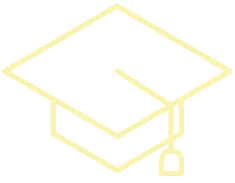


On-the-job Training

**YOUNG PROFESSIONALS LEARN
ABOUT SUSTAINABILITY
MANAGEMENT AT BIM**

**WOMEN AND YOUTH LEADERS
ENGAGE IN CAPACITY DEVELOPMENT
WITH FES AND ILO**

**INDUSTRY AND ACADEMIA
COLLABORATION TO INCREASE
EFFICIENCY AND WELL-BEING WITH
TU DRESDEN & BGMEA**



IMPLEMENTATION

Under this output of the "Higher Education and Leadership Development for Sustainable Textiles in Bangladesh (HELD)" commissioned for the period 2021-24, several stakeholders are engaged in providing on-the-job training to develop the knowledge and expertise of working professionals and executives in various areas. To reach young professionals across various levels of activities and operations in the industry, a Financing Agreement and 3 Grant Agreements were signed by GIZ and each of the stakeholders with BIM, FES, TUD and ILO respectively.

An analysis of industry and academia gap was carried out engaging with various experts which resulted in the development of a short course certification at BIM introducing the first ever sustainability management course to be offered by an institution and also to establish the first digital learning space, a technologically equipped classroom that make the courses accessible to professionals across the world.

The collaboration between TU Dresden and BGMEA under the **Inno-Lead@Work** research project focused on 3 areas: The CIOESH Study, the Training Study and the Dhaka Innovation Study (DIS) where the project explores how innovation, health, and sustainability can be promoted through the work of an innovation center.

Finally, the two stakeholders FES and ILO focused their efforts to engage with trade union leaders to expand their knowledge on various subjects. Through the Academy of Work (AoW) at FES, unionists attended a 3-month residential programme covering 17 topics learning about global issues, building stronger organisations etc. Similarly, through the efforts of ILO, over 100 unionists have gotten to engage in trainings to equip them to spread information and engage on topics at a deeper level.





KEY RESULTS

Course Enhancement:

5 new modules developed on Sustainability Management and offered as a professional certification course at BIM

Industry executive engagement:

More than 500 young professionals benefit from the new modules at BIM

Trade Union empowerment:

Over 100 trade union leaders receive ToT on various modules and topics to spread knowledge beyond federations at enterprise level.

Innovation:

Multi-module training covering 5 topics for BGMEA Innovation centre to upskill middle and top management.

Research focus:

1 multi-level longitudinal study (DIS) to investigate well-being, resilience, innovation, and related constructs of entrepreneurs of the Bangladesh RMG industry and their employees. 3 case studies being developed reflecting the experience of youth and women trade union leaders.

Extra Leverage:

1 Blended Learning Studio at BIM, a hybrid classroom to engage with students beyond Dhaka across the globe.

TIMEFRAME

2021

- MoU signed between, BGMEA, Technische Universität Dresden (TUD), and GIZ
- Grant Agreement signed with Friedrich Ebert Stiftung (FES)

2022

- FES carries out 2 batches of training programme with 38% women participation
- Grant Agreement between TU Dresden and GIZ signed on '**Fostering Innovation, Performance and Resilience through Leadership & Modern Work Design (Inno-Lead@Work project)**'
- Interviews take place under '**Inno-Lead@Work**' project to analyse the prevailing status, (training) needs, opportunities, level of innovation, error management culture, and diversity of the Bangladesh RMG industry.
- Financing Agreement between BIM and GIZ signed on Implementation of Training on '**Sustainability Management**' and Development of Action Plan (Sus-Plan)

2023

BIM

- 3 Workshops conducted with professionals from various industries
- 5 modules on Sustainability Management are developed
- 7 batches of trainings takes place

FES

- 3rd batch of training programme with 60% female participation
- 3 social dialogue events covering topics under OSH, grievance handling and executive AoW with unionists from various federations and industry.

