

Government of the People's Republic of Bangladesh  
Prime Minister's Office  
Bangladesh Economic Zones Authority (BEZA)  
Monem Business District (Level-12), 111, BirUttam C.R. Datta Road, Dhaka-1205

Memo No: 03.761.029.04.03.220.2020-7070

Date: 24 September 2020

**Request for Expression of Interest (REOI) for Selection of a Consulting Firm for Training Need Analysis for Economic Zones in Bangladesh.**

**Country:** Bangladesh

**Name of the Project:** Support to Capacity Building of Bangladesh Economic Zones Authority project  
**IDA Credit No.** 5769-BD

**Assignment Title:** Selection of a Consulting Firm for Training Need Analysis for Economic Zones in Bangladesh.

**Reference No. :** BEZA S-137

The Government of the People's Republic of Bangladesh (GOB) has received financing from the World Bank toward the cost of the "Support to Capacity Building of Bangladesh Economic Zones Authority project" and intends to apply part of the proceeds for consulting services.

**The consulting services ("the services") Include:**

BEZA aims to attract investment which will generate 10 million jobs directly or indirectly in all the economic zones by 2030, and aims to encourage higher value-add activity. Training Need Analysis (TNA) will play a vital role in this regard as it will help focus investment into skill development, ensuring that talent and skills are available to tenants. To achieve this aim the services expect:

- a detailed snapshot of the current labor market as defined by the demands of in-scope EZ tenants.
- information on the labor market dynamics which will affect planning within the current 5-year planning period (short, medium and long-term information on training needs).
- Insights into factors which will affect the design of the voucher scheme to catalyse the development of a strong supply of training and skilled labour for EZ tenants and potential investors.

**The assignment is expected to be completed within 3 months after signing the contract. The assignment is proposed to start by 31<sup>st</sup> October 2020.**

The detailed TOR is available on the website of BEZA ([www.beza.gov.bd](http://www.beza.gov.bd)). The firms are also requested to download **Form A** from the website and submit **Form A** with their Expression of Interest (EOIs).

The Project Director, Support To capacity Building of Bangladesh Economic Zones Authority project now invites eligible consulting firms ("Consultants") to indicate their interest in providing the Services. Interested Consulting firms should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

  
**Md. Ali Ahsan**  
Project Director (Additional Secretary)  
Support to Capacity Building of Project  
Bangladesh Economic Zones Authority  
Prime Minister's Office

The shortlisting criteria are:

- a) **General experience:** must have extensive experience in workforce development issues and methodology; additional merit will be given to firms with experience in Bangladesh and/or the region and have working experience and understanding of special economic zones operations.
- b) **specific experience related to the assignment;** i) must have at least 5 years of relevant experience in the development and assessment of labour demand dynamics and conducting training needs assessment in the last 5 years; ii) must have experience and capability in data acquisition and analysis and proven track record in delivering labour market scans.
- c) **Managerial and organizational capability** which includes but not limited to adequate skilled staff with relevant experience and expertise and must have experience in preparing reports to a standard acceptable to national and international financing institutions and be fluent in written and spoke English.

Key experts will not be evaluated at the shortlisting stage.

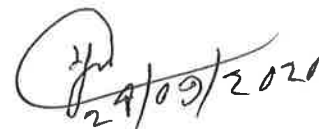
The attention of interested Consultants is drawn to paragraph 1.9 of the World Bank's Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, January 2011; revised July 2014 ("Consultant Guidelines"), setting forth the World Bank's policy on conflict of interest.

Consultants may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture (JV), all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected. It is preferable to limit the maximum number of joint venture partners in 03 (three) including the Lead partner. Although the lead firm in the joint venture will provide the core expertise, each partner of the JV has to be reasonably qualified to take over the responsibilities and role of any of the partners that may fail to perform or withdraws.

The Consultant will be selected based on the Consultant' Qualification Selection (CQS) method set out in the Consultant Guidelines.

Further information can be obtained at the address below during office hours: 0900 to 1700 hour.

Expressions of Interest must be in written form and shall be submitted by 5.00 PM of 12 October 2020 in a sealed envelope delivered to the address below, and clearly marked "Request for Expressions of Interest for Selection of Consulting Firm for Study of Training Need analysis for Economic Zones (Package No: BEZA S-137)".



(Md Ali Ahsan)

Project Director (Additional Secretary)

Support to Capacity Building of Bangladesh Economic Zones Authority Project

Monem Business District (Level-12),

111, BirUttam C.R. Datta Road, Dhaka-1205, Bangladesh.

