

REQUEST FOR EXPRESSIONS OF INTEREST
(CONSULTING SERVICES - FIRM SELECTION)

COUNTRY: Bangladesh.

NAME OF PROJECT: Bangabandhu Sheikh Mujib Shilpa Nagar (BSMSN) Development Project
(Bangladesh PRIDE (PI 70688))

Credit No.: IDA-6676 BD

Assignment Title: Skills & Social Development Program at BSMSN

Reference No.: PMC 17-BSMSN-BEZA

The Government of the People's Republic of Bangladesh has received financing from the World Bank toward the cost of the Bangabandhu Sheikh Mujib Shilpa Nagar (BSMSN) Development Project, a project under Bangladesh Economic Zones Authority (BEZA) and intends to apply part of the proceeds for consulting services.

One of the core initiatives of the project is to ensure the availability of skilled labour necessary to attract and grow high value-add business, construction of industries, security services and delivering equitable access to jobs, as well as skills formation among workers in companies in their supply chains.

Brief objectives of this assignment are:

- i) Identifying the 2,000 beneficiaries of skills and social development program by validating preliminary information provided by BEZA;
- ii) Collecting labor market information and using it to identify the relevant pathways for social development and employment for targeted beneficiaries;
- iii) Designing and implementing the stakeholder engagement and social inclusion strategy;
- iv) Designing skills development for social development and employment pathways;
- v) Implementing stakeholder engagement plan and social inclusion strategy;
- vi) Identifying different groups and implementing the skills and social development program;
- vii) Monitoring and reporting progress and results of the program through a robust Monitoring and Information System (MIS).

Implementation period of the Services is estimated to be for a period of 30 months.

The indicative Terms of Reference (TOR) for the assignment and prescribed format (Annex-1) for submission of Expression of Interest can be found at the following website: www.beza.gov.bd.

The Bangladesh Economic Zones Authority (BEZA) now invites eligible Consulting Firms ("Consultants") to indicate their interest in providing the Services. Interested Consultants should provide information as per Prescribed Format mentioned above demonstrating that they have the required qualifications and relevant experience to perform the Services.

The shortlisting criteria are as follows;

- At least 10 years of general experience under consultancy contracts satisfactorily completed as Consultant (Consulting Firm);
- Similar nature assignment experience i.e training need assessment/stakeholder engagement/social inclusion strategy/module development/training design/skills development through training/Workshop program & Job Placement etc. within the last 10 years;
- The required Average Annual Consultancy Turnover shall be greater than BDT 50 million or UDS 0.50 million over the last 5 years.
- Experience of working under development partner funded project will be an added advantage;



- The consulting firm shall have sufficient and relevant managerial, financial and organizational capabilities, accredited from relevant institution, training centers, equipment and logistics for the assignment.

(N.B. Years will be counted backward from the date of publication of REOI in the newspaper)

Key Experts will not be evaluated at the shortlisting stage.

The attention of interested Consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016, Revised November 2020 ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest related to the assignment.

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 (JV) and/or a Sub-Consultancy. In the case of a JV, all the partners in the JV shall be jointly and severally liable for the entire contract, if selected. The maximum partners of the association either JV member or Sub-Consultancy shall be four (4). The qualifications of the sub-consultants will not be considered in the evaluation of EOIs for shortlisting purposes.

A Consultant will be selected in accordance with the Quality and Cost Based Selection (QCBS) method; Market Approach- Open International set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours [i.e., 0900 to 1600 hours].

Expressions of interest must be delivered in a written form along with a USB drive to the address below (in person, or by mail, or e-mail) by 15 February 2023, 14.00 Hours Bangladesh Standard Time. If delivered through email, the client shall not be responsible for the confidentiality of the EOI.



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Terms of Reference

PMC 17-BSMSN-BEZA: Skills & Social Development Program at BSMSN

1. Background

The Bangladesh Economic Zones Authority (BEZA) is implementing the Bangladesh Private Investment & Digital Entrepreneurship (PRIDE) Project, whose objective is to promote private investment, job creation, and environmental sustainability in participating economic zones and software technology parks in Bangladesh. The Bangabandhu Sheikh Mujib Shilpa Nagar (BSMSN) is the largest economic zone in Bangladesh. It covers 33,000 acres across three upazilas (Mirsarai, Sitakunda and Sonagazi) of Chattogram and Feni, and has been succinctly divided into several zones. The aim is to develop a self-contained Industrial City including an industrial, commercial, seaport, rail connectivity, marine drive, residential area, tourism park, power plants, hospital, schools, universities and other services.

One of the core initiatives of the project is to ensure the availability of skilled labour necessary to attract and grow high value-add business, construction of industries, security services and delivering equitable access to jobs, as well as skills formation among workers in companies in their supply chains. The target is to ensure employment in BSMSNS area for 1.5 million people within the next 15 years.

The BSMSN Development Project also has a social inclusion focus. It is meant to support the development of the local communities and have a positive net effect among households that are directly affected by the land reclamation and other economic activities. To this end, the BSMSN Development Project will use the Skills and Social Development program (SSD) to support pathways to social development and employment for 2,000 people, especially for affected households, but also inclusive of people living in the Area of Influence.

The program will comprise two parts that run in parallel and support each other. One is the *stakeholder engagement and social inclusion strategy* which will implement a stakeholder engagement plan for ensuring proper involvement and participation of the targeted communities, as well as potential employment sources. The second part is the *skills development program* which will design and implement activities for skills development and employability to place beneficiaries onto a pathway to reach their full potential and better employment opportunities.

