

**REQUEST FOR EXPRESSIONS OF INTEREST  
(CONSULTING SERVICES – FIRM SELECTION)**

**COUNTRY:** Bangladesh.

**NAME OF PROJECT:** Bangabandhu Sheikh Mujib Shilpa Nagar (BSMSN) Development Project  
(Bangladesh PRIDE (P170688))

**Credit No.:** IDA-6676 BD

**Assignment Title:** Enterprise and Skills Agency (nominally Skills Voucher Programme) (1<sup>st</sup> Phase)

**Reference No.:** PMC-26A-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.

The consulting services ("the Services") include, but are not limited to the following services, which are described in more detail in the Terms of Reference (TOR):

Pilot design and pilot evaluation;

Employer engagement and ESA Advisory Group;

Workforce planning services to tenants;

Labour Market Intelligence (LMI) and links to Careers and Job Matching services;

Defining skills development service requirements;

Procurement of skills development services from training providers;

Training Provider Quality Assurance and Capacity Development;

Monitoring, Reporting and Evaluation; and

Operational and business planning

**Implementation period** is up to 31 December 2025, and includes from the initiation stage to the final handover of the activity

The indicative Terms of Reference (TOR) for the assignment can be found at the following website:  
[www.beza.gov.bd](http://www.beza.gov.bd).

The Bangabandhu Sheikh Mujib Shilpa Nagar (BSMSN) Development Project now invites eligible consulting firms ("Consultants") to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are:

1. At least 10 years of general experience in the firm (years counting backward from the date of publication of REOI to 1st assignment of firm) in the field of Consultant service. The Consultant must



have experience in managing activities similar to this assignment in terms of number of Contracts, Contract Value, Contract duration, and complexity. Experience must include working in emerging economies. Experience in Bangladesh of similar activity will be preferred.

2. Demonstrated experience of having successfully delivered "the Services" (as listed above) in projects related to workforce development.

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 as per paragraph 3.17 of the Procurement Regulations.

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, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected. In the case of the joint venture, each member of the joint venture must have at least 10 years of general experience in the firm (years counting backward from the date of publication of REOI to 1st assignment of firm) in the field of Consultant service as indicated above. In the case of the joint venture, any member of the joint venture must have at least one specific experience indicated above. It is preferred that the joint venture should not include more than four members. The qualifications of 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-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 may be delivered through courier service or in person (hard copy along with a USB drive) or through email to the address below by 18 October 2023, 1500 HOURS Bangladesh time. If delivered through email, the client shall not be responsible for the confidentiality of the EOI.

  
Abdullah Al Mahmud Faruk  
Project Director

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Government of the People's Republic of Bangladesh

**Prime Minister's Office**

Bangladesh Economic Zones Authority (BEZA)

Private Investment & Digital Entrepreneurship Project (PRIDE)

Bangabandhu Sheikh Mujib Shilpa Nagar (BSMSN) Development Project

Biniyog Bhaban (Level- 9), Sher-E-Bangla Nagar, Dhaka-1207

**PMC 26A-BSMSN-BEZA : Enterprise and Skills Agency (nominally Skills Voucher Programme)  
(1<sup>st</sup> Phase)**

**PILOT**

**Terms of Reference (TOR)**

**I. Background and purpose**

As a part of the Private Investment & Digital Entrepreneurship (PRIDE) project<sup>1</sup>, Bangladesh Economic Zones Authority (BEZA) is implementing the Bangabandhu Sheikh Mujib (BSMSN) Development Project. The BSMSN Development Project aims to catalyze the creation of a dynamic private market for serviced industrial land in private and public Economic Zones (EZs) across the country and to help scale-up the business of tenants in the zones. The BSMSN Development Project is funded by the Government of Bangladesh and the World Bank.

The EZ's success is dependent on entrepreneurs and firm employees having, or having access to, the skills relevant for the vacancies available. Skills shortage is a binding constraint particularly in new industries and in high value-added industries that go beyond leveraging simple labor arbitrage. Therefore, a skills development strategy is crucial, and it will be effective as long as it responds to identified industry skills need and emerging labor market trends. The BSMSN Development Project has a skills development component (component 4.2 in the project documentation) which will ensure the availability of skilled labour necessary to attract and grow high value-add business in the EZs and which is key to delivering equitable access to jobs for nationals.

