

# ETI Training Programme

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## Terms of reference

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### Statement of purpose

This document describes the Ethical Trading Initiative's (ETI's) rationale and requirements for a partner to help develop and then deliver a training programme based on our learning. The terms of reference herein also describe our thinking on the training programme to date. This document is intended for interested parties to use as a basis for preparing their proposals to partner ETI.

## 1. Context

Corporate codes of labour practice came about as a means of getting companies to take responsibility for labour conditions in their supply chains, and as a way of reassuring consumers that the workers producing goods they buy are not being exploited in the process. Yet a code can do both these things without necessarily making much of a difference to the lives of the workers. Making real improvements to workers' lives will only come about if good policies and intentions are followed through with well-informed and appropriate actions.

In 1998, trade union, non-governmental organisations (NGOs) and corporate members of ETI agreed and adopted the ETI Base Code, which is based on International Labour Organisation (ILO) standards. (A full version of the Code is available on our Website at [www.ethicaltrade.org/Z/lib/ppp/ppp\\_en.shtml#codeintro](http://www.ethicaltrade.org/Z/lib/ppp/ppp_en.shtml#codeintro)). When companies decide to join ETI, they make a commitment to implementing the ETI Base Code in their supply chains and to reporting annually on progress in doing so. Over the years, therefore, our member companies have committed staff and funds to implement the Base Code with their suppliers. Corporate, NGO and trade union members alike have all contributed time and resources to identifying and developing good practice in code implementation and promoting this amongst our corporate members. There is a significant base of knowledge and experience within the ETI membership.

### Rationale for an ETI training programme

However, those skills and experience in implementing codes can often reside with a few highly motivated and skilled individuals in organisations. For ETI's work on labour standards to continue to grow and become more sustainable within both

current and new members, as well as non-members we need to capture that skill and experience so as to share it actively with others.

ETI members believe that credible code implementation can improve the lives of workers in global supply chains and even have wider benefits in terms of poverty reduction. It is therefore important for ETI to reach beyond those individuals in our member organisations and try to widen the reach of our learning and knowledge.

ETI understands the importance of building the capacity of suppliers around the world in order that they can manage changes that result in improved labour practices. We recognise the important role that trade union organisations can have in social dialogue with employers and the expertise that NGOs can lend to developing good practice. ETI accepts the challenge of building the capacity of such organisations in supplier markets and quality training will be an important tool to help us achieve this objective.

At the heart of ETI's purpose is the mission to promote good practice. To date we have done this implicitly, through our members network; and explicitly, through a variety of passive mechanisms such as reports, or inter-actively through roundtables, seminars and conferences. We recognise that these approaches are likely to appeal more to those with an interest in or at least a basic understanding of ethical trade. We would like to develop training for target audiences beyond this grouping.

ETI now has 36 companies within its membership, with a collective turnover in excess of £100 Billion. With 14 international NGOs and 4 international trade union organisations, the combined experience of ETI members in devising and implementing ethical trade programmes is significant and we believe we have a lot to contribute to a training programme.

ETI is in a unique position to make a significant contribution to strengthening the understanding and capability of members and their suppliers and believes that the time is right to develop and deliver a training programme. It is for these reasons that ETI has committed significant resources to a training programme. We are now seeking an independent training organisation to work in partnership with us on an ongoing basis, in order to develop and then deliver the training.

#### **Why is training important to ETI?**

ETI sees the development and delivery of a training programme as a major step in its provision of services to members and fulfilment of its organisational strategy and objectives. The programme is important as it will enable ETI to act on three of our key priorities:

- To establish ourselves as a Centre of Excellence in communicating good practice by providing a vehicle for sharing good practice between key players
- To strengthen ETI members commitment to ethical trade by building understanding and competencies at strategic and operational levels
- To contribute to ETI's objective of developing monitoring and verification capacity in supplier countries

### **What information does ETI already have?**

The training programme will build on a body of knowledge about establishing and managing ethical trade programmes that members have. It will also draw on their experience of working together in partnership on this. There is a large volume of data and materials produced from ETI's experimental projects, roundtables and events, some of which has been drawn together in a Workbook and reports.

There are also materials from members' internal training programmes, and learning from the review process which identified the need for the ETI to develop a training programme: a learning needs assessment for ETI members, completed in 2002 and an outline implementation plan for the training strategy, finalised in May 2003.

## **2. What does ETI want from a training partnership?**

### **An established infrastructure**

We are looking for an organisation with an established infrastructure that can ensure effective quality systems and procedures. ETI aims to develop training modules that (a) have a content that is acceptable to members and (b) is delivered consistently, by high quality trainers.