Phone: +880-2-9632473

Email: capacityproject@beza.gov.bd



Bangladesh Economic Zones Authority (BEZA)  
Prime Minister's Office  
"Support to Capacity Building of Bangladesh Economic Zones Authority" Project  
Monem Business District (Level-12)  
111, Bir Uttam C. R. Dutta Road, Dhaka-1205.  
[www.beza.gov.bd](http://www.beza.gov.bd)

## Terms of Reference

Name of the Package:  
Selection of Consulting Firm for Training Need Analysis  
for Economic Zones in Bangladesh  
Package No: BEZA S-137

Date: 20 September 2020

**Md. Ali Ahsan**  
Project Director (Additional Secretary)  
Support to Capacity Building of Project  
Bangladesh Economic Zones Authority  
Prime Minister's Office

Bangladesh Economic Zones Authority (BEZA)  
Prime Minister's Office  
"Support to Capacity Building of Bangladesh Economic Zones Authority" Project  
Monem Business District (Level-12)  
111, Bir Uttam C. R. Dutta Road, Dhaka-1205.  
www.beza.gov.bd

Selection of Consulting Firm for Training Need Analysis for Economic Zones in  
Bangladesh

**A. Background**

**1.1 Background of BEZA**

The Government of Bangladesh (GoB) has taken initiative for Bangladesh to become a developed nation under Vision 2041. GoB has taken the role of facilitator by creating an investment-friendly environment, encouraging development of a free market economy and liberalising trade so that private entrepreneurs can establish and run enterprises profitably. In order to foster industrialisation, GoB has decided to set up new economic zones (EZs). These include Government EZs, Private EZs, Public-Private Partnership (PPP) EZ, Government to Government (G2G) EZs, Special Economic Zones (SEZs), and EZs established by government organisations. Bangladesh Economic Zones Authority (BEZA) was established through the enactment of Bangladesh Economic Zones Act 2010 with the objective to develop the country by developing EZs across the country which attract Foreign Direct Investment (FDI) and domestic investment, promote export and import in priority industries, and generate employment thereby ensuring economic development of the country. BEZA has targeted the establishment of 100 Economic Zones throughout the country with the aim of creating jobs and ensuring US\$40 billion dollars additional production and export by 2030. The GoB policy of concentrating industrial agglomerations in EZs serves agricultural production and food security objectives as well as economic and job creation objectives. So far, BEZA has been able to attract around US\$3 billion private investment and has developed a substantial investment pipeline. Thus BEZA has become an indispensable partner to industrialists.

BEZA aims to attract investment which will generate 10 million jobs directly or indirectly in all the economic zones by 2030, and aims to encourage higher value-add activity. Training Need Analysis (TNA) will play a vital role in this regard as it will help focus investment into skill development, ensuring that talent and skills are available to tenants. Thus it is important to understand the Bangladeshi labour market, skills development infrastructure, demand of EZ tenants, and the drivers of skills demand and supply. TNA can play a significant role in identifying skills gaps and surpluses, and issues and opportunities so that current and future labour supply in EZs can be properly addressed through strengthening the skill development of the Bangladeshi labour force.

## 1.1 Description of the Private Sector Development Support Project (PSDSP) and Private Investment & Digital Entrepreneurship Project (PRIDE)

BEZA is an implementing agency for a World Bank project called The Bangladesh Private Investment & Digital Entrepreneurship Project (PRIDE) which will run for 5 years starting this year. PRIDE follows successful work by a previous project called the Private Sector Development Support Project (PSDSP) and, together, the programmes aim to help Bangladesh attract domestic and foreign investments that can drive transformational change and generate hundreds of thousands of new jobs.

BEZA will use PRIDE to facilitate the diversification of the economy into new industries and higher value-added production. PRIDE's Development Objective is ***to promote private investment, job creation, and environmental sustainability in participating economic zones and software technology parks in Bangladesh.*** Its success will be measured through (i) Direct private investment in economic zones (ii) Number of direct (full-time equivalent) new jobs facilitated by the Project (iii) Number of companies using green and resilient services and facilities (iv) Greenhouse gas emissions avoided.

The Skills Development component of PRIDE will ensure the availability of skilled labour and is a key component of delivering equitable access to jobs for nationals. BEZA will use PRIDE to attract suppliers of training and other services which support education, training, and the proper functioning of the labour market into the EZs by financing a voucher programme which supports industry-relevant skills formation of workers by unit investors/industrial tenants in economic zones. The vouchers will pay out against job-related outcomes, addressing skilled and semi-skilled labour shortages to support investment in higher value-add industries.