ILO

- Grant Agreement signed between ILO and GIZ on '**Support for effective and inclusive trade unions in Bangladesh**'
- Workers' Resource center (WRC) and Bangladesh Institute of Labour Studies (BILS) identified as implementing partners

TUD & BGMEA

- Interview Study and Delphi Study qualitative interviews with several participants from factory management and industry experts takes place and the results presented
- Pilot for Dhaka Innovation Study (DIS) takes place
- Results for DIS presented at Promotion event with top level management from textile industry
- In-person pilot training sessions conducted with mid-level factory management
- Benchmarking-Reports for pilot DIS participants

2024

BIM

- An additional 17 batches of training sessions conducted reaching a total of **592** young professionals trained in Sustainability Management of which **106** are women
- 5 additional Workshops conducted on Sustainability Management
- 'Blended Learning Studio', 1st digital classroom established towards hybrid learning

ILO

- 4 training modules developed in collaboration with WRC and ToT delivered with 40% female participation.
- 4 training topics developed in collaboration with BILS and ToT delivered with 41% female representation
- 6 policy dialogues organized by the WRC women's committee on issues related to women labour and decent employment rights with participation from unionists, industry, ministry, and NGO representatives.
- Development of the Collective Bargaining (CB) toolkit in context to local and global governance.
- ToT for NCCWE and IBC affiliated federations on CB toolkit

TUD & BGMEA

- 2 rounds of DIS survey questionnaire towards fact-gathering
- Complete all training sessions and manuals on multi-module
- Presenting results at different conferences and meeting

LESSONS LEARNT

Collaborative effort:

ILO together with BILS and WRC work together to develop and enhance the knowledge and skills of trade union leaders at the various federations.

Online pioneering:

The Sustainability Management course from BIM is made to be accessible and interactive for students virtually alongside face-to-face engagement

Multicultural team:

The trainings for BGMEA were conducted by professors and researchers from TU Dresden

Truly sustainable cooperation:

The trainings developed with all stakeholders will continue to be carried out and improve knowledge beyond the HELD project.

WAY FORWARD

- **Young executives** and fresh graduates from various backgrounds and sectors will continue to avail the 'Sustainability Management' certification at BIM beyond the HELD project.
- **The CIEOSH centre** establishes itself as the innovation hub for efficiency applying the training manuals to engage and educate industry experts in the various topics developed to improve efficiency and productivity
- **Master trainers** from trade unions continue to spread knowledge and awareness to workers/ tripartite committees at enterprise level strengthening participation in tripartite social dialogue improving workers' rights

QUOTES

Bangladesh stands at a pivotal moment in its development as it approaches graduation from Least Developed Country (LDC) status in 2026. The 'Support for Effective and Inclusive Trade Unions in Bangladesh' project is a crucial step in enhancing the capacity of trade unions to engage in labour reforms and promote decent work, in line with national development goals. I am confident this initiative will strengthen democratic, representative trade union structures and foster sustainable, effective tripartite social dialogue.

**Neeran Ramjuthan, Program Manager
International Labour Organisation (ILO)**

We are glad to be a partner in the Inno-Lead@Work project—a groundbreaking collaboration between BGMEA and TU Dresden under the GIZ HELD program. This initiative is not just about advancing our industry; it's about **setting a new standard** for innovation, health, and sustainability. Through the BGMEA Innovation Center, CIEOSH, we are investing in our future by equipping the industry and its employees with the skills and knowledge needed to thrive in a rapidly changing world. By supporting a culture of resilience and creativity, we aim to position Bangladesh as a global leader in sustainable textile manufacturing. This project exemplifies how we envision leading our future.

**Khandoker Rafiqul Islam, Former President
BGMEA**

Nearly 600 professionals are trained in the last 20 months: BIM is gratified, as a partner of GIZ, in managerial capacity development for corporate sustainability

**Md Matiar Rahman, Director General
Bangladesh Institute of Management (BIM)**

Project	Higher Education and Leadership Development for Sustainable Textiles in Bangladesh (HELD)
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Duration	01/2021 – 12/2024
Goal	To strengthen the application-oriented competencies of future specialists and managers of the textile industry in sustainable corporate management.
Partner Ministry	Ministry of Education (MoE) Government of Bangladesh
Implementing agency	University Grants Commission (UGC)

Published by:
Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered offices:
Bonn and Eschborn, Germany

GIZ Bangladesh
PO Box 6091, Gulshan 1
Dhaka 1212, Bangladesh
T +880 9 666 701 000
E giz-bangladesh@giz.de
I www.giz.de/en

As at
Dhaka 2024

Printed by
FLUX, Dhaka

Design
Fahud Khan, Dhaka

Photo Credit
@ GIZ BD

Author:
Afia Rashid

Responsible:
Dr. Christian Bochmann
On behalf of
German Federal Ministry for Economic Cooperation and
Development (BMZ)