The SSD program will be delivered by an experienced firm or consortium of firms selected through international competitive procurement. This firm will design and implement the SSD according to the objectives, scope, requirements and expected results described in these Terms of Reference, as well as in the contract for services.

Given the high value that BEZA places on supporting social development and labor market inclusion among directly affected people and people in the BSMSN influence area, the success of the program will be focused on outcomes. As such, the contract for services will be a performance-based contract, with an important part of the payment (75%) conditional upon verifying achievement of expected results.

2. Objective

The objective of these consulting services is to design and implement the Skills and Social Development Program (SSD), which builds social development and employment pathways for

2,000 targeted beneficiaries in the BSMSN area of influence, and is based on stakeholder engagement, social inclusion strategy, and demand-driven skills analysis.

3. Scope of Consulting Services

The Consultant will carry out the following main tasks but not necessarily be limited to:

- 1) Identifying the 2,000 beneficiaries of SSD by validating preliminary information provided by BEZA and collecting more information as needed. This Terms of Reference is based on an assumption that all 2000 potential beneficiaries require a social development program which improves their ability to engage with their changing society, training in low to mid-level skills to prepare them for work, or entrepreneurial support in becoming a micro-enterprise.
- 2) Collecting labor market information and using it to identify the relevant pathways for social development and employment for targeted beneficiaries.
- 3) Designing and implementing the stakeholder engagement and social inclusion strategy.
- 4) Designing skills development for social development and employment pathways that will include:
 - a. An Initial Assessment approach which will be used understand beneficiaries' skills needs and aspirations, provide careers advice, and place them on one of the two pathways as appropriate for them with an agreed individual learning and development plan. The expectation is that 20% of the participants (400) are placed onto the social development pathway, and 80% (1,600) onto the employment pathway.
 - b. A social development pathway for those not ready for, or not yet seeking employment, which improves the life skills they need to engage in their changing society. This encompasses communication, personal finance including account operation, negotiation skills, basic numeracy, training on harassment/violence and how to address them, mental wellbeing, digital literacy, work-readiness, among others.¹ This pathway also refers beneficiaries to other programs as appropriate.
 - c. Employment pathways that develop employability skills (communication, numeracy, digital skills, work-readiness) and specific occupation-related skills leading to employment, which may comprise skills that support entrepreneurship. Where applicable, the occupation-related skills should be linked to certifications. Importantly, this pathway also includes support for job search like CV writing and interviewing.
 - d. Development of a process for tracking beneficiary progress on their pathways and their learning and development plans in Individual Beneficiary Records (IBRs) which are then used to track and manage progress.
 - e. Where relevant, implementation of interventions like Recognition of prior learning, women empowerment support, and referral routes into other programs available in the region (see details below).
- 5) Identify different groups and implement the Skills and Social Development program,

¹ The consultancy firm may use as reference the NARI project in Bangladesh (cited in the references), which also implemented life skill training, and which provides key lessons for similar projects.



segmenting beneficiaries by pathway and delivering a tailored intervention for each group.

- 6) Monitoring and reporting progress and results of the program through a robust Monitoring and Information System (MIS).

4. Outcomes of the Consulting Services

The services delivered by the firm or consortium of firms will be assessed as effective if the following outcomes are attained through the SSD program:

- 1) All beneficiaries are placed onto pathways which are consistent with their abilities and aspirations, and the labour market, and which detail their desired outcomes and an individual learning and development plan
- 2) Beneficiaries who are placed onto social development pathways have completed their plan and confirm that they have achieved their development aim (life skills and soft skills, especially communication skills, numeracy, digital literacy, work-readiness).
- 3) For beneficiaries who have completed their social development pathway, an outcome must be demonstrated. The outcomes of the social development pathway do not include a verifiable employment outcome, and beneficiaries may be put on training program that do not include an independent assessment. Nevertheless, social development pathway outcomes will include learning outcomes and the achievement of an aim goal agreed between the learner and training provider at the start of the program. The outcome is demonstrated by:
 - a. The Individual Beneficiary Record (IBR) showing both program completion and development aim achieved
 - b. An evidence pack prepared by the consultant for each beneficiary to claim outcome-related payment. The expected contents of the evidence pack are included in Annex 3 to this ToR
- 4) Beneficiaries on employment pathways have completed their employment-related skills development plans, including the employability skills and job market support (e.g., work-readiness, CV and interviewing support) and certified training where required.
- 5) Among those who have completed their employment-related skills development plans, one of the following employment outcomes are demonstrated:
 - a. Job placement and 3-month job retention, preferably in firms within the BSMSN economic zone. Employment must be provided in an organization that is compliant with the Bangladesh Labor Law and World Bank ESS2 (Environmental and Social Standards 2 – Labor and Working Condition) and follows the principles of equal opportunity, and non-discrimination.
 - b. Commencement of entrepreneurship or self-employment and 3-month job retention, or
 - c. Placement on further learning consistent with development plan.

