
**Project name: Initiative for Global Solidarity (IGS)
Project No.: 21.2208.3-004.00**

Effective Communication for Complaint Management

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I. General information

1. Brief information on the project

The [Initiative for Global Solidarity \(IGS\)](#) is a German development cooperation project, acting on behalf of BMZ and implemented by GIZ. The IGS addresses purchasing and manufacturing companies to collaborate as partners, share their responsibility for complying with labour and environmental due diligence obligations, and increasingly exercise this responsibility. This way, they contribute to greater sustainability and resilience of supply chains. The IGS supports manufacturing and purchasing companies by advising them, networking them with each other and other stakeholders, and promoting industry-wide dialogue. Partner countries are Bangladesh, Vietnam, Cambodia and Serbia. The focus is on the textile and electronics/ automotive sectors.

2. Context

One of the key components of IGS project is to facilitate effective grievance mechanisms and access to remedies, ensuring they are accessible, transparent, and responsive to all stakeholders, including workers, and other potentially affected parties. This approach is integrated into IGS project activities including interventions and training sessions on various topics such as anti-sexual harassment at different levels, non-discrimination in business practices, strengthening operational grievance system and supporting supply chain (external) grievance mechanisms. This aims to ensure that due diligence approach is not only theoretical exercise but a practical tool that actively safeguards the rights-holders.

The success of grievance mechanisms at factory level largely depends on the skills and competence of the complaint handlers, who are at the front lines of grievance process and engage directly with affected workers and other stakeholders. Improved soft skills such as communication, empathy, active listening and trust-building are essential for these in-charged officers to facilitate effective grievance mechanisms. These skills enable handlers to create a safe and supportive environment where workers feel comfortable raising concerns and help ensure that the issues are addressed in a fair, transparent, and respectful manner.

During the implementation of IGS project activities on anti-sexual harassment and non-discrimination at enterprises, there has been a high demand for enhancing (soft) skills among factory employees responsible for handling complaints and concerns. Strengthening soft skills for officers in charge, in complement with the factory's structured grievance procedures, is an effective measure to reinforce communication and grievance structure at factory level. Recognizing this need, GIZ is looking for a service provider to work on the assignment in this aspect.

3. **GIZ shall hire a service provider** (*a consulting firm/ organization*) for the anticipated contract term, **as soon as possible to 31 March 2025.**

4. Services performed by the contractor:

The contractor is tasked with designing and delivering a series of sessions aimed at upskilling complaint handlers in the factories. The training will include both theoretical and practical components to ensure its application and effectiveness. Specifically, the contractor will deliver the following services:

(i) **Basic skills learning event (group learning)**

The contractor will develop a training framework through consultation process with involved parties and deliver training events aimed at fostering collaboration and building foundational skills to facilitate effective complaint mechanism within the factory. Key skills to be covered may

include active listening, empathy, effective communication, trust-building, and problem-solving. The training methods will consist of a blend of lectures, small-scale observations, and practical exercises, equipping participants with useful tools to handle complaints with greater sensitivity and efficiency. The participants will primarily be officers/ staff responsible for receiving workers' concerns, feedback and complaints from manufacturing companies.

(ii) Factory-based practices

The factory-based practices are designed to expand the application of essential skills learned in (i) to a broader group of staff/ workers who serve as first point of contact for workers' complaints within the factory. The contractor therefore should propose a suitable method to achieve this objective. This may involve facilitating and convening a series of factory-based learning groups and/or cross learning activities among selected factories, focusing on the skills learnt in training session (i) in various formats (e.g. class-room setting in the factory and virtual sessions). This approach enables learners to apply soft skills directly within the factory environment. By engaging in on-the-ground scenarios and exercises, learners can gradually refine their techniques for handling actual workplace complaints, ensuring their responses are both sensitive and effective. Additionally, the cross-learning and sharing sessions provide participants with the opportunities to exchange good practices, insights and experiences, promoting a more effective complaint management across different factories.