The objectives of BSMSN Development Project's skills development component will be delivered by an Enterprise and Skills Agency (ESA) which will make high quality skills development services available to tenants in selected Economic Zones. This document sets out the Terms of Reference (ToR) for piloting the ESA.

These ToR are intended to support the engagement and performance management of a consultant to operate the ESA (the ESA Operator) on the behalf of BEZA during the period of an ESA Pilot. The ESA Operator will be responsible for maintaining an expert team, and for monitoring its activities to ensure that its performance is consistent with the objectives of PRIDE. The ESA Operator will be in charge of day-to-day operations, outreach, training needs assessment, skills development planning, appraisal, selection, verification and quality assurance of training outputs. The ESA Operator will be responsible for the processes for appraisal, selection and quality assurance of training providers and training courses. The ESA

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<sup>1</sup> <https://projects.worldbank.org/en/projects-operations/project-detail/P170688>

Operator will pay training providers against training-related outcomes and oversee payments by tenants for agreed employment outcomes. The ESA Operator will put in place a monitoring and evaluation (M&E) approach that satisfies the needs of PRIDE's broader M&E framework, and which supports learning from the pilot to inform design of a scaled-up ESA operation.

BEZA aims to use the skills development component of the PRIDE Project to provide training for twenty thousand (20 000) people funded through a Skills Voucher Programme (SVP). Delays in the start of tenant operations, however, mean that a smaller pilot of skills development activity will be launched at this stage, though BEZA's original goals remain unchanged in the longer term. BEZA therefore reserves the option to scale up or extend the operations of the ESA, but this ToR for an ESA Operator is limited only to the pilot scope defined below.

The detail of the operational approach deployed during the pilot will be included in an ESA Operations Manual which is not included at this stage of procurement. A draft will be included at the RFP stage of ESA Operator procurement, and the ESA Operator will be expected to propose refinements to finalise the manual as a part of project inception.

## **II. Location, Scale and Duration of the Assignment**

This is a Dhaka-based assignment requiring the ESA Operator to have an office in Bangladesh, though the design and direction of the operation is likely to require international expertise. The lifetime of the project is expected to include a start-up period which includes design of the pilot operation and the pilot evaluation framework, followed by up to 1.5 years of operation, and closing with an evaluation of the pilot.

During the pilot operation the ESA Operator is expected to:

- serve approximately 40 tenants and firms in their supply chain by the end of the project in two geographies, possibly expanding the services into other geographies dependent on business justification
- make training available for up to 2 500 learners of which at least 500 will be higher level (Bangladesh National Qualification Framework L5 Diploma or equivalent).

The tenants must be given a choice of training providers to work with, though the ESA will ensure that available choices include only those training providers that are able to meet defined quality standards. Pilot design during inception will therefore include a period of tenant consultation to identify any preferred training providers and judge their ability to participate, and a methodology for pre-selecting and on-boarding new training providers during the period of the pilot as necessary.

The duration of the assignment will be from the date of the appointment of the ESA Operator to the close of the PRIDE project which is December 31, 2025.

## **III. Objectives and operating principles**

The ESA Operator will pilot the ESA approach to skills development by understanding the workforce development and skills development needs of a target group of tenants, understanding the labour market supply-side realities, and building a system by which tenants can engage training providers and call off subsidized skills development services. The ESA Operator will run the pilot and use it to test the ability of a scaled-up ESA to support PRIDE by meeting the following objectives:





1. catalyse industry-relevant skills formation for workers to meet the needs of EZ enterprises and their suppliers;
2. incentivize relevance and responsiveness of skills development ecosystems to industry needs, focusing on meaningful and verifiable outcomes for EZ enterprises and workers;
3. address the shortage of semi-skilled and skilled labor particularly for new and high value-added industries;
4. provide routes for nationals into employment in EZ tenants or their suppliers.

