

# ***CURRICULUM VITAE OF MANAS BHATTACHARYA*** | **2026**

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**Languages Known:** English (Reading, Writing & Speaking)  
Hindi (Reading & Speaking)  
Bangla (Reading, Writing, Speaking)

**Education** Post Graduate

## **Employment record:**

**Currently working as an Independent Consultant in the fields of Business and Human Rights, Capacity Building, Monitoring, Evaluation and Impact Assessment, and Research and Studies.**

Previously worked as the “**Deputy Director**” at **ASK Training and Learning Private Limited (ASK T&L)** from **06 February 2007** to **31<sup>st</sup> March, 2026** and remained involved in Conducting and Facilitating Social/Legal/Labour and Human Rights Risk Assessments and Due Diligence, Issue based Investigations, Trainings for the corporate / business houses (Management, Supervisors and Workers Level), Facilitating Social Compliance and Factory Improvement programs, conducting Supply Chain traceability studies, and other theme/issue based studies, and facilitating living wage projects in different factories. Remained also involved in conducting monitoring, evaluation, outcome and impact assessments of social development projects and programs in India and different other countries. Having extensive knowledge and experience on the legal frameworks / labour laws of multiple countries (India, Indonesia, Bangladesh, Mauritius, Madagascar, UAE, Jordan, Sri Lanka etc.) and the International Standards and Guidelines including different ILO conventions, United Nations Guiding Principles on Business and Human Rights, OECD guidelines on Responsible Business Conduct, ETI Base codes etc.

## **Highlights:**

**Having a total of 19 years of experience in the area of Supporting Business supply chain actors and stakeholders** to improve workplace conditions and legal/ethical/social Compliances, Strengthening “Management System” within workplaces, Supply Chain Study and Improvement activities, Promoting Ethical Trades, Capacity Building of Personnel involved in business supply chains, and specific theme/issue-based studies for the corporate sectors: Facilitated “Disha” certification program in several factories in West Bengal, India, on behalf of the Ministry of Textiles & Ministry of Labour, Government of India (through Apparel Promotion Council, India) that were initiated with comprehensive facility assessments in each workplace.

Conducted a comprehensive **“Landscape Mapping Study of Decent Work Conditions in Organic Farming”** for Organic Cotton Accelerator (OCA), covering both Farming and Ginning processes in 5 states in India: Rajasthan, Madhya Pradesh, Odisha, Maharashtra and Gujarat. The study assessed the prevailing conditions of the working conditions of the farm workers in the organic cotton farms and labourers in the ginning factories, with specific focus on prevalence of child and adolescent labourers, forced labor, minimum wage payment, access to various other applicable legal entitlements, gender based and other discrimination, occupational health and safety conditions, and also the specific vulnerabilities of migrant workers and their families. Later, 2 **“Verification/Investigation”** exercise was also carried out for Organic Cotton Accelerator in the state of Odisha and Gujarat for the authenticity of the premium payments made by the implementing partners of OCA to the organic cotton farmers.

**Robust experience of conducting social and legal comprehensive facility assessments and investigations, human rights risk/impact assessments and Remediation:** Involved in conducting and facilitating social and legal compliance assessments and issue based investigations both in the manufacturing and service sectors. Conducted more than 300 assessments during past 19 years in India, Bangladesh, Srilanka, Mauritius, Madagascar, Jordon, Indonesia and UAE as the Lead Assessor/Facilitator for several brands including Tommy Hilfiger, GAP, Nike, Underarmour, British Petroleum, Hasbro, Target, American Eagle Outfitters, ASOS, Google, G-Star, American Eagle Outfitters, Centric Brands, Diesel, Jon Lewis etc. Closely worked with international fair labour organizations like Verification of Trade and Ethics (Verite), Fair Labour Association (FLA), Ethical Trading Initiative (ETI), Business Social Compliance Initiative (BSCI), Advocating Rights in South Asia (ARISA) etc. Also, designed, implemented and facilitated remediation/improvement programs in Garment and Textiles, Rugs and Carpets and Natural Stone sector suppliers.

Conducted **issue/theme based research and studies** in different sectors including organic farming and ginning, hybrid seed farming, on child and adolescent labour in sectors like agriculture, glass and bangles making, brassware products, weaving sector, NTFP/MFP sector, mica mining, on bonded labour in 15 informal industries supply chain etc. Conducted a state-wide study on prevalence of bonded labour in Tamilnadu for International Justice Mission.