We are looking for a partner that is competent to:

- Establish an educational framework that sets out the desired learning objectives
- Establish a system of checks and balances that ensure that any training modules meet the agreed objectives
- Recruit trainers that meet ETI's requirements and train them to deliver the training consistently
- Have a transparent mechanism of ensuring that trainers deliver the desired outcomes to participants.

While the rigour associated with these processes are daunting to ETI, it is established practice in the adult training profession, where national standards are recognised, supported by statutory bodies and accredited by independent parties. By finding an appropriately qualified partner, ETI hopes to benefit from an established infrastructure with proven ability to develop complete education and training frameworks that are accredited by external bodies and able to deliver appropriate quality assurance systems, as well as the capacity to recruit trainers.

### **A partner that shares our values and commitment**

ETI is looking for a partner that shares our values, our training agenda and our commitment to improve the lives of workers in global supply chains. We want to work with a partner that understands the issues that we are engaging with and has the ability to work with the diverse organisations that we work with. We are looking for a partner who also values our tripartite, consensus-building approach to ethical trading and that is willing to share risks because the training programme also forwards their own organisational objectives.

### **Training delivery in years to come.**

We are not looking for a "service provider" to present us with a training course and a set of flashy manuals before leaving. We need a partner who wants to be around to manage the delivery and development of this programme in the years ahead.

A full list of criteria for partner organisations accompanies this document.

### **Scope of the Partnership**

The partnership will cover the development of the training programme and then its delivery thereafter. Work has already gone into the outline framework of the programme but this will be reviewed as a first step when the partnership is in place.

The partnership will cover the following main areas of work:

- Production of implementation plan for the training programme
- Materials development
- Train the trainers programme, including materials and courses
- Ongoing delivery of the programme
- Evaluation and development of training courses

It will also encompass administrative aspects of the programme

- Administration of the programme
- Management of costs
- Marketing and income generation

## **3. Aims and objectives of the training programme**

ETI has a range of aims for its training programme that together will communicate good practice and speed up the learning of ETI members and our key partners.

These include:

- Systematically sharing existing knowledge and skills between members
- Providing guidance and skills in the implementation of the Base Code within member companies and their supply chains
- Providing opportunities for knowledge and skills development in supplier countries
- Creating a conduit for scaling up ETI tried and tested approaches to multi-stakeholder / inclusive auditing
- Building ETI's reputation as an organisation providing quality training in code implementation to secure active engagement of existing members and to attract new members
- To spread learning from ETI beyond the immediate membership
- ETI core training modules would be adapted for use as part of ETI's capacity building project in supplier countries

### **Objectives**

1. To **develop and set-up a fully functioning training programme** targeting ETI corporate members; their suppliers both in the UK and supply countries; non-corporate stakeholder institutions, especially in supplier countries and other interested organisations;

2. To **recruit and train sufficient trainers to deliver the modules**. Trainers will need to have a breadth of backgrounds and experience in implementing the ETI Base Code.
3. To **establish a process to monitor the ongoing effectiveness of the training programme and the trainers**. Develop an effective feedback and monitoring mechanism to assess the effectiveness of the courses. To ensure that the course is further developed to meet any deficiencies identified through this process and that trainers are regularly assessed and given refresher courses when needed. Also to **ensure the training materials are kept fresh** and incorporate new examples of best practice. Materials should be updated to reflect new examples of best practice and to ensure they remain stimulating both for trainers and trainees.
4. To develop the **training programme and manage it to being self-financing** by the second year of operation.

#### 4. Scope of the training programme

This section outlines the work undertaken to date and some of the issues that ETI wishes to address under each of the project objectives. Please note that the list of issues provided is not intended to be exhaustive. Further information is included in this pack.

##### Objective 1: Developing a training programme.

Considerable work has gone into developing a strategy for the training programme. A framework has been developed to outline the types of training and trainers that ETI should set in place and also to outline the type of subjects that modules should cover. The main framework of the training showing the overlap between ETI's Induction and Capacity Building work is shown below. The main areas for immediate work with the partner are highlighted below in bold type. This is not exhaustive and we would welcome suggestions that may enhance this:

Level of training	Audience	Focus	Notes
LEVEL ONE. Orientation to ethical trade  (INDUCTION)	<ul style="list-style-type: none"> <li>• Newcomers to Ethical Trade</li> <li>• New and potential members of ETI</li> <li>• Overseas offices of ETI members</li> </ul>	<ul style="list-style-type: none"> <li>• What is ethical trading?</li> <li>• What is the ETI?</li> <li>• What are the ETI Base Code and labour standards?</li> <li>• Getting started</li> </ul>	<ul style="list-style-type: none"> <li>• Largely delivered by ETI Secretariat as part of ETI Induction.</li> <li>• Training programme to provide specialist modules where needed (eg, mentoring)</li> </ul>
LEVEL TWO. <b>Organisational strategies, structures and implementation</b>	<ul style="list-style-type: none"> <li>• Senior managers</li> <li>• Selected operational managers</li> <li>• Suppliers and</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Strategic planning</b></li> <li>• <b>Models, tools &amp; guidelines</b></li> <li>• Techniques &amp; skills</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Information services and briefings provided by ETI induction programme.</b></li> </ul>

Level of training	Audience	Focus	Notes
(INDUCTION & TRAINING)	<p>companies adopting ETI Base Code and standards</p> <ul style="list-style-type: none"> <li>• Non corporate members</li> <li>• Worker representatives</li> </ul>		<ul style="list-style-type: none"> <li>• Training programme to provide skills development</li> </ul>
<p>LEVEL THREE. Putting the Base Code into practice</p> <p>(TRAINING)</p>	<ul style="list-style-type: none"> <li>• Buyers, in-house auditors, QA and technologists</li> <li>• Suppliers who are members of ETI</li> <li>• Non corporate members</li> <li>• Worker representatives</li> </ul>	<ul style="list-style-type: none"> <li>• Processes, procedures and challenges</li> <li>• 'How to...' modules</li> </ul>	<p>Developed and delivered largely by training programme team</p>
<p>LEVEL FOUR. Supply chain capacity-building</p> <p>(INDUCTION, TRAINING &amp; CAPACITY BUILDING)</p>	<ul style="list-style-type: none"> <li>• Suppliers in country</li> <li>• Multi-stakeholder institutions</li> <li>• Non corporate members</li> <li>• Worker representatives</li> </ul>	<ul style="list-style-type: none"> <li>• Modifying many of the induction and training activities for use at local levels for different audiences</li> </ul>	<p>Training programme to adapt materials for use by capacity-building team – where required</p>

The proposed training modules for development are shown in the following table. Again, these are not exhaustive and ETI would hope for input from the training partner on these examples, whilst putting in place an implementation plan.

<i>Level</i>	<i>Proposed Training Modules</i>
1. Orientation to ethical trade	<p>Induction modules developed with ETI Membership Development Manager</p> <ul style="list-style-type: none"> <li>• Mentoring (Attached)</li> </ul>
2. Organisational strategies, structures and implementation	<ul style="list-style-type: none"> <li>• Building understanding, and skills to implement, codes and standards within corporations. Modules to include:                             <ul style="list-style-type: none"> <li>– Terms of employment including: freely chosen employment; no discrimination; appropriate treatment, regular employment</li> <li>– Working conditions including health and safety</li> <li>– Freedom of association and collective bargaining</li> <li>– Wages and hours</li> <li>– Child labour</li> <li>– Gender</li> </ul> </li> <li>• Adapting companies to ethical sourcing needs. Modules to include:</li> </ul>

<i>Level</i>	<i>Proposed Training Modules</i>
	<ul style="list-style-type: none"> <li>- Examining the business case for ethical sourcing</li> <li>- Building a risk assessment tool</li> <li>- Building internal ethical sourcing governance structures</li> <li>- ETI Base Code, in-house codes, policies and procedures</li> <li>- Setting up in-house indicators and reporting procedures</li> </ul> <p>Wider implications modules to include:</p> <ul style="list-style-type: none"> <li>• Models for sustainability</li> <li>• Examining the case for social partnership</li> </ul>
3. Measuring and applying the code in practice	<ul style="list-style-type: none"> <li>• Managing communications with suppliers</li> <li>• Engaging local stakeholders</li> <li>• Working with external verifiers and resource providers</li> <li>• Inspection procedures</li> <li>• Conducting worker interviews</li> <li>• Impact assessment</li> <li>• Corrective actions</li> </ul>
4. Supply chain capacity-building	To be finalised with capacity-building team but discussions to date indicate that many of the same modules will be used with some modification for local laws and audience experience.

### Objective 2: Training the trainers

ETI's experience shows that we require a high degree of skills, knowledge and competency from trainers. The table below indicates what kind of backgrounds we expect trainers to come from and how they will contribute to the training. It will be a key responsibility of the training partner to identify the trainers, to assess and develop their competencies, and to manage the training of those trainers to ensure an ability to provide the required consistency of training.