During the pilot the ESA Operator is expected to run the pilot operation according to the following principles:

1. Work with tenants to understand their workforce and skills development needs, applying a standard approach to capturing and expressing workforce development needs. The ESA Operator should then allocate an agreed training subsidy to each tenant outlining the numbers and types of training that it will support (vouchers).
2. Generate information and intelligence on the labour markets directly relevant to the employers, learners and workers which can be used to prioritise the programmes that will be made available during the life of the project, and support careers advice to learners.
3. Build links with job-matching firms and platforms that can support both tenants and job-seekers.
4. Pre-select a range of training providers and courses that are capable of meeting tenant needs and supporting defined quality criteria.
5. Provide a standard format by which participating tenants, participating training providers, and the ESA can enter a three-way contract that:
  - a. allows the tenant to call off the services up to the pre-agreed amount and sets out their responsibilities
  - b. sets out the training provider's responsibilities in providing those services
  - c. sets out the conditions under which the ESA and the tenant will pay the training provider for services delivered to the tenant.
6. Learners may be unemployed, job-seekers or current workers but all must be current or prospective employees of tenants or their suppliers. Suppliers to tenants are included in the scope of work only where they are directly sponsored by a tenant. Learners who are beneficiaries of training and related skills development services must be Bangladeshi nationals living in Bangladesh.
7. The ESA is not a training provider but will set and assure the quality criteria for provision. Providers must run programmes which are linked to appropriate occupational frameworks and include employability skills, are linked to the Bangladesh Qualification Framework where possible, include industry standard certificates where the occupation demands it, use suitable pedagogies and assessment methods, and lead to certifications that make successful learners visible to labour markets.
8. Outcome payments: payments to training providers will balance subsidy from BEZA (through the SVP operated by ESA) with fair contributions by tenants for the following measured outcomes:



- a) Registration: The ESA Operator will release a registration fee for each learner that is enrolled onto a training programme according to a systematically identified demand-driven need as outlined in specific training agreements.
- b) Completion: The ESA Operator will release a training completion fee for i) each job-seeking learner that completes their training programme and successfully achieves their certificate, and ii) each learner currently employed by a tenant or supplier firm to a tenant who completes their training programme.
- c) Employment Outcome: Tenants will pay a further sum to the training provider for i) each job-seeking learner who obtains a new employment contract with the tenant or supplier of the tenant after training completion, and ii) each learner currently employed by a tenant or supplier firm to a tenant who successfully achieves their certificate after training completion.

The ESA Operator will set the Outcome Payments and will calibrate them in such a way that training providers are incentivized to drive education-to-employment links, and that employers are incentivized to participate.

The ESA Operator will track learning and recruitment, trigger invoicing from training providers, and provide assurance to BEZA and firms of the accuracy of invoices. BEZA will agree with the ESA Operator on a mechanism to make funds available to be timely disbursed to training providers through the SVP Fund; the details of such mechanism will be specified in the SVP Operations Manual.

- 9. The ESA will also require of all training providers that they deliver careers information and guidance to prospective learners, and that their learner on-boarding programme includes a conversation about careers which is based on labor market intelligence. The ESA should also develop channels for their careers information into schools, universities and other training providers which are outside their quality assured network, but which have learners who may benefit from opportunities in the Economic Zones.
- 10. The ESA will deploy specific tactics and strategies to broaden participation in training and work, especially female participation, some of which will require implementation by employers and training providers.
- 11. Wherever possible, courses will include external assessments which lead to a formally recognised certificate of competence.
- 12. The ESA Operator will use reasonable endeavours to support BEZA in developing options for the launch of a full ESA operation after the close of the work related to this ToR.
- 13. The ESA Operator will report according to a timetable laid out in its contract.
- 14. A comprehensive Monitoring and Evaluation (M&E) system will be put in place which can meet the needs of PRIDE's M&E framework, and of evaluating the ESA operational model's ability to support PRIDE's objectives at scale.
- 15. The ESA Operator must ensure that the Pilot design, operation, and its evaluation can test the ability of the ESA to catalyse the development of a skills development ecosystem that promotes investment in high-quality training and broader skills development services through mechanisms operated during the pilot, or alternatives (see details in section V).