Location: Hochiminh City, Da Nang and/or Hanoi (tbc)

Language of deliverables: Vietnamese (for #2 and #3/ where applicable) and English for remaining deliverables

Milestones/ Deliverables	Date/ location	Criteria for acceptance
1. Consultation on training framework	25 Sep 2024	Quality assurance by GIZ
2. Group learning event: Delivery of 3 learning events	5 Nov 2024 <i>(2 in HCMC, 1 in Danang)</i>	Documents of learning events
3. Factory-based practices including a series of factory-based learning groups and cross-learning activities	28 Feb 2025 <i>(2 factories in the South, 1 in central region)</i>	Documentation and expert feedback on the process; hand-on materials for end users on the topics covered
4. Final report	31 March 2025	Report reflecting: - key outcomes of the process - learning experiences - stories of positive changes (where relevant)

II. Requirements on qualifications

1. Qualifications of proposed consultant(s)

- University education (master) in international development, communication, or related field.
- 13 years' experience as trainers and advising on facilitation and effective communication.

- Demonstrated experience in designing and delivering soft skills training programs, particularly in facilitating for open dialogues and two-way communications among different actors, conflict resolution, and trust-building.
- Ability to apply modern and interactive training methodologies, such as role-playing and simulations, coupled with robust evaluation tools to measure the effectiveness of the training and provide actionable feedback and support practical application of training concept.
- Being flexible in adjusting the program scope or delivery method to meet specific needs and constraints of the manufacturing facilities.

2. Qualification of the firm

- Valid business registration.
- Experience in designing and implementing impactful soft skills training programs focused on communication (preferably worker-employer communication & relationship development, dialogue facilitation), multi-stakeholder co-creation, organizational development or related field.

3. Costing

Per-diem and overnight accommodation allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (download at <https://www.bundesfinanzministerium.de>).

Fee days	Number of experts (up to)	Number of days (up to)	Comments
1. Outline and approach for the training	2	2	Max. 2 consultants
2. Delivery of 3 learning events (2 in HCMC, 1 in Danang)	2	12	
3. Factory based practices (2 in the South, 1 in central regions)	2	15	
4. Reporting	2	2	
Total		31	
Travel expenses	Total of days/nights/ways (up to)		Comments
• Per-diem allowance	2	20	
• Overnight allowance	2	14	
• Airport transfer	2	16	
• Car rental	N/A	N/A	
Flights	Number of experts (up to)	Number of flights per expert (up to)	Comments
• Domestic flights	2	2	HAN >< HCMC
	2	2	HAN >< DAD

- The contractor is responsible for proposing an individual or team of experts to deliver the required tasks. The locations in South and Central are not defined yet. Please calculate the assumption as South is HCM and Central is Danang for your logistic cost.
- **Calculate your financial proposal (excluding VAT) exactly in line with the quantitative requirements of the specification of inputs above.** There is no contractual right to use up the full days/ travel or workshops or budgets. The number of days/travel/workshops and the budgets will be contractually agreed as **maximum amounts**. The regulations on pricing are contained in the price schedule.

III. Requirements on the proposal

- **Document of firm:** company profile including business license + tax registration (if any)
- **CV of proposed expert(s):** in English language; CV submitted for each expert can have a maximum of four pages.
- **Technical and financial proposals:** in English. The financial proposal should include expected consultancy rate with number of working days, traveling costs for expert(s) to travel to the field as well as other costs (as in section 3 - Costing).

IV. Outsourced processing of personal data

Conform to the GIZ policies and regulations on Data protection. Insights of supply chain, respect to data security and handling commercial confidentiality professionally are absolute must-have. The course [Data protection Basics](#) or equivalent has to be completed as minimum requirement to support consultant to abide with Non-Disclose Agreement clause in GIZ contract. Personal data collected by GIZ may be entrusted to the contractor in order to fulfil the contract. The contractor is obliged to protect this data under the standards of the GDPR, in particular the Art. 44-50 GDPR. The contractor shall act as an independent data controller for the personal data that s/he processes in connection with the contract and shall comply with the applicable obligations under data protection legislation.

Independent data processing by service providers as defined under [Information sheet Independent data processing by service providers.pdf \(giz.de\)](#)