

Terms of Reference

Tender: This is a public tender, following the principles of transparency, equal treatment, and traceability. All applications will be evaluated according to the published criteria.

Assignment: These Terms of Reference define the scope of services to be provided under a consultancy contract to support the **mapping, onboarding and training of stakeholders in the footwear and leather industry in India to establish an effective grievance and remedy system.**

Location: Europe and India

Duration: A longtime assignment between August 2026 and September 2029

Tendering Organization: INKOTA-netzwerk e.V. (hereinafter abbreviated as INKOTA) has been working in development campaigning, public relations and educational work for more than 50 years. Critical dialogue and participation in multi-stakeholder initiatives, such as the Textiles Partnership, are part of the work. The same applies to the partnership in development projects in the Global South.

1. Background

The advertised service will be provided within the project “MAP for effective grievance and remedy in the global supply chain for footwear and leather goods through community-based worker resource centres” which is implemented between 01.10.2025 and 30.09.2029.

The project is jointly implemented by one Indian NGO and the lead organization INKOTA which is based in Germany.

Main donor is the German Federal Ministry for Economic Cooperation and Development (BMZ), whose current funding guidelines for the Civil Society Grant, effective as of January 1st, 2025, must be followed.

The overall objective of the project is to improve working conditions and health protection for employees in the footwear and leather industry in Uttar Pradesh and Tamil Nadu by establishing a functioning OECD-compliant grievance and remedy system within the value chains of German companies. For this purpose, the project aims to commit at least 7-10 companies (including purchasing companies as well as producers) to long-term cooperation in the Multi-Actors-Partnership (MAP) and to build up the necessary capacity among them to implement an effective complaints system. Through Workers Resource Centres (WRC) in selected factories, the project also directly supports workers in exercising their rights.

2. Objectives

In order to establish meaningful stakeholder engagement and to draw up a concrete work plan for the companies to follow, INKOTA is seeking for support in **facilitating peer learning and the exchange of expertise among relevant stakeholders of the Multi-Actors-Partnership**, especially on **UNGP+OECD-compliant grievance mechanism, grievance policies and procedures** of comparable initiatives and existing regional and local grievance channels. Moreover, support is needed when it

comes to **mapping at least four production sites in the two project regions**, examining the companies involved, the access to factories by civil society and other stakeholders as well as prioritization of identified risks to be addressed. It is expected that the contracted service provider will then also facilitate the **onboarding process** of new suppliers, by **raising awareness on human rights and grievance mechanisms** and introducing the principles and practices of factory-level social dialogue. This is following by a comprehensive support in creating **workplans and implementation measures**, as well as **building relevant capacities** at factory level for both, management staff and workers. Over the years, the contracted service provider will take part in various **dialogue formats**, among them several face-to-face events in Europe and India. The purpose is to **develop an exit strategy and consolidated structure**.

3. Scope of Work

- **Collaboration** in regular planning and discussion sessions (Core Group and Working Group) of the Multi-Actors-Partnership (in India and Europe)
- **Cross- and Peer learning** through workshops/trainings: MAP working group, board of experts, coordination with companies, dialogue formats

MAP Core Group	monthly virtual and 3 face-to-face
MAP Working Group	virtual 1x quarter and 2x face-to-face
Sounding Board of Experts	virtual once per year and one face-to-face meeting
Learning exchange and capacity development	2 dialogue forums, 2 working meetings, cross- and peer learning

- **Mapping of regions and factories:** The mapping will serve to focus on the following criteria:
 - a) companies involved (purchasing and manufacturing)
 - b) access to factories (including management and staff) by civil society and other stakeholders.
 Another criterion is the prioritisation of identified risks to be addressed. The results of the mapping form the basis for the development of the respective work plans in the MAP Working Group to establish meaningful stakeholder engagement (training, workshops, dialogue formats) and improve the grievance and remedy system (concept: training, briefing and onboarding of companies and producers). Mapping of issues at onboarded factories – based on factory list provided by brands/for factories onboarded by brands
- **MAP training programme and work plan** for meaningful stakeholder engagement activities

1 Mapping	2 Project regions in India - 1 Data collection, analysis, company participation (4 production sites) - Preparation for onboarding purchasing companies and producers
Support in creating work plans and implementation measures	10 work plans and implementation measures (purchasing companies and producers)
Capacity development	5 training modules 2 on-site training sessions at producers' facilities management

- **Dialogue and capacity building workshops** in accordance with the mapping-based work plan for establishing meaningful stakeholder engagement within transnational grievance and remedy systems, measures (including training and capacity development)

4 Onboarding processes Company + producer (factory)	Each 1 information webinar 3 onboarding sessions
5 Onboarding Training Courses	2 modules 1 Workers' rights and access to legal remedies 1 Social dialogue, MSE (in sub-groups)
5 training modules Company + producer (factory)	5 Producers, ca. 1.000 Workers
2 on-site Training Session	5 Producers, ca. 1.000 Workers

- **Contributing to stakeholder engagement and capacity development** through knowledge and learning sharing (including contribution to meaningful stakeholder engagement, dialog formats and events organised by INKOTA)

Bilateral dialogues with stakeholders in India and Europe	- Exchange of expertise, cross-learning and peer learning - Knowledge transfer and generating support
3 Dialogue Forums Cross- and Peer learning 2 x Europe 1 x India	Learning exchange and capacity development Meaningful Stakeholder Engagement (MSE) and UNGP + OECD-compliant systems for grievance and remedy

- **Collaboration in the consolidation and development of an exit strategy** for consolidation of structures for long-term impact (e.g. integration into existing institutions). Knowledge and insights gained from the measures (dialogue, cross- and peer learning, monitoring and evaluation) will be incorporated into the consolidation process and explore options for a sustainable structure and to develop an exit strategy during virtual working meetings starting in the first half of 2028, which will be set out in a jointly signed document (2029) defining the goals and rules of cooperation in a implemented sustainable structure.