#### IV. Expertise required

The following tables provide the key professional's minimum qualification for educational background and professional experiences:

SN	Position	Qualification	Experience
1.	ESA Manager (Team Lead)	<ul style="list-style-type: none"> <li>• Masters degree in any discipline.</li> <li>• Relevant Professional certification will be given preferable.</li> </ul>	<ul style="list-style-type: none"> <li>• At least 10 years experience in strategic/policy business or project manager roles, preferably with both public and private sector stakeholders.</li> <li>• Experience of working in the fields of human resource development or economic development, and project and programme management.</li> </ul>
2.	Fund manager	<ul style="list-style-type: none"> <li>• The Fund Manager must be a professional accountant recognised by a relevant professional body</li> </ul>	<ul style="list-style-type: none"> <li>• 7 years experience of working as professional accountant</li> <li>• Experience of working with projects or organizations that work in the field of economic development or human resource development.</li> <li>• Experience of working relevant to scenario planning</li> <li>• Experience in the use of subsidies or voucher program to drive market behaviour is essential.</li> </ul>
3.	Labor Market Specialist	<ul style="list-style-type: none"> <li>• Master Degree in any discipline.</li> <li>• Higher-level specialist study in the field of Economics, Labor market dynamics or similar will be given preference.</li> </ul>	<ul style="list-style-type: none"> <li>• At least 10 years' experience in the relevant field</li> <li>• Experience of research in relevant areas is essential.</li> </ul>
4.	Skills Development Expert	<ul style="list-style-type: none"> <li>• Bachelor Degree in any discipline.</li> <li>• Professional certification (training/ certification/ accreditation) in the field of human resource development, education and training, or similar area.</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum 10 years experience in similar activity.</li> <li>• Preference will be given to people who have a background in private sector human resource development.</li> <li>• Understanding of public sector training approaches will add advantage.</li> </ul>
5.	M&E Specialist	<ul style="list-style-type: none"> <li>• Masters in any relevant discipline.</li> <li>• Evidence of continued professional development in M&amp;E tools, such as log frames, theory of change, results-based approaches, and similar.</li> </ul>	<ul style="list-style-type: none"> <li>• Minimum 5 years experience in the field of M&amp;E.</li> <li>• Experience of research background in relevant area will be given preference.</li> <li>• Experience in formal monitoring &amp; evaluation, research design is needed.</li> </ul>

SN	Position	Qualification	Experience

The responsibility of the above Key experts are as follows:

SN	Position	Responsibilities
1.	ESA Manager (Team Lead)	<ul style="list-style-type: none"> <li>• The team leader will lead the assignment and is responsible for delivering agreed outcomes.</li> <li>• Coordination with PIU, training providers and Investors</li> <li>• Prepare all of reports and deliverables.</li> <li>• Responsible for the proper functioning of the ESA according to agreed strategies and plans.</li> <li>• Setting and agreeing pilot design and operational plan for the project period, updated annually, and ensuring ESA capacity and capability to support those plans.</li> <li>• Overall responsibility for the relevance and quality of ESA services and products, including Labour Market Intelligence services.</li> <li>• Coordinating with BEZA and the World Bank Group team on relevant strategic issues.</li> <li>• Leading on identifying and convening an employers group and an advisory group.</li> <li>• Driving communication, outreach and promotion.</li> <li>• Signing contracts with training providers</li> <li>• Overseeing (with the Finance Manager) funding flows to training providers in return for proven outputs and outcomes.</li> <li>• Working with the Monitoring &amp; Evaluation (M&amp;E) teams of the ESA and the World Bank Group to understand program impact and adapt plans accordingly.</li> <li>• Reporting to BEZA on ESA performance against plan.</li> <li>• Finalising the ESA Operations Manual and drafting any subsequent updates.</li> <li>• Working with their M&amp;E resource to ensure that the pilot period generates the information necessary to inform its evaluation.</li> </ul>
2.	Fund manager	<ul style="list-style-type: none"> <li>• Specific responsibility for designing the payment processes and for their proper functioning, including setting payment tariffs.</li> <li>• Overseeing development of business cases for any changes to ESA products and services.</li> <li>• Implementing/operating reporting and accounting systems and controls</li> <li>• Supervision of accounting, financial management, and reporting obligations</li> </ul>