BEZA will not use the PRIDE facility to procure training or labour market facilitation services directly. Instead it will build structures for the management and governance of skills planning, voucher payment through employers, and quality monitoring. These structures will be operated by an Enterprise and Skills Agency (ESA) which will be engaged by BEZA and governed by a board with a high representation of EZ employers. The Enterprise and Skills Agency (ESA) will improve the quality of labour market information through several means, including regular Training Needs Analysis.

BEZA activity within the scope of PRIDE is forecast to generate 30 000 jobs during its 5-year life and a sum has been budgeted for the Skills Development programme including a designated management fee for the agency chosen to operate the ESA.

## 1.2 The Initial Training Needs Analysis

The TNA which is the subject of this procurement is an initial exercise to provide baseline information which will be used by BEZA in procurement and performance management of the Enterprise Skill Agency (ESA). It will be also be an operational document which provides to organisations wishing to offer training and labour market facilitation services for the EZs.

The information needed in the analysis should be specific on short-term needs, including detail of hard-to-fill vacancies and how training can improve supply, and should be directional on long-term needs.

### 1.3 The Objectives of the Initial TNA

The objectives of the Initial TNA are:

- 1 To provide a detailed snapshot of the current labour market as defined by the demands of in-scope EZ tenants
- 2 To provide information on the labour market dynamics which will affect planning within the current 5-year planning period
- 3 To provide short, medium and long-term information on training needs
- 4 To provide insights into factors which will affect the design of the voucher scheme to catalyse the development of a strong supply of training and skilled labour for EZ tenants and potential investors.

### B. Scope of Work

The consultancy firm will provide international and national expertise to conduct the Initial TNA for selected economic zones in Bangladesh. The scope of labour demand under consideration is limited to 8 Private EZs with 23 current tenants and 17 prospective tenants and It is expected that the consulting firm will conduct the following tasks and activities:

1. Review the policies and plans for BEZA and the context provided by the National Skills Programme under the National Skills Development Agency,
2. Conduct a comprehensive labour demand survey for in-scope EZs, generating a primary data source and insights into the impact of EZ tenant and prospective investor strategies on labour demand,
3. Conduct required number of interviews with investor and tenants to provide insights into the data,
4. Evaluate the value of survey information on the Bangladesh labour market in the light of pandemic-related change, including the current experience of recruiters and information from skills development initiatives using digital platform,
5. Develop, synthesis, Interrogate and analyse relevant data using appropriate techniques and methodologies,
6. Prepare baseline EZ labour demand data, a narrative, and information on scenarios that will affect supply, including identification of occupations where there will be under or over-supply,
7. Prepare Description of commonalities in EZ tenant and prospective investor strategies.
8. Analyse Short (year 1), medium (years 2 and 3) and long-term (years 4 and 5) training needs,
9. Conduct a stakeholder workshop to share the TNA outcomes;

BEZA will provide support to the consultancy firm by facilitating the process of reaching survey and interview respondents and encouraging meaningful responses. The work will be presented by the consulting firm facilitated by BEZA to tenants as a part of the workforce planning support that BEZA provides to them.



## C. Deliverables

### 1.1 Key Deliverables

SL	Activities/Deliverables	Terms
1	Submission of Inception Report	Within 15 days from the date of contract signing with presentation at project office. A list of all meetings and interviews with meeting notes, documents examined, work plan should be provided to BEZA.  (Printed 05 copies and soft copy required)
2	Submission of Interim Report	Within 45 days from the date of contract signing. The firm must provide a Presentation on the Draft Final Report at project office.  (Printed 05 copies and soft copy required)
3	Submission of Draft Final Report	Within 80 days from the date of contract signing. The firm must provide a Presentation on the Draft Final Report at project office.  (Printed 05 copies and soft copy required)
4	Submission of Final Report and Data Pack on TNA	Within 90 days from the date of contract signing. The firm must also provide a PowerPoint Slide Deck on the Draft Final Report at project office.  (Printed 10 copies and soft copy required)

### 1.2 Quality criteria for the deliverables and methodology

The methodology included in proposals to support this ToR should illustrate a clear understanding of the project, and the tasks to be undertaken, and should support:

