Terms of Reference

For

Consultancy for the Development and Delivery of Gamified Digital Training on Future-Ready Skills in RMG Factories

1. INTRODUCTION

1.1 ABOUT SWISSCONTACT

Swisscontact, Swiss Foundation for Technical Cooperation, is headquartered in Zurich and was founded in 1959 by leading figures from the Swiss private sector and Swiss universities. It is exclusively involved in international cooperation and, since 1961, has carried out its own and mandated projects. A part of the organisation, Swisscontact Bangladesh, is registered as an international non-governmental organisation (INGO) under the NGO Affairs Bureau, Government of the People's Republic of Bangladesh, carrying out diverse projects across sectors such as Ready-Made Garments (RMG), Agriculture, Health, Water and Sanitation, Light Engineering, and Financial Inclusion.

1.2 ABOUT PROGRESS

The Promoting Green Growth in the Ready-Made Garments Sector through Skills (PROGRESS) is funded by the Embassy of Sweden and the Embassy of Switzerland in Bangladesh and implemented by Swisscontact. The project supports the RMG sector to advance in the green transition by building its resilience and competitiveness.

The PROGRESS project drives sustainable growth in the RMG sector through a market-driven approach. The project has two components.

- **The first component, Skills & Productivity**, aims to improve the technical skills and productivity of RMG workers. Under this component, with support from the project, the Consultancy Service Providers (CSPs)[1] develop the skills of the workers in areas like low performance, zero defect, women leadership, etc., which make them more competent and productive. Besides, the project supports the factories in developing an in-house training system to ensure the sustainability of these initiatives.
- **The second component, Environment & Social Compliance,** supports factories in their journey of decarbonisation. The CSPs, with support from the project, assess the factories' status of carbon emissions at baseline and help them develop tailored pathways to reach

[1] Consultancy service providers (CSPs) are reputed national/international commercial consultancy firms that have certain expertise to implement interventions in partner factories for PROGRESS. They have legal, technical and financially binding contracts with the project. Beyond project, they are expected to provide similar services to the factories in exchange of service fees.

net-zero emissions, while also promoting sustainability reporting. PROGRESS facilitates partnership between CSPs and factories to deliver commercially viable solutions.

The project's ultimate objective is to improve the job competitiveness of low-skilled industrial workers (including women), especially in the RMG supply chain.[2]

1.3 BACKGROUND FOR THE ASSIGNMENT

The RMG sector employs over four million workers, the majority of whom are women, and generates more than 80% of national export earnings. Many workers, particularly women, face increasing job insecurity and limited opportunities for professional advancement and career growth as the sector shifts towards semi-automated digital systems. This undermines workers' livelihoods and the sector's ability to achieve a stable, inclusive transition. Workers often have limited access to digital technologies, automation processes and emerging production practices, making it difficult for them to keep pace with evolving factory requirements.

Traditional training approaches do not adequately address the digital and automation-related skills required in factory operations, resulting in persistent knowledge gaps. Addressing these constraints requires a training approach that is digitalised, adaptive, women-friendly, and sustainable, embedded in workers' regular shop-floor practices. Platform-based gamified learning has been used globally to overcome literacy barriers, improve knowledge retention, and sustain worker engagement. Building on this approach, PROGRESS seeks to collaborate with service provider(s) to contribute to a structurally transformed RMG sector in Bangladesh, where workforce capability is fully integrated into industrial competitiveness and sustainability.

1.4 ABOUT THE INTERVENTION

The initiative positions workforce development as the central enabler of an inclusive transition in Bangladesh's RMG sector, safeguarding women garment workers from displacement as factories adopt automation, digitalisation, and resource-efficient production. To achieve this, the initiative will modernise training content to reflect automation readiness and digital operations, equipping workers and management to navigate digital interfaces and emerging technologies so that technological progress supports job security and career progression rather than displacement. Gamified, interactive digital learning will make technical concepts more accessible, overcome literacy barriers, and enable self-paced mastery, strengthening women workers' technical agency and confidence.

The initiative will also build factory-level capacity to sustain and adapt training internally, linking learning to factory-floor practices and supporting the institutionalisation of digital learning systems. This will enable factories to improve job retention systematically while creating clearer pathways for workers to progress into higher-value, future-oriented roles. By embedding workforce development into factory systems and practices, skills development can become an integral part of both workforce retention and long-term industrial competitiveness. Ultimately, the initiative aims to strengthen the

[2] The RMG supply chain encompasses all actors involved in the process of garments manufacturing including but not limited to textile processors, accessory and trims manufacturers, garment factories, recycle or waste processors.

capabilities, agency, and progression pathways of women workers, creating a workforce that is digitally literate and adaptable to evolving industry demands. In doing so, it facilitates productivity gains, stable employment, and social equity, contributing to a more competitive and resilient RMG sector.

