrial relations dynamics, of the labour law and their rights and responsibilities at work.

4. Intended audience for the outputs of this assignment

The *ultimate* intended audience of the tool kit are the HR managers of the factories, members of MGMA.

The *intermediate* audience for the training kit are the master trainers of MGMA.

5. Outputs

With possible adjustments stemming from exchanges between the ILO-GIP, ILO-CTEMP and MGMA, expected specific outputs of this assignment include:

1. Final induction training kit course outline, including indicative content to be developed (see section 6 below).
2. Draft induction training kit (based on the information provided in section 6 below).
3. Delivery of training of *a maximum* of three day training of trainers programme, in Yangon (date to be confirmed)
4. Final training kit, including the potential adjustments stemming from the training of trainers programme.

6. Methodology

The final selection of modules, training course outline, training content, methodology and assessment for this training programme will be discussed between the ILO and the selected consultant/service provider.

6.1 Training content

At this point in time, it is safe to request that the above mentioned induction training kit should be based on the Myanmar labour law, and, make reference to the ILO international labour standards,

especially when the local legislation appears to be under the internationally recognized labour standards.

The induction training kit will at least include the below topics:

Basic information

1. Introduction to working in the Myanmar garment industry
2. Short company synopsis (template slide to be filled in by the responsible of induction training at company level), including explanation on the resources and people within the organisation, organizational chart, services and products
3. General working conditions including role, responsibilities, work priorities, work rules
4. Contracts and human resources (including resignation and termination procedures)
5. Compensation including payment methods
6. Working time and leave (clear explanation on different type of leaves), who to contact if unable to come into work for any reason
7. Basics of occupational safety and health including first aid resources, reporting of accidents, evacuation procedures
8. Effective communication, dispute prevention and resolution
9. The role of the workplace coordinating committee
10. The role of trade unions

International labour standards and fundamental rights

11. Freedom of association and collective bargaining
12. Non-discrimination and promotion of an inclusive workplace culture
13. Child Labour
14. Forced Labour

Additional information

15. Career prospects in the Myanmar garment industry
16. Insight into the social aspects of the organisation
17. Guidelines on how to conduct the tour of the facilities and introduction to direct supervisor

In order to facilitate the work of factory-level human resource managers, the training kit will at least contain:

- Session plans for HR managers
- PowerPoint slides for HR managers
- Detailed activities for participants to be used during the induction training (including icebreakers, etc)
- Material needed by the HR managers during the training and
- Participants work book/handouts
- Supplementary background material for the trainers

The content of the induction training kit should also incorporate, where appropriate, transversal considerations about trust building, effective communication, managing across culture, etc.

Importantly, the induction training kit will be adapted to the specific context of the Myanmar garment industry and the Myanmar labour legislation and refrain from being general in the examples it provides.

The final content of the induction training kit will be of the responsibility of the ILO-GIP and ILO ACTEMP.

6.2 Training approaches

The training kit should be developed using adult-centred, innovative (where appropriate, role plays, simulations, market place) and otherwise participatory methodologies bearing in mind the possible modest level of prior education of the audience, possible different cultural background of the workforce, the limited knowledge of industrial relations processes, etc.

6.3 Training format

Ideally the content of the induction training kit should not last more than **one day**.

The induction training kit should be modular allowing for maximal flexibility while delivering it at the factory level.

The training of trainer sessions should not last more than three days.

6.4 Final training kit format

For the purpose of replication, the consultant/service provider will hand over to the ILO-GIP and ILO ACTEMP an induction training kit which will at least contain:

- Session plans for HR managers
- PowerPoint slides for HR managers
- Detailed activities for participants to be used during the induction training (including icebreakers, etc)
- Material needed by the HR managers during the training and
- Participants work book/handouts
- Supplementary background material for the trainers

6.5 Training target group

The training kit is to be thought, mostly, at the factory level and target new factory recruits. Those will have varying level of education, may or may not know how to read and write, may come from different cultural background, may or may not share a common language, may have varying exposure to sound workplace industrial relations.

6.6 Language

The training kit should be developed in English. It will be the responsibility of the ILO-GIP to translate the material in Myanmar language.