1. A recognition of the effects of Covid-19
2. Survey and information captured using on-line and digital platforms
3. Production of a data pack in standard and transferrable digital formats
4. Use of standard Bangladesh taxonomies for job-roles and occupational standards where possible. These should reference the Bangladesh National Training and Vocational Qualifications Framework (NTVQF) regulated by the National Skills Development Authority (NSDA) where possible
5. Labour Market and Training Needs information provided to the level of job-role where possible
6. A high level of specificity on job-role and volumes in the analysis of short-term needs, and a consideration of scenarios in the analysis of long-term needs
7. Use of current data where available, including capture of data from current job-matching sites
8. Use of proxies where actual BEZA market does not yet have the volume to allow definitive statements
9. Delivery using a cost-effective methodology for gathering primary data

10. Use of pictorial representations of data when representing findings.

BEZA recognises the fast-changing nature of the labour markets and resultant training needs. Information is therefore expected to be specific in the short term and direction in the longer term:

1. Short term needs should include:

- Job-role specific information and volumes of each job-role. Where suitable job-roles don't exist in Bangladesh taxonomies the supplier should use their judgment in citing a benchmark role which is appropriate, for example International or European Standard Classification of Occupations (I/ESCO).
- The required Generic Skills (as defined by Bangladesh occupational standards), attitudes, behaviours.

2. Medium-term needs should include:

- Job-role specific information where possible. Where it isn't possible then job-family and qualification level will be sufficient.
- The required Generic Skills (as defined by Bangladesh occupational standards), attitudes, and behaviours.

3. Long Term needs should include:

- Analysis of EZ, Tenant and Investor strategy and its impacts on labour demand. The analysis should also consider global and national drivers of change. Scenarios should be used to illustrate the analysis.

#### **D. Required Qualifications and Experience**

BEZA is looking to hire a consultancy firm with significant experience in labour market information and workforce development. The consultancy firm should have the following experience:

- Must have extensive experience in conducting training needs assessment applying international standards;
- Must have at least 5 years of relevant experience in the development and assessment of labour demand dynamics;
- Must have extensive experience in workforce development issues and methodology; Additional merit will be given to firms with experience in Bangladesh and/or the region.
- Must have experience and capability in data acquisition and analysis and access to or possession of requisite techniques and platforms;
- The firm must exhibit proven track record in delivering labour market scans;
- The core team must have experience in preparing reports to a standard acceptable to national and international financing institutions and be fluent in written and spoken English.

In responding to the ToR, the consultancy firm should show how the team that they assign has the expertise to support the TNA, and they should show how that expertise will be applied efficiently. The consultancy firm should specify the expertise, including named Key Experts, and the allocation of their time. Key Expertise is expected to comprise a Team Leader/Training Specialist, Labour Market Research expert, Training and Workforce Development expert, and a Research Analyst/Statistician. An indication on of BEZA expectations of Key Experts and their allocation is as follows:





## Key Expert Qualifications and Experience

SN	Position	Qualification	Experience
1	Team Leader/Training Specialist,	Master's degree in HRM/Business Administration/  Social science/ Development strategy or any other relevant subject.  (Subject and Experience related to work-force development will be given preference)	<ul style="list-style-type: none"> <li>• Minimum 15 years general experience in relevant positions</li> <li>• Minimum 5 years specific experience in a similar field.</li> </ul>
2	Labour Market Research Expert	Master's degree in social science degree or equivalent any subject.  (Subject and Experience related to Labour Market Research will be given preference)	<ul style="list-style-type: none"> <li>• Minimum 10 years general experience in relevant positions</li> <li>• Minimum 5 years specific experience in a similar field.</li> </ul>
3	Training and work-force Development Expert	Master's degree in social science degree or equivalent any subject.  (Subject and Experience related to Training and Workforce will be given preference)	<ul style="list-style-type: none"> <li>• Minimum 10 years general experience in relevant positions</li> <li>• Minimum 5 years specific experience in a similar field.</li> </ul>
4	Research Analyst/statistician	Master's degree in social science degree or equivalent.  (Subject and Experience related to Training Research will be given preference)	<ul style="list-style-type: none"> <li>• Minimum 5 years general experience in the similar position</li> <li>• Minimum 2 years relevant research work.</li> </ul>

\*Signed CVs of Key Experts should be attached.

The consultancy firm may propose a different configuration of expertise, and use of additional non-key experts, but should show how expertise supports their method.

### Indicative Expected Effort

The consultant team will consist of both Key Expert will be engaged for the duration of consulting services. Key Expert required to execute the Consulting Services are summarized in the following table:

Experts	Key Expert	Total MM
Key-Expert	6	6

### Experts and Indicative Expected Man-Months (MM)

SN	Position	No	MM	Total
1	Team Leader-Training Specialist (Int),	1	1	1
2	Labor market research expert	1	1	1
3	Training and work-force development expert	1	1	1
4	Research Assistant	1	1	1
5	Data Collector	1	1	1
6	Data Entry operator	1	1	1
Total		6	6	6

In addition to the Key Experts, the consultancy firm should ensure that there is resource within Bangladesh to liaise with BEZA for:

- Reporting, day-to-day co-ordination, and issue resolution
- Driving acquisition of survey and interview exercises, including co-coordinating BEZA support.