**Other types of assignments carried out on Labor Related issues & Supply Chain Quality Improvement and Corporate Social Responsibility / Accountability activities:**

- Led and facilitated **supply chain traceability and human rights impact assessment** in the business supply chain of Shrimp Farming and Processing, Home Textile Sector and Tea Plantation sector, in collaboration with an UK based international research organization (ERGON) in Andhra Pradesh, Tamilnadu, Haryana and Assam. Each of the studies comprehensively mapped the supply chain, identified the actors and stakeholders and assessed the human rights impacts, both positive and adverse, on the lives of the communities, including workers and their households.
- Conducted a number of **“specific issue based investigations”** related to human rights violations and unethical business practices in India, Jordan, Indonesia and Mauritius, during past 6 years, through intense engagement with all relevant stakeholders and independent assessments of all evidences and factors, in readymade garments international business supply chain.
- Facilitated **“Workplace Improvement Programs”** in 11 readymade garments and home textiles factories in Tamilnadu, 7 Carpet and Rugs factories in Haryana and Uttar Pradesh and 3 Natural Stone processing factories and mine in Rajasthan
- Led and facilitated a **State-wide study in Tamilnadu** to identify the **prevalence of Bonded Labour in 15 informal business sectors, including garment and textiles extended supply chain**. The study was conducted as part of an evaluation of the “Bonded Labour Program” of International Justice Mission (IJM).
- Conducted **Pilot Studies and Management Training Programs for four suppliers of Spices (Chili, Turmeric, Cumin and Coriander)** on the issues of Child Labour and Minimum Wages in Karnataka, Telangana, Andhra Pradesh and Rajasthan, in collaboration with **Sustainable Agriculture Network (SAN) and 4 other international spice companies**.
- **Conducted “Capacity Building Programs” for around 100 factories in Bangladesh, who are registered under “Business Social Compliance Initiative (BSCI)” on the issue of Social Compliance:** both awareness raising trainings and advanced level of trainings. Training subjects included Management Practices, Documentation, Working Hours, Compensation, Child labour & Young Employees, Forced Labour / Disciplinary Measures / Prison Labour, Freedom of Association and Collective Bargaining, Anti-Discrimination, Working Conditions, Health and Social Facilities, Occupational Safety and Health and Environment, Policy, Planning & Implementation, Management Review, Control of Sub Contractors / suppliers / sub-suppliers, control of home workers and outside communication etc.

- Conducted **study** on “**Creation of Social Values—Impact of Business on Poverty**”, to understand the impact of **Special Economic Zone (SEZ) in Falta, West Bengal** in general and **Kariwala Industries** in particular, on financial and non financial poverty in the surrounding areas. Various participatory techniques like FGD, Resource Mapping, Seasonality, Daily Schedule, Market Basket Survey, Local Multiplier 3 Tool etc. were used for assessing the impacts.
- Conducted a **study** on “**Potential for Employment & Self Employment in Savda Ghevra Resettlement Colony in New Delhi**” for **Growth for All**, a **corporate supported NGO** involved in slum development activities. The study looked into the details of the socio-economic conditions of the relocated / resettled people, particularly the youth, in the resettlement colony, the problems and concerns related to youth employability and the potential / opportunity for their employment & self employment
- Facilitated **detailed situational assessment and Socio Economic Profiling** of Sarai Tareen, Moradabad, including **prevalence of child labor in the Horne & bone industries & the conditions of the adult labor involved in the same**, in collaboration with **Monsoon, a UK Based Corporate (buying) House**.
- Facilitated **another Rapid Appraisal of the Weaving Industry of Barabanki in Uttar Pradesh**, including **prevalence of child labor & the conditions of the adult labor involved in weaving**, in collaboration with **Monsoon, a UK Based Corporate (buying) House**.
- Conducted an Assessment of the **Bonded & Child Labour Rehabilitation Program**, being implemented by Diocesan Development & Welfare Society (DDWS), Allahabad, with the financial support of Misereor, Germany in the districts of **Bhadohi and Mirzapur** (carpet belt) of **Uttar Pradesh**
- Conducted an **Assessment of the overall development program for the quarry workers in Bangalore region**, implemented by **QWARIDS, Bangalore** and supported by **Misereor, Germany**.
- Conducted an “**Context Analysis and Program Assessment**” in **Disha Children’s Program**, an innovative project of **Child Fund India, Bangalore** to address the concerns and issues of the **child labor and their families involved in the hazardous processes of glass and bangle making in Firozabad**. The assessment looked into the overall context particularly that of the child labor, under which the project is being implemented and the relevance, effectiveness, efficiency and sustainability of the interventions made under the project.
- Conducted a thorough and comprehensive assessment on the “**Conditions of the Migrant Labors**” at “**Liang o Rourke**”, a British Construction Company in UAE (Dubai, Sharjah and Abu Dhabi) and several factories in Mauritius.

- Worked as a “**Facilitator**” for DISHA (Driving Industries towards Sustainable Human Capital) program in a number of apparel factories in West Bengal. The program was being implemented by the Apparel Exports Promotion Council (AEPC) & supported by the Ministry of Textiles & Ministry of Labour, Government of India. As a Facilitator, I was responsible to establish the Management System approach in each factory.