5. Expected outputs from Consulting Services

- 5a. Fully designed and implemented stakeholder engagement and social inclusion strategy, which must include:

 - 3 -

- a. A robust method is to be implemented to identify the directly affected households and the households in the BSMSN area of influence. Capturing what households have female heads, with person with disability and those from the disadvantaged and the vulnerable segment of the community is required.
- b. A stakeholder engagement plan is to be outlined and implemented. A detailed list of activities that is expected as a minimum is found in Annex 1, which can be varied according to considerations made in Section 13. In general terms, the stakeholder engagement comprises:
 - i. Actions to identify and establish relationships with representatives of stakeholder groups to get guidance and support for the implementation of the SSD. At a minimum, this includes workers groups, BSMSN investors, local administration, and community leaders.
 - ii. Identification of vulnerable groups and groups at disadvantage, including female headed households, women and people with disabilities. The consultancy firm must run consultations with these groups to learn what support is relevant to them to ensure equal access to the benefits of the development of BSMSN. Consultations should be carried out in a culturally appropriate manner.
 - iii. Broader community engagement and awareness strategies that reach all the BSMSN influence area, this includes periodic consultations, workshops and special events, like community festivity days.
 - iv. Consultations with stakeholders will follow the feedback loop completion modality and will cover the skills development agenda and topics on social infrastructure related to BSMSN developments. On the first, the consultant will provide information about the activities, risks and impacts as well as positive outcomes of the skills development intervention, and request feedback which will be included in the design of technical and social training curriculum and a list of development aims that beneficiaries are likely to have; then it should communicate back how the inputs are reflected. On the second, consultation will include stakeholders' ideas and inputs about design, location and service provision requirement of social infrastructure—schools, hospitals, religious centres, parks and recreation facilities; risk and impacts discussion which will focus on labor influx, price hikes of commodities, SEA/SH issues, issues with new business opportunity seekers from outside, pressure on local services and infrastructures, and suggested mitigation measures. All consultations must be documented including participants, discussion, and recommendations.
 - v. A communication plan that is tailored to the circumstances of the target audience. Appropriate communication and engagement materials, including posters and brochures, are used to raise awareness and ensure program benefits reach women, people at disadvantage, people with disabilities, and vulnerable groups. A communication plan should also address risks and impacts (including the possibility of exclusion or social backlash).
 - vi. Grievances Redress Mechanism (GRM) manual including training on GRM modalities and implementation. This should be suited to the need and social practices of the localities including various channels to raise issues and timeline of grievance addressing.
 - vii. Periodic assessment of the engagement strategy to detect failure or risks, in which case the firm is expected to propose a course-correction of the strategy.



- c. Activities are implemented successfully to support the skills development component. At a minimum:
- i. Identify the 2,000 participants of the skills development program. This will be done by collecting sociodemographic information of all beneficiaries, as well as information of their education, training and work history, and by assessing their interest to participate. Selection of participants must be based on proposed criteria that is approved by BEZA. Inclusion of women, people with disabilities, and those from the disadvantaged and vulnerable segments is key to this program. The consultancy firm will provide data to BEZA to set an appropriate participation target of these groups, which is consistent with the objectives of PRIDE.
 - ii. Periodic consultations with BSMSN investors through which they communicate their skills demand and job opportunities for the SSD target beneficiaries. Engagement with BSMSN investors must include a reminder that they must adhere to labor law provisions, safe working environment, OHS issues and recruitment policy.
 - iii. Periodic consultations with workers groups, community groups and other population subgroups to communicate career aspirations and needs for support.
 - iv. A Gender and Inclusion Strategy (GESI), based on data and insights from stakeholders, to ensure that women and people at disadvantage are appropriately supported to enter and complete their development pathways into employment.
 - v. Special campaigns to raise awareness about employment opportunities and career pathways, including job fairs, for both the trainees and the employers.
 - vi. Support accompaniment of participants of the skills development component to reduce attrition risk.
 - vii. The consultant will set a main training centre adjacent to the BSMSN and sub-training centres at influence area of the project.
 - viii. The consultant will ensure necessary training equipment in the training centres.
 - ix. The consultant will design the training program according to National Skill Development Agency (NSDA)/Bangladesh Technical Education Board (BTEB) policies and guidelines.
 - x. The consultant will ensure certificate for trainees according to the policy of NSDA and BTEB.

5b. Carry out fully designed and implemented skills development component, which must include:

- a. An Initial Assessment for all beneficiaries which uses a diagnostic of skills development needs and a careers conversation which uses current labor market information. This assessment will be used to select beneficiaries into one of the two pathways. Use BEZA's quarterly reports on investments and jobs needs in BSMSN area to identify job opportunities of the directly affected people. BEZA will provide the overall EZ development plan which gives dates of new tenants arriving and an outline of their workforce requirements, but the consultant must consider indirect opportunities such as downstream services and entrepreneurship.
- b. Target beneficiaries are segmented into relevant groups for tailored program delivery. Data collected about targeted beneficiaries is used to segment beneficiaries according to similar *departure and destination points* in their pathways:
 - *departure points* are identified considering sociodemographic characteristics, occupation, skills level, and sector of economic activity. For example: women out of the workforce, students, landowners, agricultural or fishery workers,



and day laborers.