The training of trainer will take place in English and the ILO will provide simultaneous or consecutive interpretation as needed.

7. Consultant/Service provider's indicative tasks

- Assign a task manager as the single point of contact for the purpose of this assignment

- Be and remain familiar with Myanmar legislations relevant to establishing sound social dialogue
- Be familiar and refer to ILO standards and new jurisprudence on social dialogue
- Develop/adapt training material appropriate for the specified audience and on induction training for garment workers
- Ensure the logical sequencing and internal logic of every elements of the induction training kit
- Prepare and conduct a training of trainers using the developed training material with a group of pre-selected trainers
- Hire staff/collaborators as appropriate and ensure fluid communication between all involved
- Ensure regular communication/coordination between ILO-GIP and ILO ACTEMP hired staff and all other relevant individual involved in this assignment.

8. ILO Yangon Liaison Office's indicative tasks

- Assign a task manager as the single point of contact for the purpose of this assignment
- Provide the consultant/service provider with access to ILO information as needed for the purpose of this assignment
- Facilitate contact with relevant informants
- Provide timely input on the training content and methodology
- Organize the training of trainer session.

9. Location

The consultant/service provider can work from his or her preferred location. A preference will be given for consultant based in Yangon/Myanmar.

The training of trainers will be held in Yangon where the service provider is expected to be

10. Duration

This assignment will start on **1 February 2019** and will be completed no later than **15 May 2019**.

Pursuant to an arrangement between the consultant and the ILO Office in Yangon, this assignment may be extended if, for unforeseeable circumstances, the deliverables planned above could not be achieved during the initially planned schedule.

11. Payment schedule

The ILO estimates that this assignment to take a maximum of 25 days.

The service provider will be paid upon satisfactory completion of deliverables and upon receipt of an invoice.

Payment will be divided into two

- A first 50 per cent will be paid upon satisfactory completion of output 2 (Draft induction training kit)
- A final 50 per cent will be paid on satisfactory completion of output 4 (final induction training kit)

12. Reporting line

The consultant/service provider will be working under the direct supervision of Ms Catherine Vaillancourt-Laflamme, Chief Technical Advisor for the ILO-GIP project, based in Yangon and Mr Paolo Salvai, Chief technical advisor for the ILO-CTEMP project. Ultimately, the consultant will be accountable to Mr Rory Mungoven, Director, ILO Yangon Liaison Office.

13. Qualification/areas of expertise required by the consultant/service provider

Education: Advanced university degree in industrial relations, labour law, economics, management, social science or equivalent experience.

Experience: At least five years of professional experience at the national level and at least two years of experience at the international level. Experience in working on the garment sector. Experience in designing adult training material on relevant topics. Experience in delivery training sessions, training of trainers sessions on induction for new workers, industrial relations related matters. Knowledge of the Myanmar legal and political contexts. Additionally, experience pertaining to international labour standards, labour issues such as workplace cooperation, discrimination, compensation, contract, occupational health and safety at work, and gender issues.

Skills: Proficiency in using online habitual software programmes and web tools. The consultant should be proficient in using at least the Word application (style sheet, references, etc). Ability to deliver training of trainers sessions.

Languages: Proficiency in English. Knowledge of Myanmar language is also essential.

Competencies: Ability to design training material. Ability to prepare high quality, technically sound material. Strong understanding of the economic, social, and cultural context in Myanmar. Good knowledge of government institutions Myanmar. Understanding of globalization and garment production value chain. Ability to analyse and interpret data on a range of technical themes, and Strong communication/interpersonal skills, organisational capacities, and team working capabilities.

14. Intellectual property rights

As a general rule, the ILO will maintain the rights to the intellectual property rights of the material produced.

15. How to submit your application

Please send a maximum three page statement addressing your claims against the required education, qualification, experience, skills, language and competencies (see above, section 13). The ILO will not be in a position to assess your submission without such statement.

Also please include an estimate of the cost to meet the deliver this assignment

Only short listed applicants/service providers will be contacted.

Applications should be sent to mont@ilo.org

Closing date for application is Thursday 7 February 2019, at 17h