2. OBJECTIVE OF THE ASSIGNMENT

This assignment aims to develop and implement a gamified digital learning system that equips workers in Bangladesh's RMG sector with future-ready digital and technical skills to adapt to the sector's transition toward automation, digitalisation, and resource-efficient production. The service provider(s) will focus on developing, reviewing, and validating factory-relevant training content and translating it into accessible, interactive, and engaging digital learning solutions that respond to workers' learning needs and factory-floor realities.

By leveraging proven gamification methodologies, digital learning approaches, and practical understanding of RMG production areas, the assignment aims to overcome literacy and engagement barriers, strengthen workforce capabilities and adaptability, and promote sustained learning and skills application at factory level. The service provider(s) will also support the development of a replicable and sustainable learning model that strengthens factory capacity to integrate digital learning into existing workforce development systems and supports career progression, employment continuity, and inclusive workforce development. The proposed interventions will contribute to the broader goals of industrial competitiveness, workforce inclusion, and sustainable economic development in Bangladesh's RMG sector.

3. SCOPE OF THE ASSIGNMENT

The selected service provider(s) will support factories across the RMG supply chain in implementing initiatives under the following activity areas. Both individual organisations and consortia of organisations with complementary expertise are eligible to apply.



Applicants are required to apply for one or more activity areas by submitting a single technical proposal, based on their relevant expertise, proposed approach, and organisational capacity.

a) Content Development

- Develop and/or update training content to align with emerging skills needs in automation, digital production systems, and future-ready, resource-efficient manufacturing.
- Support in organising a stakeholder validation workshop, gathering feedback from relevant stakeholders, and refining the developed content accordingly.

- Adapt technical content into worker-friendly formats that consider the varying literacy levels and learning capacities of women garment workers, incorporating feedback and validation from the PROGRESS team.
- Develop structured career pathways around the developed content, outlining targeted skills, career progression routes, and indicative timelines for women workers, management staff, and other relevant participants.
- Incorporate practical factory-floor scenarios, problem-solving exercises and real-life operational examples to strengthen the application of learning.

b) Gamification of Learning Contents

- Translate validated training content into interactive, gamified digital learning modules that enhance engagement, retention, and knowledge application.
- Design visually engaging and user-friendly learning materials that overcome literacy barriers and support self-paced learning, accessible through tablet-based and mobile-enabled platforms suitable for factory-level implementation.
- Integrate game-based features such as quizzes, challenges, rewards, and performance tracking to encourage participation and completion.
- Incorporate real-time dashboards, analytics, and assessment features, including competency assessments, to measure knowledge acquisition, skill progression, and learning outcomes throughout the training journey.
- Deploy and manage gamified learning modules through a Learning Management System (LMS) or equivalent digital platform, enabling content delivery, learner enrolment, progress tracking, assessments, and reporting.
- Set up learner accounts, manage enrolment, and provide login credentials to ensure seamless access to digital learning modules.
- Test and refine gamified modules based on user feedback and implementation experience to improve effectiveness and learner engagement.

c) Factory-level Delivery

- Onboard and orient partner factories to the digital learning initiative, including implementation planning and agreement on roles, responsibilities and participation commitments.
- Deploy the digital learning platform across partner factories through individual worker accounts and factory-based shared-device models.
- Facilitate on-the-job and classroom-based micro-learning sessions that integrate into existing factory operations with minimal production disruption.
- Build the capacity of supervisors, women workers and factory training focal persons to act as digital learning facilitators and coaches.
- Provide technical and implementation backstopping to support learner participation, module completion, and sustained engagement throughout the learning journey.

- Monitor participation and learning progress through real-time dashboards and analytics to track course completion, assessment outcomes, competency development and career progression.
- Develop and agree a cost-sharing model with partner factories, defining expected cash and/or in-kind factory contributions and measures to sustain digital learning beyond the project period.
- Measure and report the return on investment (ROI) of the digital learning initiative for partner factories, using agreed key metrics and targets.
- Capture implementation lessons and good practices to support scale-up and wider adoption across the RMG sector.