- *destination points* are identified considering the aspired occupations and employment status such as salaried job, entrepreneurship, self-employment, and further education or professionalization. For the social development pathway this will include a list of development aims which beneficiaries are likely to have, and which will be allocated to each beneficiary during the operation of the SSD.
- c. Given the emphasis that PRIDE project places on women's economic inclusion,² this group should have significant representation in both social development and employment pathways. For the social development pathway, at least 40% of participants must be women; for the employment pathway, at least 20% of participants must be women. These targets should be validated by the information collected by the Consultancy firm.
- d. Identification of cost-effective interventions to support the social development or employment pathways for each of the different beneficiary segments. The interventions may include technical skills training, development of employability skills, Recognition of Prior Learning, careers advice, skills for entrepreneurship, mentoring, women empowerment, and referrals to other training programs. The consultancy firms must provide a work plan to implement these interventions in the course of the program timeline.
- e. Regarding the referrals to other programs, the consultancy firm must build a list of relevant local, regional or national programs that support the pathways onto which the beneficiary has been placed and make program information available to beneficiaries. For the case of the Skills Voucher Program and Enterprise and Skills Agency (ESA) which BEZA will be implementing across Economic Zones (expected by second half of 2023), the consultancy firm must establish a direct relationship with the ESA to channel SSD beneficiaries into ESA's systems.
- f. Social development and employment pathways which have been designed to support the needs of each beneficiary segment, and each beneficiary receives accompaniment through suitable interventions.
- g. Each beneficiary's progress is tracked and managed in an Individual Beneficiary Record (IBR) which can be made available to BEZA for review. IBRs will track as a minimum:
- i. Beneficiary details and identifier
 - ii. Beneficiary's pathway and development aim (chosen from a limited range of options identified and agreed after stakeholder engagement)
 - iii. Programme start date
 - iv. Completion status:
 - Beneficiary is continuing or intending to continue the activities leading to the development aim
 - The beneficiary has completed the activities leading to the development aim
 - The beneficiary has withdrawn from programme
 - The beneficiary has temporarily withdrawn from the programme and will rejoin
 - v. Programme end date
 - vi. Learning or Development Outcome

² Regarding women's participation, PRIDE Project seeks to facilitate women's economic activity by supporting skills training and job placement for women, supporting work environments conducive to women's work, and changing perceptions on women's work and entrepreneurship (World Bank's Project Appraisal Document for the Bangladesh Private Investment and Digital Entrepreneurship Project, May 2020).

- *Achieved*
 - *Partial achievement*
 - *No achievement*
 - *Learning activities are completed but the outcome is not yet known*
- h. To the extent possible, the foundational skills learned as part of each of both pathways (skills for social development in the case of the social development pathway, and employability skills in the case of the employment pathway) must follow national standards.
 - i. A clear workflow and decision process for use by all support staff which shows how each of the following processes will be run and logged:
 - i. Initial Assessment and pathway placement for all beneficiaries.
 - ii. Development of a learning and development plan for each beneficiary, agreed by the beneficiary
 - iii. Tracking and management of progress in an Individual Beneficiary Record
 - iv. Training and development activity
 - v. Training and Development plan completion for either pathway type (social development or employment)
 - vi. Driving and logging outcomes:
 - Development aim achievements for those on the social development pathway
 - Job matching and job outcomes for those on employment pathways.

6. The outcomes-oriented nature of the program

This program emphasizes the value created when target beneficiaries experience social development and labor market inclusion. For this reason, an important part (80%) will pay for the success of the skills development program in achieving the development and employment goals of beneficiaries. The remaining funding (20%) will pay for activities such as analysis, plan development and implementation of the stakeholder engagement and social inclusion strategy (see section 13).

Payments associated to the skills development program are conditional on verified results for each outcome of interest (listed in section 4). The consultancy firm is expected to sustain a Monitoring and Information System (MIS) which integrates the processes to obtain outcome verification and report it. At a minimum, this verification takes the form of "sign-offs" by beneficiaries and stakeholders of outcomes. Beneficiaries must provide validation that they have completed their development plan. Also, if they are in the social development pathway, they must validate that the plan was useful to attain their development goals. Instead, if beneficiaries are in the employment pathway, they must report attainment of the desired employment outcome; likewise, the employer must validate job placement, or the provider of further education or training must validate that the beneficiary engaged in further learning.

Each outcome is weighted differently to reflect their economic and social value and promote alignment between operational efforts and program objectives. Annex 2 shows different prices per capita across outcomes 1 to 4. For example, identifying an appropriate pathway for beneficiaries and engaging them into it (outcome 1) is valuable, but there is more value when beneficiaries complete their plans (outcomes 2 and 3). At the same time, outcome prices are calibrated to support financial liquidity at the beginning of the operation, therefore the value of outcome 1 is not as low as it should be if its social value was only considered. The consultancy firm is expected to manage their cashflow while managing the operation towards outcomes.

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By paying for outcomes, instead of activities, this program also supports innovation and adaptation of the contracted services to respond to changing needs of beneficiaries and use learning during implementation to improve program effectiveness (see Section 13). This makes the MIS the more important, to periodically generate information to assess program performance and course-correct when needed. The consultancy firm is requested to weight accordingly the monitoring efforts.

7. Expected Time Schedule

The total duration of consulting services will be 30 months. The implementation schedule expected is as shown in Table.

Key Activities	Duration in Months
Invitation of EOI	19/01/2023
Issue of RFP	19/03/2023
Contract signing and engagement	25/06/2023
Completion of Consulting Services	24/12/2025

8. Key points for the delivery of the skills development program

- The location of services will be the BSMSN area and union or upazila level of Mirsarai, Sitakunda Upazila of Chattogram and Sonagazi Upazila of Feni district.
- The affected people of the BSMSN will get priority in the program, but people living in the mentioned upazila may also participate with the approval of BEZA.
- Where needed to implement the program, the firm will provide standard venue with sanitation and washing facilities
- The firm will provide standard food packages (per day/per person BDT 350) and conveyance allowances (per day /per person BDT 300) to the participants.
- The firm will hire resource persons based on trade
- The firm will ensure training materials/machineries/equipment's as per need of the program.
- The firm will ensure safety, security and anti-harassment programs for the trainees during training period.