- **Skill and Experience in effective engagement with Multiple Stakeholders:** Posses skills and expertise in engaging with the company/factory/ workplace Management, Supervisors and Workers in an objective but constructive and facilitative manner to understand and assess the prevailing conditions at the workplace, root causes for the same, and collectively developing pragmatic solutions. Expert in “Gathering information from workers” in a positive, non-threatening, facilitative and engaging manner, both onsite and offsite through rapport building and unstructured, informal discussions.

***Types of assignments handled:***

1. Assessment of Management Structure, Functions and Systems at industries
2. Comprehensive Factory/Facility/Workplace Assessments
3. Development of Grievance Redressal Mechanisms at workplaces
4. Development / Strengthening of Management Systems at different workplaces
5. Employee/Worker Mental Health and Wellness Survey
6. Facilitating Factory/Workplace Comprehensive Remediation programs
7. Formation and capacity building of different worker representation and grievance redressal committees
8. Facilitating Webinars on Labour and Human Rights Issues
9. Field Based Studies on different labour and human rights subjects
10. Human Rights Impact Assessment and Due Diligence
11. Investigations (issue based) at workplaces
12. Living Wage Payment Monitoring and Facilitation
13. Landscape Mapping Study
14. Payroll Audit
15. Reconnaissance Visits
16. Risk Assessments (various types)
17. Strengthening of Corporate Governance and Systems
18. Trainings (Workers, Supervisors, Management)
19. Worker Satisfaction Surveys

**Sectors covered: (Major)**

1. Agriculture
2. Brassware and Metal ware
3. Construction
4. Electric Cable
5. Food Preparation, Packaging & distribution
6. Footwear

7. Glass and Bangles
8. IT/ITES/BPO
9. Leather (Bags/other products)
10. Mustard Oil
11. Natural Stone (Limestone and Sandstone)
12. Non-Timber Forest Products (NTFPs) and Minor Forest Produces (MFPs)
13. Organic Cotton Farming and Ginning
14. Ready Made Garments (RMG) & Home Furnishing
15. Rags/Waste Picking
16. Rugs / Carpet
17. Security Services
18. Shrimp Farming / Culture
19. Spices (Turmeric, Chili, Cumin & Coriander)
20. Textile
21. Tea Plantation
22. Weaving (Handloom and Power loom)

**Countries Worked In:** India, Bangladesh, Nepal, Srilanka, Philippines, Indonesia, Cambodia, UAE, Jordan, Mauritius and Madagascar

Besides Business and Human Rights, also having long and rich experiences working with the Civil Society Sector (NGOs, CBOs, Network Organizations, and Donor Agencies), through capacity building, monitoring and evaluation, impact assessments, and theme / issue based in-depth research and studies. A short description of the same is given below:

- Effectively led and facilitated Participatory Monitoring and Evaluations of reputed and established organizations in Afghanistan, Bangladesh, Cambodia, Srilanka, India and Nepal of a variety of social development projects and programs covering Child Rights (Survival, Development, Protection and Participation), Child Labour, Child Trafficking, Human Trafficking, Forced/Bonded Labour, Decent Work Conditions in Business supply chains, Early Childhood Care and Development, Adolescent and Youth Development, Good Governance, women empowerment, gender equity / equality / mainstreaming / justice, peace building & conflict transformation, education, health, sanitation, nutrition, disability, income generation / micro enterprise development, livelihood, agricultural development, people's organization development, youth empowerment, climate change mitigation/adaptation and disaster risk reduction, food safety and security, civil society strengthening, human resource capacity assessment and overall organization assessment etc.
- So far designed and led more than 250 monitoring , evaluations, impact assessments, outcome mapping and harvesting, process documentation, and other types of research and studies and having robust Monitoring and evaluation skills including extensive knowledge and experience of applying various qualitative

and quantitative evaluation methods and data analysis methods. Expert in various participatory (PRA) methodologies and other methodologies like Most Significant Change (MSC) and Outcome Mapping / Harvesting (OM / H).

- Having long experience of more than 19 years in Conducting & Facilitating Monitoring and Evaluations
- Excellent ability to communicate with stakeholders including process management and facilitation skills
- Successfully led teams for conducting studies in diverse areas, apart from comprehensive situational & need assessments and rapid appraisals and baseline, midline and endline studies.
- Also facilitated Organization Development processes in a number of organizations
- Built capacities of professional staff, field workers, community volunteers, community people and grass root level NGO functionaries on development concepts, principles and practice
- Member of “Community of Evaluators (CoE)-South Asia” and “Evaluation Community of India (ECOI)”, platforms for strengthening evaluation theories & practices in India and South Asia: also a member of the “International Initiative for Impact Evaluations (3iE)”, Gender & Evaluation Network, EvalGender, GENSA, EvalYouth Asia etc. Co-authored an article on “Enhancing the use of Evaluations: Experiences from the Field”, published through Sage Publications by IDRC in the Book “Making Evaluations Matter”

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## REFERENCES:

1. Marvin Leon Matheis, Project Coordinator, Development Cooperation

### **Karl Kübel Stiftung für Kind und Familie**

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