Table 1: Summary of proposal guidelines by activity area

Technical Proposal Guidelines	
Activity Area 1: Content Development and Validation	• Outline the specific modules/content areas proposed, along with the approach for reviewing, adapting, and developing future-ready competency content aligned with evolving factory needs. • It is recommended to include relevant existing sample content or references for this activity area. • It is recommended to outline clear career pathways and progression timelines for both workers and management.
Activity Area 2: Gamification and Digitalisation of Learning Content	• Describe the methodology for transforming learning content into interactive, tablet-based and mobile-enabled gamified modules that improve engagement and address literacy barriers. • Provide clarity on the Learning Management System (LMS) or equivalent platform to host gamified modules, including the user journey, and a systematic framework for user testing, feedback collection, and continuous content refinement. • Outline the monitoring framework, dashboard features, KPIs, and reporting mechanisms for tracking participation, completion, and competency progression.
Activity Area 3: Factory-Level Delivery and Implementation	• Provide details on the training delivery approach, including factory onboarding, and implementation across participating factories. • Provide clarity on the cost-sharing model, including expected cash and/or in-kind contributions from factories and measures to ensure sustainability. • Describe the proposed ROI measurement approach, including key metrics, targets, and reporting methodology. • Provide details on the backstopping mechanism for the supervisors, women workers, and factory training focal points as digital facilitators.
Financial Proposal Guidelines	
Submit one consolidated financial proposal, clearly detailing the relevant cost components under each activity area applied for associated with the proposed services and deliverables (in BDT).	

4. GEOGRAPHICAL LOCATION

The assignment will cover four key RMG hubs in Bangladesh: Dhaka, Gazipur, Narayanganj, and Chattogram.

5. DURATION OF THE ASSIGNMENT

The assignment is expected to run from the date of contract signing to June 2027, subject to mutual agreement between both parties.

6. DOCUMENTS REQUIRED FOR SUBMISSION

All bidding service providers are required to submit the following:

- A technical proposal elaborating the understanding of the assignment, proposed methodology, assessment tools, timeline (activity plan), key staff profiles, roles, and individual time to be spent on the assignment, together with the proposal guidelines set out in Table 1 for each activity area applied for.
- A separate financial proposal setting out a detailed budget for the assignment (in BDT).
- A summary of relevant services provided during the last 3 years.
- CVs of the key personnel who will be involved in the assignment.
- A list of the existing clientele of the organisation.
- It is mandatory for the bidding organisations to submit documentary evidence demonstrating their legal, taxation, and financial status. This includes:
  - A certificate of incorporation (for individual companies, a trade licence) and other registration-related documents (e.g., registration with relevant government entities or the NGO Affairs Bureau).
  - An organisational organogram of key personnel, including the names of such personnel.
  - Tax identification number (TIN).
  - VAT registration number.
  - PSR (Proof of Submission of the latest Return)
  - A signed statement certifying that all information contained within the proposal is correct and true.

7. SELECTION CRITERIA

All interested service providers are requested to submit relevant existing sample content or references for each activity area for which they are applying, as evidence of their technical expertise, experience, and delivery capability.

The following selection criteria are generally applicable for the evaluation of the potential service provider(s):

Table 2: Selection Criteria

SL.	Selection criteria	Points
1.	**Technical Proposal**	**70**
1.1	***Understanding of the assignment***	***10***
1.2	***Quality of the proposed methodology and tools***	***20***
1.3	***Relevant experience in the RMG sector in Bangladesh***	***20***
1.4	***Quality of the human resources dedicated to the assignment***	***20***
2.	**Financial Proposal**	**20**
3.	**Interview with the Shortlisted Applicants**	**10**

For the implementation of this assignment, PROGRESS may engage one or more service providers to deliver the required interventions based on their specific expertise, proposed approaches, and capacities.

8. REPORTING

The selected service provider(s) will report directly to the PROGRESS Team Leader and collaborate closely with the PROGRESS Programme team, providing regular updates. Additionally, the service provider(s) are expected to maintain seamless communication with team members to ensure timely execution of project tasks and adherence to strategic objectives.

9. SUBMISSION OF PROPOSALS

Interested applicants must submit their technical and financial proposal separately via email to ***bd.progress@swisscontact.org*** by 14 November 2026. The email subject line must state: **"Technical and Financial Proposal for Development and Delivery of Gamified Digital Training on Future-Ready Skills in RMG Factories"**. In addition to the email submission, a hard copy of the technical and financial proposal separately should be delivered to the following address by the same deadline:

Swisscontact Bangladesh Office
House 28, Road 43, Gulshan-2, Dhaka 1212, Bangladesh

Late or incomplete submissions will not be considered. Swisscontact reserves the right to accept or reject any application, in part or full, or cancel the entire procurement process without assigning any reason whatsoever. Submission of an application does not guarantee the award of the contract.