9. Consultant firm attributes

- Ability to provide services in the relevant geographies
- Successful track record in access to employment programs
- Successful track record in skilling and re-skilling programs
- Appropriate systems for tracking and reporting beneficiary progress
- Successful track record in community engagement and social inclusion

10. Professional Staffing Input Required:

The consultant team will consist of both Key Experts and Non-Key Experts and will be engaged for the duration of consulting services. The team is expected to comprise people who hold the roles described in the table below:




Table: Expected Man-Months (MM)

SN	Position	No	MM	Total
(i)	Key Experts			
1	Team leader (Human Resources or employment services)	1	30	30
2	Employment services expert	1	30	30
3	Training Expert	1	30	30
4	Junior Social Development and Consultation Expert	1	30	30
5	Junior Functional Skills Trainer	1	30	30
6*	Trainers in Functional Skills, RMG, Facilities Management (one each)	3	30	90
	Sub-total			240
(ii)	Non-Key Expert			
1	Trainer (Different Trade)	7	30	210
2	Training organizer	5	30	150

N.B: Firm may propose additional non-Key expert as per TNA report/requirements. The firm also may get help from resource persons of BEZA, PIU, the Union, Upazila, District administration or any other experience persons.

* The requirement of Trainers in Functional Skills, RMG technical skills, and Facilities Management is based on an expectation that these competencies areas will maximize number of jobs matches with the firms in the BSMSN area (see section 13). Functional skills are work-place relevant literacy, numeracy and ICT skills.

11. Qualification and Experiences

The following tables provide the key professional minimum qualification for educational background and professional experiences.

SN	Position	Qualification	Experience	Responsibilities
1.	Team Leader (Human Resource or employment services expert)	<p>Master Degree or equivalent in any discipline or substantial experience in a senior role.</p> <p>Proven professional development in delivery or management of Human Resource Developments, or employment services.</p>	<ul style="list-style-type: none"> • Minimum 15 years general experience. • Minimum 10 years specific experience. • Experience as a team leader is desirable. 	<ul style="list-style-type: none"> • The team leader will lead the PMC 17 and is responsible for delivering agreed outcomes. • Coordination with PIU, District, Upazila and union administration • Prepare all of reports and deliverables • Prepare skills and social development plan • Prepare operational manuals with the help of training expert and firm • Prepare and lead social engagement plan • Selection of resource persons for implementing the skills and social development program • Provide training and induction to employment services personnel, trainers and training organizers

SN	Position	Qualification	Experience	Responsibilities
				<ul style="list-style-type: none"> • Provide training to the participants where appropriate. • Implementation of stakeholder consultations
2	Employment services expert	<p>Master Degree or equivalent in any discipline or substantial experience in a senior role.</p> <p>Proven professional development in delivery or management of Human Resource Development or employment services.</p>	<ul style="list-style-type: none"> • Minimum 10 years general experience. • Minimum 05 years specific experience. 	<ul style="list-style-type: none"> • Lead on development plans to engage beneficiaries. • Design workflow for recruitment of beneficiaries, and their referral onto programmes, through to completing their development plans. • Ensure careers conversations and initial assessments are informed by labour market information. • Work with trainers, facilitators and employer groups to design and launch services for beneficiaries. • Responsible for beneficiaries' customer experience. • Work with employers and employer groups to maintain valid employment pathways.
3.	Training Expert	<p>Master Degree or equivalent in any discipline or substantial experience in senior roles.</p> <p>Proven professional development in training or education.</p> <p>A post-graduate certificate in training or education is desirable.</p>	<ul style="list-style-type: none"> • Minimum 10 years general experience. • Minimum 05 years specific experience. 	<ul style="list-style-type: none"> • Selecting and engaging trainers. • Ensure the proper functioning of the workflow for beneficiaries, from Initial Assessment through to agreed outcomes. • Evaluation the performance of the trainers and trainees • Ensure quality of the training • Coordination with resource persons • Prepare training and beneficiary support manuals • Support the social engagement program. • Provide training to trainers and training organizers • Provide training to the participants • Implementation of stakeholder consultations.
4.	Junior Social Development Expert and Consultation Expert	Master degree or equivalent in Social Science of any other	<ul style="list-style-type: none"> • Minimum 08 years general experience. • Minimum 05 	<ul style="list-style-type: none"> • Support social engagement plan • Support the workflow for beneficiaries, including

200

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SN	Position	Qualification	Experience	Responsibilities
		similar subject discipline	years specific experience.	initial assessments and job placements. <ul style="list-style-type: none"> • Implementation of stakeholder consultations • Implementation of National and regional workshop for developing the BSMSN • Implementation of stakeholder workshops • Implementation of stakeholder meeting at Upazila and Union level; • implementation stakeholders consultation with labor/workers group; • Implementation of stakeholder consultation with investors; • Support BEZA to organize all of stakeholder's consultation and given redress mechanism.
5	Junior Functional Skills Trainer	Master degree or equivalent. A post-graduate certificate in training or education is desirable.	<ul style="list-style-type: none"> • Minimum 08 years general experience. • Minimum 05 years specific experience. • Recent experience of teaching Maths and English at BQF Level 3. • Recent experience with training people on work-based ICT skills. 	<ul style="list-style-type: none"> • responsible for the delivery and administration of teaching, learning and on programme assessment • teach and assess learners with functional skills in Maths, English and ICT and will be • Select and use appropriate functional skills materials for students to maintain and enhance the quality of their learning experience. • Review performance of functional skills programme against targets and recommend appropriate change as required.
6	Junior Trainer in RMG and Trainer in Facilities Management	Bachelor degree or equivalent. Qualification relevant to the same occupation for which they are a trainer, at least one level (NTVQF) above the training that	<ul style="list-style-type: none"> • Minimum 10 years experience in their vocational area. • Minimum 05 years specific experience. 	<ul style="list-style-type: none"> • Motivate and inspire learners to develop their skills • Plan and deliver effective learning programmes for diverse groups or individuals in a safe and inclusive environment • Enable learners to share responsibility for their own learning and assessment • Apply appropriate and fair methods of assessment • provide constructive and timely feedback to support