4. Expected Deliverables and Reporting

- Contribution to the mapping report, the evaluation report and other regular activity/meeting reports and minutes
- Digital version of report (of each measure and training activity with objectives, target group, impact, participant list)
- FINAL REPORT (digital version narrative with link to the impact matrix and financial documentation in excel format)

5. Implementation Plan and Schedule

August 2026	Selection and Signing the contract First meetings and planning discussions
2026 - 2027	Facilitate onboarding of brands

	Map relevant factories Conduct onboarding trainings for onboarded brands
2027 - 2029	Organise supplier seminars Participate to stakeholder engagement & capacity building Participate in various dialogue formats Overall coordination
30.09.2029	Final Report and Hand-Over

6. Roles and Responsibilities

INKOTA and its partner in India:

- Project management, leading the project, supervise the activities and support the Consultancy in documenting the process
- Acquisition and management of funds, budget monitoring
- Contact with the donor, general reporting
- Establish the ecosystem of stakeholder's ad link to relevant stakeholders with a focus on leather
- Organising/coordination stakeholder capacity building events
- Raising awareness among workers through local Workers Resource Centres

Contracted Service Provider

a) With regard to brand facilitation - purchasing companies (Europe)

- Involving purchasing companies in the project and implementation in coordination with INKOTA
- Designing and monitoring the uniform implementation of the policy and methodology as well as the conformity of the complaint and remedy system
- Quality management of the activity package in connection with the entire project
- Participation in working meetings (MAP Working Group, Sounding Board) and dialogue formats
- Evaluation, content assessment, final report (finances and content)

b) With regard to Production sites – producers/factories (India)

- Involving producers and relevant stakeholders at the production sites in Tamil Nadu Uttar Pradesh (partly nationwide)
- is part of the trainer team (training and onboarding factory/producer and production sites); designs and coordinates team training and conducts it
- Coordinates and trains them; trainers, grievance handlers and researchers
- Designs and monitors the progress and implementation of activities in India in cooperation with the Indian NGO partner
- Participation in regular working meetings (MAP Core Group, MAP Working Group, dialogue formats)
- Quality management of implementation in India together with Indian partners, as well as evaluation and reporting with local partners and Workers Resource Centres

7. Legal Framework, Contractual basis and Fee

- A contract is concluded under German law.
- Consultancy rate per day basis, including PIT
- Payment is due upon submission of a proper invoice and proof of related expenses through valid receipts, that are in line with the previously agreed expense items and meet the requirements of German public funding, as outlined in the BMZ-Funding guidelines for the Civil Society Grant, effective as of January 1st, 2025.
- The payment currency is EUR, even though some expenditure will be made by the contractor in INR. The conversion is based on the current daily exchange rate, published by the European Central bank. Payments are to be made by bank transfer.
- Travel Expenses related to the above-mentioned duties will be covered by the project, based on the German Federal Travel Expenses Act.

8. Requirements

- Comprehensive expertise on human rights due diligence (HRDD) and existing regulations for responsible supply chains
- Thorough knowledge of and practical experience with one or more functioning OECD-compliant grievance and remedy systems within the value chains of German companies.
- In particular, for the trainings, hands-on knowledge of UNGP & OECD-compliant grievance mechanisms, grievance policies and procedures.
- A firm grounding in multi-stakeholder governance and strong local networks especially in India.
- Large circle of like-minded organisations for cooperation
- expertise in meaningful stakeholder engagement (MSE) and the due diligence process, especially for inclusive grievance and remedy systems
- An international platform and reliable connections with global brands, producers and trade associations
- A track record in committing companies (including purchasing companies as well as producers) to long-term cooperation.
- A strong contextual understanding of the producing countries and local working realities
- Expertise in risk and needs analysis within country teams
- Experience with mapping, examining/assessing and onboarding production sites, including experience in raising awareness among workers and management regarding human rights and grievance mechanisms.
- Expertise in capacity building tailored to the needs at factory level, especially for producers on HRDD principles and practices
- Knowledge and skills in supporting workers in exercising their rights.
- A track record in facilitating peer learning and the exchange of expertise among relevant stakeholders of multi-stakeholder settings.
- A vision and a track record on how to connect production country stakeholders (factories, workers, unions) to German and international garment brands, and vice-versa.

9. Monitoring and Evaluation

A joint work plan and monitoring framework will be developed by the beginning of the project, while concrete indicators to measure impact and sustainability are already set out in the project application. In the final project year, an external evaluation will take place.

10. Confidentiality, Data Management and Ownership

All partners commit to complying with data protection regulations and treating sensitive information confidentially. For the purposes of external communication, we set up a joint communication plan.

All data collected and products created within the scope of the contract become the property of INKOTA, unless explicitly agreed otherwise.

11. Call for Proposals / Application Procedure and Selection

Interested candidates are invited to send their application by email in English consisting of a technical and financial offer to: offers@inkota.de

The selection and commission of the consultancy is based on the following criteria:

- Technical and methodological qualifications 15%
- Relevant network 30%
- Strategic Approach 25%
- Former experience 20%
- Price 10%

Deadline for applications: 31.07.2026