SN	Position	Responsibilities
		<ul style="list-style-type: none"> <li>Supervising financial reports including internal audits and facilitating external audits</li> <li>Working with the M&amp;E lead to evaluate funding approach during pilot design and then during its evaluation.</li> </ul>
3.	Labor Market Specialist	<ul style="list-style-type: none"> <li>Setting up and running a standardised approach to understanding the workforce development and skills development of tenants, including suppliers sponsored by them.</li> <li>Understanding aggregated skills needs at appropriate planning levels (zone, investor, geography) and gaps in relation to known skills supply.</li> <li>Develop an understanding of how tenants can search for and access talent, including through training providers, job-search platforms and universities.</li> <li>Develop and publish labor market intelligence available to the ESA, including information to support careers advice and planning.</li> <li>Find and configure a system to support collection, analysis and publication of labour market intelligence, and develop information sharing links to any relevant job-matching services.</li> <li>Ensure careers conversations and initial assessments are informed by labour market information.</li> <li>Work with trainers, facilitators and employer groups to design and launch services for beneficiaries.</li> <li>Responsible for beneficiaries' customer experience.</li> <li>Work with employers and employer groups to maintain valid employment pathways.</li> </ul>
4.	Skills Development Expert	<ul style="list-style-type: none"> <li>Propose plans for market-driven training activity to support agreed priorities.</li> <li>Understand how ESA services, directly or through training providers, can support workforce improvement and job inclusion, and propose skills development priorities.</li> <li>Understand the commercials for service provision and recommend tariffs for skills development programmes to be bought from training providers.</li> <li>Set the terms of reference for skills development services required of training providers, including careers advice to learners and workforce development services to tenants.</li> <li>Lead on pre-selection of training providers and assure the quality of service delivery against the terms of reference, driving improved performance over time.</li> <li>Monitor performance of ESA-funded training against workforce and skills development goals.</li> <li>Proposing and evaluating options during pilot design and then during its evaluation.</li> <li>Coordination with resource persons.</li> </ul>

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SN	Position	Responsibilities
5.	M&E Specialist	<ul style="list-style-type: none"> <li>• Agree key evaluation questions for the pilot and work with the team to ensure pilot design is able to address the evaluation questions.</li> <li>• Proposing and evaluating options during pilot design and then during its evaluation.</li> <li>•</li> <li>• Ensure the proper functioning of the workflow for beneficiaries, from Initial Assessment through to agreed outcomes.</li> <li>• Evaluation of performance of the trainers and trainees.</li> <li>• Design workflow for recruitment of beneficiaries, and their referral onto programmes, through to completion</li> <li>• Understand reporting and evaluation requirements and propose pragmatic solutions for acquiring information to support reports and evaluations.</li> <li>• Build the project approach to collecting validated, timely, and accurate data and other information which supports the reporting and evaluation requirements.</li> <li>• Prepare and make available accurate information in agreed formats and to agreed schedules.</li> <li>• Provide narrative interpretations of project information which are relevant to project goals and objectives.</li> <li>• Lead on the evaluation of the pilot.</li> <li>• Work with the M&amp;E teams in BEZA and World Bank to support their work on carrying out evaluations.</li> </ul>

The Consultant may include non key experts in their team to support their proposed approach to delivery.

The Consultant must demonstrate substantial expertise and experience across the following areas:

- Design, management, appraisal, and implementation of grant funded workforce development programs
- Evaluation expertise should be substantial, including prior experience in pilot design to answer defined evaluation questions and recommendations.
- Business management, Human Resources, Education & Training, Economics, Monitoring & Evaluation, and Finance
- Knowledge of effective training and related skills development products and services in similar contexts
- Experience of working in emerging market economies
- Working experience in Bangladesh and language fluency in Bangla and English
- Proven experience in labor market analysis, including knowledge of standard definitions, measures and tools to examine the labor market in a geographic area.

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## **V. Pilot ESA Scope of Work**

The ESA Operator is in charge of day-to-day operations of the ESA and will control selection, contract management and performance management of training providers to ensure that EZ enterprises' and workers' needs are met.

The ESA Manager is responsible for the operation of the ESA through the pilot period, and is the formal reporting point for the BEZA and the World Bank Group. The ESA Manager will report on a regular basis to BEZA and may also be required to make operational reports directly to the World Bank Group from time to time.