SN	Position	Qualification	Experience	Responsibilities
		they deliver. A professional certificate in training and assessment will be given preferences.		progression and achievement <ul style="list-style-type: none"> • Maintain and update teaching and training expertise and technical skills through collaboration with employers • Keep up-to-date in their own profession.

The following tables provide the Non-key professional minimum qualification for educational background and professional experiences.

SN	Position	Qualification	Experience	Responsibilities
1.	Trainers	Qualification relevant to the same occupation for which they are a trainer, at least one BQF level above the training that they deliver. A professional certificate in training and assessment is desirable.	<ul style="list-style-type: none"> • Minimum 08 years general experience in their professional area. • Minimum 05 years specific experience. 	<ul style="list-style-type: none"> • Motivate and inspire learners to develop their skills • Plan and deliver effective learning programmes for diverse groups or individuals in a safe and inclusive environment • Enable learners to share responsibility for their own learning and assessment • Apply appropriate and fair methods of assessment • provide constructive and timely feedback to support progression and achievement • Maintain and update teaching and training expertise and technical skills through collaboration with employers • Keep up-to-date in their own profession.
2.	Training Organizer	Bachelor's degree in any discipline	<ul style="list-style-type: none"> • Minimum 05 years general experience in their professional area. • Minimum 03 years specific experience. 	<ul style="list-style-type: none"> • Organize the training program • Selection of trainees • Organize events for celebrating special days for social development (yearly 2 to 3); • Organize public consultations • Organize district, Upazila and Union level workshop • Organize awareness program • Distribution of IEC materials • Organize national and

SN	Position	Qualification	Experience	Responsibilities
				<p>regional workshop for developing the BSMSN</p> <ul style="list-style-type: none"> • Organize & implement stakeholder workshop to ensure proper participation from all level; • Organize & implement stakeholder meeting at Upazila and Union level; • Organize & implement stakeholders consultation with labor/workers group; • Organize & implement 20 stakeholder consultation with investors; • Support BEZA to organize all of stakeholder's consultation and given redress mechanism.

12. Supporting Staff

The consultant team may employ supporting staff for the supervision of the assignment activities and operation of the project office, if required. The supporting staff may include:

- Inspector for quality control
- Data collector and operator
- Administrator
- Accountant
- Typist

13. Deliverables, timetable, and payment

This skills and social development program is expected to be completed within 30 (thirty) months after acceptance of the assignment. The table below describes the products, timeline, and payment structure. Recall that payments associated to the skills development program implementation are conditional on verified results for each outcome of interest, as described in section 6. Therefore, total payment allocated to each outcome (column 3) is the cumulative maximum claimable amount paid if the program delivers full outcomes. Intermediate claims can be submitted every quarter based on the verified number of beneficiaries who achieve the outcome during that period (see Annex 2).

Regarding deliverables 1-3, the table specifies that the planning reports must be reviewed and approved by BEZA and the World Bank before authorizing payment and moving to another stage of the consultancy. Such review group must include social development specialist and skills development specialists who provide technical backstop and assess the plans from a perspective of quality of processes, risk management and program design that can successfully lead to outcomes. Concerns and suggestions raised by this review group must be taken into consideration to draft the final version of the plans.




Ser	Products/ Deliverables	Timeline (months from contract signing)	% of Total Payment
1	Inception Report along with PPT presentation includes a description of the general approach to the skills and social development program in accordance with this ToR. It proposes a method to identify and validate target beneficiaries; a preliminary list of stakeholders to engage; an information needs analysis and proposed ways to collect information for the skills development program, and the proposed methodologies for the participation of the stakeholders. It also proposes a work plan and timeframe. This report must be reviewed and approved by the BEZA and World Bank before moving into other stages of the consultancy.	01	5%
2	Stakeholder engagement plan Provides stakeholder identification, mapping and analysis including the disadvantaged and the vulnerable; identifies the scope and target of a GESI strategy; states the objectives and scope of the social development component; details the stakeholder engagement strategies – targets, activities, and timeline; assess risks and impacts of the program and mitigation measures. It also provides the list of selected participants for the skills development component and the data collected that is relevant for segmentation. This plan must be reviewed and approved by the BEZA and World Bank before moving into other stages of the consultancy.	03	2.5%
3	Skills Development plan Provides the analysis of the labor market data and identification of employment opportunities for the targeted beneficiaries. Proposes the beneficiary segmentation by identifying and grouping departure and destination points. Identifies cost-effective interventions relevant to the context to support the pathways to employment. Indicates a work plan for implementation of the skills development component, including activities, resources needed, proposed location, and timeline. Describes the plan to track beneficiaries and monitor program performance. This plan must be reviewed and approved by the BEZA and World Bank before moving into other stages of the consultancy.	05	2.5%
4	Implementation of stakeholder engagement plan and social inclusion strategy The firm carries out the agreed plan, including the consultations, workshop, awareness campaigns, communication materials, Grievance Redress Mechanism, among others (see section 5a, 14 and Annex 1). An assessment of the program effectiveness is presented every 12 months. Relevant payment will be made upon accepted each report by BEZA	04 to 30	10 (2.5% for each) (paid in four installments at months 4, 12, 20, 28)
5	Implementation of skills development program		