### Potential trainers

POTENTIAL TRAINERS	THEIR OBJECTIVES	% <sup>1</sup>	BENEFITS TO ETI AND MEMBERS
1. Internal trainers nominated by ETI member companies	<ul style="list-style-type: none"> <li>• To build capacity for internal company training on ethical trade issues</li> <li>• To adapt ethical trade materials for their specific company operations</li> </ul>	40%	<ul style="list-style-type: none"> <li>• The creation of more sustainable internal company resources</li> <li>• The integration of the ETI approach achieved quickly, practically and effectively</li> </ul>
2. Other non-corporate ETI members	<ul style="list-style-type: none"> <li>• To capacity-build their networks to take on ethical trade issues</li> </ul>	10%	<ul style="list-style-type: none"> <li>• The spread of knowledge of ET agenda and practice in</li> </ul>

<sup>1</sup> (% indicates the percentage of trainers anticipated to come from each category)

POTENTIAL TRAINERS	THEIR OBJECTIVES	% <sup>1</sup>	BENEFITS TO ETI AND MEMBERS
	more competently • To develop a potential income stream as trainers to their organisations		trade unions and labour rights organisations • Provision of a pool of trainers from non-corporate backgrounds
3. Independent trainers	• To expand their own portfolio of training skills / topics • To develop an additional income stream	40%	• Pool of experienced trainers with expertise in ethical trading training from labour, labour rights and corporate training backgrounds
4. ETI staff	• To develop complementary skills • To translate and deliver their ethical trade knowledge and experience in new ways	10%	• Building core skills of staff group to deliver ETI programmes to members and in the field

### Objective 3: Quality control and review of training materials

It will be vitally important for the credibility of the programme that a quality management system (QMS) is put in place to maintain the quality of the training, including an annual review process of modules and peer and participant reviews of trainers.

#### Accreditation?

ETI does not consider it necessary to offer formal accreditation but we would like to offer

- Certificates of attendance for all those who participate in training
- A formal appointment by ETI and the training partner of trainers who complete the training the trainers' programme and coached training sessions to the satisfaction of the ETI and the training partner. This should include a test to demonstrate a minimum knowledge level needed to deliver the modules.

ETI will seek the advice of the training partner in how best to manage this process.

#### Regular review of training materials

It is important that new learning is incorporated into the training programme on a regular basis and that this is communicated effectively to trainers. The training partner will be asked to advise on the best mechanism to do this effectively, for example, revised case studies sent as electronic updates to trainers and/or refresher courses when major new learning is achieved.

### Objective 4: Market and deliver the training programme

ETI has set aside £90,000 to fund the development and set-up of the training programme. After this point, we anticipate that the training will pay for itself.

## 5. Methodology for module development and review

It will be the lead responsibility of the partner to further develop the training programme approach and to develop detailed methodologies for the materials. (See attached document 'Towards an ETI Training Programme'). However, ETI proposes the following broad approach based on our work to date:

### Level 2: Organisational Strategies, Structure and Implementation

The Level 2 Modules can be developed in sections and with separate developers who maintain regular communication between the teams.

*Section one* focuses on building the understanding and skills to implement codes and standards within corporations. Suggested modules will include:

- Terms of employment (including: freely chosen employment; no discrimination; appropriate treatment, regular employment)
- Working conditions (health and safety)
- Freedom of association and collective bargaining
- Wages and hours
- Child labour
- Gender

These modules should consist of:

- The ETI Base Code
- What international standard the ETI Base Code is based on
- Local law
- Examples of the Base Code in practice
- Examples of the Base Code not in practice, what has been found to date
- Exercise in spotting good and bad practice
- Examples of where there has been an unsuccessful and a successful intervention
- Short Case Study based on participants specific industry sector (where possible)
- Tips on what to look for to ensure the code is applied
- Further sources of information
- Quiz to reinforce knowledge gained

The participant should gain an understanding of the Base Code; how it is applied and where to go for further information. They should be planned to be delivered either in one full week session (5 days) or broken up into one day and half day sessions depending on the location

*Section two* is about the steps companies take to begin implementing a code of practice and modules include:

- Examining the business case for ethical sourcing
- Building a risk assessment tool
- Building internal ethical sourcing governance structures
- ETI Base Code, in-house codes, policies and procedures
- Setting up in-house indicators and reporting procedures

These modules should consist of:

- Examples of existing company good practice including case studies
- Processes to build tools, policies, procedures and structures needed
- Individual Company specific projects to make the modules relevant to participants including an action plan
- Resources for further information

The participants should leave with an action plan to enable them to build the appropriate management systems and structures for Ethical Sourcing within their organisation. We envisage that these modules should be planned to delivered over a 2 and maximum 3 day time frame and also one day or half day sessions

*Section three* examines the wider implications of code of practice and modules to include:

- Models for sustainability
- Examining the case for social partnership

These modules should be developed as explorations of new approaches as way of working and if possible they should include experiential learning with an introduction to the issue and follow up reflections. Participants should be stretched in their thinking.