The more detailed responsibilities of the ESA Operator during the pilot include but are not limited to the following activities:

### ***Pilot design and pilot evaluation***

- Designing an operation that meets the needs of tenants and learners during the pilot, and which tests the key elements of the ESA operation and how they might be scaled up. The evaluation should cover all the aspects of the ESA operation outlined in the Operation Manual, and will answer agreed evaluation questions which will prioritise:
  - a. Payment triggers and the share of payments between BEZA and tenants. The approach adopted in the Operations Manual is 'outcomes-related' funding with subsidy being released in return for training-related outcomes, and tenant fees being paid in return for successful employment outcomes. The evaluation should explore and make recommendations on the balance of sums paid and how they should best be configured to drive participation and the generation of value.
  - b. Tariffs and the overall sums paid. Payments will be made to training providers against tariffs set by the ESA operator, and the evaluation should explore how these Tariffs are set and make recommendations on how a scaled up ESA operator might function in this regard.
  - c. Employer engagement and setting ESA priorities. The evaluation should explore and make recommendations on how best to engage employers in the oversight and direction of the ESA, how information is acquired and used to set the programme priorities for each operational year, and how vouchers should be allocated to tenants.
- Designing the pilot evaluation approach and ensuring that information is collected during the pilot period directly from the operation or through application of study instruments.
- Supporting development of an evaluation report and recommendations

### ***Employer engagement and ESA Advisory Group***

- Identifying an Employer Group which is able to represent tenant needs and to provide on-going guidance to the ESA during the pilot period, and which has the potential to provide strategic direction on recommendations for the life of the ESA after the close of PRIDE. If such an employer group does not exist today, the ESA Operator should recommend an approach to convening a group.



- Proposing an approach to building an ESA Pilot Advisory Group which is employer driven, using representatives of the chosen Employer Group, but also has appropriate and relevant representation from other stakeholders such as civil society, employees, government, and wider industry groups.
- Providing necessary support to the Employer Group and the Advisory Group during the ESA Pilot.
- Making recommendations for how an ESA should work with the Employer Group, and how the Employer Group should function, after the close of PRIDE.
- Making recommendations for how the ESA should be governed after the close of PRIDE.
- Working with the Employer Group and the Advisory Group to advocate for the skills development objectives of PRIDE.

#### ***Workforce planning services to tenants***

- Providing support to employers in understanding their short, medium and long-term workforce development requirements, with particular emphasis on the skills development requirements both for new recruits and existing employees. These services may be delivered directly by the ESA or might be delivered through third parties, including training providers where they have the capability.
- Expressing skills development requirements using a standard format and taxonomy, including occupations and specific skills, which allows training providers to respond to needs, and so that information can be aggregated and compared across tenants and EZs over time.
- Agreeing with each tenant the workforce development services that will be supported by the ESA under PRIDE and called off from their chosen training provider. Agreements will be specific on volumes, occupations and skills, according to the ESA Operations Manual agreed with BEZA. Agreements may include support for suppliers to tenants where the tenants sponsor their inclusion. Agreements may also include contributions of employers, in cash or kind, especially where work-based learning is used.

#### ***Labour Market Intelligence (LMI) and links to Careers and Job Matching services***

- Providing employers and training providers with LMI on labour markets which are directly relevant to them:
  - Demand side information based on aggregated information from tenant workforce planning
  - Supply side information from the training providers selected to work with the ESA, and Government of Bangladesh published data on funded training provision.
  - A Training Needs Analysis carried out at the start of the engagement and updated periodically.
  - Information from other sources as practicable, including from job-matching platforms.
- Providing an LMI presentation specifically for use by training providers in offering careers support services. This will include presenting LMI in the form of career and learning pathways into roles available in the EZs.
- Working with chosen communication channels such as web-sites, platforms, universities and employment agencies, to make careers information available to prospective workers and learners.

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- Exploring, proposing and enacting information sharing agreements with job-matching services offered by government, training providers, and third-party agencies such as BD Jobs in a way that improves the availability of effective job-matching services and allows up-to-date labour market information to be captured by the ESA.