2nd

9

Ser	Products/ Deliverables	Timeline (months from contract signing)	% of Total Payment
	<p>Consulting firm will entitle to receive payment for per capita achievement of this outcome. Relevant payment will be made upon acceptance of all monitoring and verification reports (section 6) by BEZA.</p> <ul style="list-style-type: none"> Outcome 4.B: The remaining 20% of the beneficiaries who complete their employment pathway development plan demonstrate an employment outcome. The Consulting firm will entitle to receive payment for per capita achievement of this outcome. Relevant payment will be made upon acceptance of all monitoring and verification reports (section 6) by BEZA. 		6%
6	<p>Final report and assessment of results Delivery of final report which summarizes implementation activities; presents analysis of challenges encountered and actions to address them; presents results and assesses performance of the program; finally, provides recommendations for BEZA to continue the stakeholder engagement and promoting pathways to employment for the population around BSMSN. Workshop with PPT presentation to present results. BEZA and World Bank will clear the final report before closing the contract.</p>	30	5%

14. Procurement method

The consulting firm will be selected according to the quality- and cost-based selection (QCBS) method under International Competing Bidding (ICB) process described in the World Bank 'Procurement Regulations for IPF Borrowers (July 2016, Revised in November 2020)'. A weighting system of 80% for quality and 20% for cost will be applied.

15. Assumptions and alternative approaches

This ToR is based on different assumptions, as listed below, which shape some of the requests to the Consultant. However, the Consultant is encouraged to test such assumptions during the Inception phase, by collecting information and insights from the field to validate the assumptions or recommend modification of the ToR elements that are sensitive to such assumption.

List of assumptions:

- 1) The social and stakeholder engagement strategies listed in Annex1 are effective in the geographical and cultural context of the project, to create awareness, and ensure take up of the skills development program.
- 2) Three areas of training are the most relevant to the skills development program based on the following beliefs:
 - a. The RMG industry is likely to bring in most of investments in the BMSNS area (around 85%), thus creating the largest share of jobs. The assumption is that such investments and vacancies will be materialized in the next three years.
 - b. All firms which settle in the BSMSN area have large physical and human resources structures which create a need for personnel in facilities management. These jobs will be available in the short term.

- c. Most of the people living in the BSMSN area of influence have worked only in the informal sector and/or micro and small enterprises. Hence, to match them with large formal employers they will need a program of development in transferrable skills including employability and functional skills. The functional skills will likely be the most formally taught element of this program requiring a permanent functional skills trainer in the consultant's team.
- 3) Most of the project beneficiaries will prefer to follow the pathway to employment, as they are willing and available to work.

Where the Consultant provides robust information that invalidates the assumptions, it is encouraged to propose alternatives to the activities, components, and schemes which better approach the project's objectives. Alternative proposals must be evidence-based and should bring in innovative and cost-effective approaches that respond to the issues at hand and are appropriate to the context of this project.

9

2nd

ANNEX 1. Minimum expected activities of the stakeholder engagement strategy

Below is a list of activities that are expected to be included in the stakeholder engagement plan. However, achievement of program results (outcomes) should be prioritized over strict compliance with the activities listed in the tables below. A revision or addition to this list is possible conditional on justification that alternative activities are more cost-effective in the project context (see section 15).

1st to 4th month

Activity	Minimum
Identification and analyses of stakeholders, including the disadvantaged and the vulnerable	Survey in the area of influence
Public consultations across the influence area of the BSMSN to learn about perceptions and priorities. It should be tailored to the need of disadvantaged and the vulnerable, including women. Perception and priorities will not only include training and employment potential but also ideas and concepts on social services and infrastructures, as well as risks and impacts emanating from these interventions	40
Public workshops at district, Upazila and Union level	10 workshops
Celebration of special days for social development	-
Develop and print brochures (five types)	10,000
Develop and print posters	5,000
Organize and implement national and regional level workshops to create awareness and correct misperceptions of the developments in BSMSN	-
Organize and implement stakeholder consultation with labor/workers group	20
Organize and implement stakeholder consultation with investors;	5
Organize and implement stakeholder consultation with other public stakeholders at Upazila and Union level;	20
Develop a GRM manual and implement the GRM, including training	1 Manual, 3 Training

5th to 12th month

Activity	Minimum
Identification and analyses of stakeholders, including the disadvantaged and the vulnerable	Survey in the area of influence
Public consultations across the influence area of the BSMSN to learn about perceptions and priorities. It should be tailored to the need of disadvantaged and the vulnerable, including women. Perception and priorities will not only include training and employment potential but also ideas and concepts on social services and infrastructures, as well as risks and impacts emanating from these interventions	30
Public workshops at district, Upazila and Union level	10 workshops
Celebration of special days for social development	-
Develop and print brochures (five types)	-
Develop and print posters	-
Organize and implement national and regional level workshops to create awareness and correct misperceptions of the developments in BSMSN	1
Organize and implement stakeholder consultation with labor/workers group	30
Organize and implement stakeholder consultation with investors;	5
Organize and implement stakeholder consultation with other public stakeholders at Upazila and Union level;	10
Implement the GRM, including training	Continue