Though BEZA will support acquisition of information, the consultancy firm should plan substantial in-country resource during the period in which survey and interviews take place, equivalent to a full-time resource for that period. In-country roles can be combined with those of Key Experts though the consultancy firm should demonstrate that it will use costly expertise efficiently.



#### **E. Duration of the Assignment**

The assignment is expected to be completed within 3 months after signing the contract. The assignment is proposed to start in November 2020 to February 2021. The consultancy will be required to work closely with BEZA staff and if needed, travel to specific zones locations.

#### **F. Reporting Requirements**

The winning firm will report project progress to the Project Director through the *Inception Report, Interim Report, Draft Final Report and Final Report* in English & Bangla, and in regular update meetings. All reports submitted must have signatures of the author, checker and approver with seals of the consulting firm. Each report will be accompanied by an electronic version (i.e soft copy).

#### **G. Facilities and Equipment:**

a) To be provided by the Client

BEZA will provide the consulting firm with available materials and data relating to the project and will support acquisition of information from EZ tenants including support for survey and interview.

b) To be provided by the Consultancy firm

No separate/additional payment is required from BEZA for the consulting firm's facilities.



**Md. Ali Ahsan**  
Project Director (Additional Secretary)  
Support to Capacity Building of Project  
Bangladesh Economic Zones Authority  
Prime Minister's Office

**Prescribed Format for Submission of Expression of Interest (EOI)***(In Case of Joint Venture, Same Form to be completed by each member of JV)*

Package No. : BEZA S-137

Title of Service : Consulting Services for Training Need Analysis for Economic Zones in Bangladesh.

1. Letter of Submission [Addressing the Project Director, *In case of Joint Venture the Lead Firm can only submit this letter*]

2. Age of the Firm :

*(Year of Establishment, as per Registration Certificate)**(Necessary Attachments: Company/Firm's Registration Certificate)*

3. Legal Establishment of the Firm

a) TIN No. :

b) VAT Registration No. :

c) Trade License No. :

*(Necessary Attachments: TIN Certificate, VAT Certificate, Valid Trade License)*

4. Firm/Company Background (General Information)

*(Necessary Attachments: Brochure etc.)*

5. Financial Capacity of the Firm (Turnover of last 5 years)

a) 2019-20 (Up to Present) :

b) 2018-19 :

c) 2017-18 :

d) 2016-17

e) 2015-18

f)

*(Necessary Attachments: Payment Received Certificates/Audit Report)*

6. Experience of the Firm in Similar Tasks/Assignments in Last Five Years

*(Example of Past Experience of Similar Nature and/or Complexity including Cost and Duration of the Assignment)*

Total No. of Similar Nature Assignment done by the Firm :

## Form-A

Project Name	Title/Description of Service	Type of Service	Name and Address of the Client	Service Duration (Start & End Dates)	Value of Service			Man-Month Input	
					Total Value	No. of Partners (if Any)	Value of Service Provided by the Firm	Firm's Input	Partners' Input

(Necessary Attachments: Details Description of Mentioned Similar Nature Assignment done by the Firm Separately)

### 7. Experience of the Firm in Other Tasks/Assignments in Last Five Years

(Example of Past Experience of any Other Tasks/Assignments including Cost And Duration of the Assignment)

**Total No. of Other Tasks/Assignments done by the Firm :**

Project Name	Title/Description of Service	Type of Service	Name and Address of the Client	Service Duration (Start & End Dates)	Value of Service			Man-Month Input	
					Total Value	No. of Partners (if Any)	Value of Service Provided by the Firm	Firm's Input	Partners' Input

(Necessary Attachments: Details Description of Mentioned Assignment done by the Firm Separately)

### 8. Availability of Key Professionals to Carry out the Assignment

**Total number of Key Professionals :**

SN	Name of Key Professionals	Position held in the Firm	Educational Qualification	Total Years of Experience	Years of Experience in Relevant Field	No. of Years as Firm's Employee

(CV of the Key Professionals need not be submitted)

### 9. Organizational Capacity of the Firm

- a) Office Space (Area, Floor No. etc.) :
- b) No. of Support Staffs (Excluding Key Professionals) :
- c) Description of Important Office Equipment :