#### ***Defining skills development service requirements***

- Defining the services needed by tenants to support their workforce development plans for inclusion in procurement of courses from training providers.
- Setting the tariffs for courses so that payment amounts, and payment triggers can be included in agreements with training providers. Payment should be for specified outputs and outcomes at pre-arranged tariffs.
- Specifying courses, including courses and qualifications, that must be delivered by training providers, detailing standard qualifications or other credentials where they are demanded by industry. Qualifications should be Bangladesh National Qualification Framework listed where they can be proven to be relevant.
- Specifying that any training or skills development programs include the technical skills required for identified occupations and the broader employability skills that make employees resilient and adaptable so that they can build careers over time.
- Specifying that all courses support workers in progressing along known career and learning pathways.
- Specifying that courses include assessments of learner needs and prior learning at the start of programmes, individual learning programmes, and explicit education-to-employment support intended to improve outcomes for learners and employers.

#### ***Procurement of skills development services from training providers***

- Identifying, and preselecting training providers to support EZ tenants, and the programmes they will offer, ensuring their focus on specific tenant needs, and assuring the quality of their services over time.
- Developing three-way agreements with training providers and tenants which allow tenants to call-off of agreed training provision at agreed tariffs paid by the ESA. The agreements must be flexible enough to allow training providers to meet the needs of the employers that they serve but must be limited to agreed courses.
- Measure performance using meaningful outcomes for EZ tenants, workers, and against economic and social development goals, as established in the ESA Operations Manual. Configure payments to training providers by the ESA and tenants so that they pay out against performance on these outcomes and goals.

#### ***Training Provider Quality Assurance and Capacity Development***

- Establishing a quality assurance approach that uses monitoring of performance indicators and site visits to check the quality of training provision and how well they support and work with employers to develop their workforces.

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- Identifying areas of practice that need development in specific training providers, and common needs across all engaged training providers, and putting in place support for training providers to improve.
- Putting in place a process by which training provider deficiencies are identified early, remediation is controlled, and training providers are sanctioned or removed where necessary.

### ***Monitoring, Reporting and Evaluation***

- Establish a Monitoring & Evaluation plan which uses operational information on the outputs and outcomes generated by the ESA, plus any further surveys or studies as necessary, and facilitates outside evaluations and audits as required.
- Comply with required progress reporting schedules for the fund; identify baselines, indicators and targets required for effective monitoring of project performance in line with results matrix for the PRIDE program, and agree on data to be supplied by training providers and tenants.
- Establish an approach to understanding experiences and performance of the participants in the ESA Pilot against a comparator group of non-assisted EZ enterprises for later impact study purposes.
- Deliver an evaluation report at the close of the project which evaluates the performance of the ESA Pilot against PRIDE's objectives, answers agreed evaluation questions, and makes recommendations for a scaled-up ESA.
- Close-out funding period in orderly fashion according to the planned schedule for completion of delivery and final disbursements.

### ***Operational and business planning***

- Refining the ESA Operations Manual that will be provided by BEZA as a part of the Request for Proposals stage of ESA Operator procurement. The ESA Operator cannot change the governance of the ESA but may be invited to give recommendations based on the learning from the pilot.
- Developing detailed operational plans for the period of operation during the PRIDE Project
- Providing data-led justifications for ESA priorities which might change over time, including challenging or confirming the proposed priorities provided by BEZA during the procurement process.
- Providing the BEZA and World Bank teams, on a reasonable endeavours basis, with information and support for the process of planning ESA management beyond the life of PRIDE.

## **VI. Project phasing and deliverables**

The consultancy will be structured to incorporate the following phases and payment will be associated to the deliverables listed in each phase.

1. *Inception.* Deliverables will be a Pilot Evaluation Design, proposed changes to the Operations Manual, a Training Needs Analysis, and a proposed operational plan for the period of the pilot.



2. *Start-up.* Deliverables will be engagement of the full ESA team, the legal and operational framework to support the operational plan, financial and M&E systems set-up, and the pre-selection of training providers which can be candidates for the SVP tripartite agreements.
3. *Operation.* Deliverables will be quarterly activity reports as detailed in the Operations Manual and which include the number of SVP tripartite agreements signed, number of learners who have completed training, and those who have attained an employment outcome. If needed, an updated operational plan may also be requested. There will also be specific M&E deliverables required by the World Bank Group.
4. *Pilot Evaluation.* A period of formal evaluation of the pilot allowing rigorous judgements to be made about the ability of a full-scale ESA to support strategic goals, and proposing how its key operational elements might be used or configured to maximise impact. Deliverables will be a mid-term evaluation report and the final pilot evaluation study.
5. *Project close.* Deliverables will be a project close report, which includes a project review and a proposal for BEZA to extend the ESA operation beyond the life of this project. Also, an operation handover is expected to any on-going operational team. The ESA Operator will also support M&E activity carried out by the World Bank Group.

