



Terms of Reference Productivity, HR and Compliance Specialists

General Background

The Business Innovation Facility (BIF) is a 5-year initiative funded by the UK Department for International Development (DFID) implemented in Myanmar, Malawi and Nigeria.

BIF employs a 'Market Systems Approach' - aiming for large scale, inclusive and sustainable economic impact by catalysing change in overall markets rather than targeting individual operators within that market. BIF looks to support commercially viable pro-poor market innovations that will enhance economic growth, create wealth, and reduce poverty.

To do so, BIF partners with companies that are operating in selected markets and have the potential to benefit a large number of poor people. BIF supports these companies, typically with high quality consultancy services, to develop innovative and inclusive business models and disseminates the benefits of these innovations. Ultimately, BIF aims to improve access to economic opportunities for poor people, so that they may engage in markets as employees, producers or consumers.

In Myanmar, BIF focuses its work on three sectors: garment, tourism and bamboo. Further information can be found at bifprogramme.org.

Specific Background

During market analysis, BIF identified a lack of skills and training in productivity, Human Resources (HR) and management as major constraints to the improvement of worker welfare and wages in the garment industry. Addressing this key constraint was identified as a priority, which led BIF to design its flagship intervention on productivity and HR upgrading support to selected factories, in order to develop a business case around the commercial link between better worker welfare and improved productivity and profitability.

BIF provided Productivity and Human Resource (HR) management training to 13 factories and evaluated the impact of the training to strengthen the business case between productivity, profit and worker welfare. It is anticipated that the business case BIF develops will stimulate the demand for productivity and HR consultancy services.

BIF subsequently expanded its work to stimulate the demand and provision of HR/management and productivity skills, by equipping local companies to provide training and consulting services to the Myanmar garment industry in the local language at an affordable price. The activity was designed to bring sustainable change at scale in the industry by introducing international best practices and develop the capacity of local factory service providers (FSPs). We are now looking to support these companies with all the skills to deliver training to factories/institutions/training centres independently to enable improvements in worker welfare beyond BIF's lifetime.

Scope of Work

This ToR is for a consultancy to provide technical assistance to the three companies identified and supported by BIF to date. Now that the companies have started to service factories and institutional clients, this piece of work covers company specific activities in line with their business development and delivery priorities. This activity will continue to directly support the development of new consultancy skills and capabilities in the market through the development of these local companies.

It is anticipated that two – three consultants will be required to deliver the work.

The Consultant(s) will work with the BIF Garment Market Manager to support the three companies to:

- Conduct preparatory sessions (including revision of previous topics) with FSP team members, depending on the nature of the training services that they have been contracted to deliver.
- Provide coaching, co-delivery and background support to FSPs for the factories receiving training to demonstrate best practice and achieve improved productivity, HR and worker welfare outcomes for the clients.
- Develop new curricula for consultancy skills training for FSPs: topics on 5s, Kaizen, Ergonomics in Workplace Design, Basic Labour Rights and compliance.
- Join discussions and meetings with the training centres and clients, and also provide TA support in extending the existing training contents and modules
- Support the FSPs to deliver quality training and obtain follow up data from their clients to measure KPIs. Include this data in follow-up reports to BIF.
- Conduct meetings with each FSP to review/develop and provide inputs into their current business and marketing plan to make their business sustainable in the garment sector, and integrate the relevant elements of the BIF business case on the link between productivity, profitability and worker welfare into these marketing materials.
- Work with FSPs to develop case studies based on their previous work.
- Provide support in disseminating the BIF-produced business case on the link between productivity, HR and worker welfare, through supporting BIF to deliver one day of HR training as part of BIF's business case dissemination events taking place in Pathein, Hpa-Ann and Mandalay / Kyaukse / Meikhtila.

Deliverables to be supplied

The deliverables to be supplied by the Consultant(s) are as follows:

1. A six-month workplan including in-country inputs (by 8th February 2019)
2. Develop new curricula and associated training materials on 5s, Kaizen, Ergonomics in Workplace Design, Basic Labour Rights and compliance and for FSPs (by 30th March 2019).
3. Develop marketing materials for three FSPs focusing on the new curricula (by 30th March 2019).
4. Conduct one day HR training with FSPs in Pathein, Pha-Ann and Mandalay / Kyaukse / Meikhtila (by 30th April 2019).
5. Develop case studies for the FSPs' work with 6 factories (by 30th April 2019).
6. Support with the co-delivery of the FSPs training packages (approximately 5) (by 31st May 2019).
7. Acquire at least 6 new garment factories to deliver one group training programme, and conduct the group training with FSPs (by 31st May 2019).
8. Produce a learning document for the public and private sector to share lessons learned from the training (draft by 15th June 2019, final version by 30th June 2019).
9. Monthly fact sheets and progress reports for each FSP and their client factories, including data gathered against the worker welfare KPIs agreed with BIF, to be submitted by the 8th working day of each month from March 2019 (8th March, 8th April, 8th May and 8th June 2019)

10. Final report on work in a template to be agreed with BIF (draft by 8th July 2019 and final version by 22nd July 2019).

Reporting

The Consultant will report directly to the BIF Team Leader and/or any staff designated by him.

Timetable and duration

This assignment is for up to 92 days of work to be delivered between 4th Feb 2019 and 22nd July 2019.

Location

This assignment will mainly take place in Yangon, Myanmar with some remote work possible.

Skills / experience

- Industrial Engineering background or equivalent.
- At least 10 years' experience in the garment industry.
- At least 5 years' training experience in garment productivity, ideally in a factory context.
- Expertise in garment production.
- Experience in garment factory human resource management a plus.
- Excellent communication and presentation skills and ability to liaise with companies and factories.
- Good interpersonal skills and reporting skills.
- Critical thinking and culture of honest enquiry to assess trainees and companies and make any necessary adjustments to the delivery.

Application Process

Interested persons / companies are requested to send a professional CV / company profile (maximum 3 pages), and a cover letter by email addressed to Sebastien Moineau (BIF Myanmar Team Leader) at sebastien@moineau.co.uk and copying Deborah Barnes (BIF Myanmar Deputy Programme Manager) at deborah.j.barnes@pwc.com, and Htu Tint Nanda (Phoenix) (Garment Market Manager) at phoenix.bif.18@gmail.com by 25th January 2019. Only suitable candidates will be invited for interview.

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