13th to 20th month

Activity	Minimum
Identification and analyses of stakeholders, including the disadvantaged and the vulnerable	Survey in the area of influence
Public consultations across the influence area of the BSMSN to learn about perceptions and priorities. It should be tailored to the need of disadvantaged and the vulnerable, including women. Perception and priorities will not only include training and employment potential but also ideas and concepts on social services and infrastructures, as well as risks and impacts emanating from these interventions	30
Public workshops at district, Upazila and Union level	5 workshops
Celebration of special days for social development	1
Develop and print brochures (five types)	10000
Develop and print posters	3000
Organize and implement national and regional level workshops to create awareness and correct misperceptions of the developments in BSMSN	2
Organize and implement stakeholder consultation with labor/workers group	30
Organize and implement stakeholder consultation with investors;	5
Organize and implement stakeholder consultation with other public stakeholders at Upazila and Union level;	10
Implement the GRM, including training	Continue

21st to 28th month

Activity	Minimum
Identification and analyses of stakeholders, including the disadvantaged and the vulnerable	Survey in the area of influence
Public consultations across the influence area of the BSMSN to learn about perceptions and priorities. It should be tailored to the need of disadvantaged and the vulnerable, including women. Perception and priorities will not only include training and employment potential but also ideas and concepts on social services and infrastructures, as well as risks and impacts emanating from these interventions	-
Public workshops at district, Upazila and Union level	5 workshops
Celebration of special days for social development	1
Develop and print brochures (five types)	-
Develop and print posters	-
Organize and implement national and regional level workshops to create awareness and correct misperceptions of the developments in BSMSN	2
Organize and implement stakeholder consultation with labor/workers group	20
Organize and implement stakeholder consultation with investors;	5
Organize and implement stakeholder consultation with other public stakeholders at Upazila and Union level;	10
Implement the GRM, including training	Continue

ANNEX 2. Performance-based payments for the skills development program

As mentioned, the skills development program is financed under a performance-based payment model. Payment disbursements will be made on a per capita basis. This is, based on the verified number of beneficiaries who attained the outcome, multiplied by the per capita outcome price. Each of the four outcomes which trigger payments are priced differently, according to the economic and social value which they deliver, and calibrated to be consistent with the effort and resources required to attain the outcome.




The payment model rewards for high performance for outcomes 2 and 4. Benchmarks of similar programs which measure similar outcomes show that performance rates in training completion and employment outcomes are at around 80% of participants. The SSD will set this rate as a performance threshold, above which the outcome price per capita has been increased to acknowledge the effort put into supporting the highest possible number of beneficiaries to achieve outcomes.

ANNEX 3 – Claiming outcomes for Social Development pathways

The consultant makes claims for funding against the information available in Individual Beneficiary Records (IBRs). Claims are supported by an evidence pack. Evidence is expected to be produced during the normal operation of training and development, but the consultant bears the administrative burden of collating it for presentation to BEZA. Quality criteria for the evidence pack:

1. Evidence in the evidence pack must assure us that the learner exists [*insert Bangladesh personal identification number*].
2. The beneficiary must confirm that the information they provide is correct when it is collected.
3. Where you hold information centrally and it is available to BEZA electronically, you only need to refer to the source.
4. The evidence pack must contain the following:
 - a. Confirmation that all information reported in the IBR, including completion and outcome status, is agreed by the beneficiary
 - b. BEZA's assessment that the beneficiary is eligible for the BEZA SSD program funding.
 - c. Copies of all assessments and diagnostics undertaken to determine a beneficiary's development needs
 - d. Information on prior learning that affects the agreed learning and development plan
 - e. Full details of all the agreed learning and development plan
 - f. Records that learning and development has taken place
 - g. All records and evidence of achievement of development aims including internal assessments
 - h. If a subcontractor delivers any provision to the learner, it must clearly identify who it is.

References

1. The Master Plan of BSMSN (<http://www.beza.gov.bd/wp-content/uploads/2021/04/Master-Plan-of-BSMSN.pdf>)
2. Resettlement Policy framework of PRIDE Project (<http://www.beza.gov.bd/wp-content/uploads/2020/03/Resettlement-Policy-Framework-RPF-for-PRIDE-Project-of-BEZA.pdf>)
3. Environmental and Social Commitment Plan (<http://www.beza.gov.bd/wp-content/uploads/2020/03/Environmental-and-Social-Commitment-Plan-ESCP-BEZA-1.pdf>)
4. Stakeholder Engagement Plan (<http://www.beza.gov.bd/wp-content/uploads/2020/01/Stakeholder-Engagement-Plan-SEP-BEZA.pdf>)
5. Labour Management Procedure (<http://www.beza.gov.bd/wp-content/uploads/2020/01/Labour-Management-Procedure-LMP-for-PRIDE-Project-of-BEZA.pdf>)
6. Bangladesh - Nari - Northern Areas Reduction-of-Poverty Initiative: Women's Economic Empowerment Project (English). Washington, D.C. : World Bank Group.
<http://documents.worldbank.org/curated/en/809391562011176802/Bangladesh-Nari-Northern-Areas-Reduction-of-Poverty-Initiative-Womens-Economic-Empowerment-Project>



9

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