### **Level 3 Putting the code into practice**

Is about measuring and applying the code in practice. These modules include:

- Managing communications with suppliers
- Engaging local stakeholders
- Working with external verifiers and resource providers
- Inspection procedures
- Conducting worker interviews
- Impact assessment
- Corrective actions

These modules should consist of:

- Examples of existing company good practice including case studies
- Interactive exercises
- Resources for further information
- Individual company specific projects to make the modules relevant to participants including an action plan

The participants should leave with an action plan to enable them to measure their Ethical Sourcing performance.

The modules should be planned to be delivered over a 3 day time frame and also one day or half day sessions

Updates and mini modules need to be developed to incorporate the latest thinking and practice as needed.

## 6. Expected outputs/deliverables

The ETI training programme is intended to deliver a practical set of training materials and a mechanism for delivery that will help members and other interested players to improve the implementation of codes and the impact on workers.

We anticipate the following outputs before March 2005:

- **A partnership agreement between ETI and the partner organisation that sets out roles and responsibilities in the development and delivery of ETI's training programme.**
- **An initial implementation plan for the period of training development (see schedule)**
- **An educational framework for the training programme that establishes the learning objectives, standards and methods.**
- **A training programme with training courses complete with written materials for both trainers and participants.**
- **A "train the trainers" course complete with materials for both trainers and participants**
- **A cadre of trained trainers capable of delivering the training.**
- **An established protocol for reviewing the content and quality of delivery of the course**
- **A business plan for delivering the training post March 2005.**

## 7. Resources

ETI has allocated £90,000 for the training development and set-up. We envisage that the programme will become self-financing after this initial investment and will have to agree the details with our partner. We would hope that income generated from courses targeted at some audiences (eg, UK companies) can offset the cost of training targeted at resource poor groups in supplier markets (for example trade unions and NGOs).

In addition, ETI can provide raw material for the basis of developing the training materials.

## 8. Timescales for partner selection process

The following table shows the initial project timetable from agreement to partner, to development of the implementation plan for delivering the project. Key activities and deadlines for potential partners are in bold. A draft plan for implementation is included in the information for potential partners as well as much of the information being embedded in this terms of reference.

Action	Responsible	Due by
Distribute Call and TOR.	ETI	18 June
<b>Deadline for receipt of proposals</b>		<b>16 July, 5pm</b>
<b>Candidates shortlisted. Review proposals and</b>	ETI	<b>W/c 19 July</b>

<b>schedule meetings</b>		
<b>Meet with shortlisted organisations</b>	<b>ETI and shortlisted organisations</b>	<b>W/c 26 July</b>
<b>Notify chosen partner</b>	<b>ETI</b>	<b>W/c 2 Aug</b>

### Key Next Steps

After we have notified our chosen partner there will be a period of intense activity to:

- Agree initial terms of partnership, which we would like overtime have in place during w/c 30 August
- Draft training programme implementation plan, which should be ready for review by the Training Development Group and Training Partner by w/c 24 September.

A timetable for the implementation and delivery of the training programme will be a part of the implementation plan as outlined above.

## 9 Confidentiality of information

The success of this project will depend critically on trust being generated between our partner, ETI, and our members. Some material or information may be made available to the training partner on a confidential basis to be used to develop modules.

In all cases, the safety, integrity and interests of individuals, and the commercial interests of companies, and organisations shall be protected. To ensure this, no information which is attributable to a particular individual or company shall be made available beyond the immediate training partner and the ETI Secretariat and Training Development Group. The training partner will be required to sign a confidentiality agreement covering all staff.

## 10. Working relationship between ETI and Training Partner

The training partner will be expected to work closely with the ETI Project Manager, and ETI Training Development Group on developing the programme, providing feedback on progress on a regular basis. ETI very much hopes for this to be a true partnership of expertise and ideas which will benefit both organisations.

As such the training partner will be expected to consult the Project Manager if they wish to carry out any activities that deviate from the Partnership Agreement and vice versa for ETI. ETI for its part will ensure that the partner has access to necessary information from ETI and its members to meet the needs of the partnership and develop the training programme. The working relationship will be outlined in the Partnership Agreement which will be agreed at the beginning of the partnership.

ETI will require editorial control of the training material because we need to be assured that material marketed in our name conforms to our organisational values and priorities.

Ends.