## **VII. Budget**

The budget available for the ESA Pilot is split into two parts:

1. The Skills Voucher Fund - which the ESA Operator will disburse to training providers.
2. The Management Fee - the fee paid to the Consultant for management of the pilot and conducting the evaluation study.

### **1. The Skills Voucher Fund**

Constitutes the funding to pay for training, therefore it will make disbursements based on the Outcome Payments under the responsibility of the ESA, as described in section III numeral 8 of this Terms of Reference, and which will be further detailed in the Operations Manual. The pilot target is to deliver training to 2500 learners, and an estimated average of training cost per learner (including possible certifications) is US\$ 500. This results in a Skills Voucher Fund of approximately US\$ 1 250 000 (one million two hundred fifty thousand US dollars).

The operation of this fund requires to track training provision as well as employment outcomes, even though the latter will not be paid by the ESA Operator.

### **2. The Management Fee**

The fee for management and the evaluation study will be paid out by BEZA on acceptance of the deliverables related to each project phase (section VI).

The payment for the *Operation* phase has three elements:



- A *voucher allocation fee* paid for operating the skills voucher program according to the agreed Operations Manual. It is pro-rated to the number of tripartite agreements generated between the ESA Operator, the tenant, and the training provider.
- A *training completion fee* paid for supporting quality training delivery reflected in achievements on training completion. It is pro-rated to the number of learners who complete agreed training, and it is triggered at the same time as the corresponding Outcome Payments described in section III numeral 8 above.
- An *employment outcome fee* paid out on proof of agreed employment outcomes. It is pro-rated to the number of learners who attain an agreed employment outcome, and it is triggered at the same time as the employers' Outcome Payment described in section III numeral 8 above.

The payment allocated to deliverable-3 is for a total number of 2500 people.

The following table specifies the percentage of the total Management fee allocated to each deliverable:

#	Deliverable	Expected timeline	Percentage of total payment
1	Inception - Pilot Evaluation Design - Training Needs Analysis - Changes to Operations Manual - Operational Plan	First 6 months after on-boarding	10%
2	Startup - Full ESA team recruited - Legal and operational framework - Financial and M&E systems set-up - Preselected training providers and courses	First 6 months after on-boarding	10%
3	Operation	From month 7 and up to November 2025	
	Voucher allocation fee		15%
	Training completion fee		20%
	Employment outcome fee		15%
4	Pilot Evaluation - Mid-term evaluation report (10%) - Final evaluation study (10%)	At operation mid-term and by November 2025	20%
5	Project Close - Project close report - Operation handover	December 2025	10%
	Total		100%

### VIII. World Bank Fiduciary Requirements

The ESA Operator and its management of the pilot will be expected to comply with World Bank fiduciary requirements under a Financing Agreement between the World Bank and the Government. The Agreement sets out the obligations of the ESA Operator to: (a) operate the ESA pilot in accordance with the provisions of the ESA Operations Manual and the Bank's Anti-Corruption Guidelines; (b) maintain a financial

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management system and prepare financial reports in an acceptable format reflecting the operations, resources and expenditures for vouchers; (c) arrange to have such financial reports audited by acceptable independent auditors, appointed by the World Bank and/or Government Of Bangladesh's audit unit through the PIU (Project Implementation Unit), in accordance with consistently applied auditing standards and delivered on a timely basis and in addition to internal audits carried out by the ESA; (d) enter into tripartite agreements with employers (tenants and their suppliers) and training providers under the appropriate terms and conditions; (e) submit claims for funding to the PIU along with supporting documentation of eligible expenditures; (f) enable the World Bank to inspect any relevant records and documents; (g) prepare and furnish to the Government and World Bank all such project related information as the Bank shall reasonably request; and, h) exercise its rights under the Management Agreement between the Government and the ESA in such manner as to protect the interests of the Government and the World Bank and the objectives of the Fund program.

#### **ESA Operator Reporting Arrangements**

The ESA Operator will provide inception, quarterly, annual and completion reports to the PIU of BEZA and to the World Bank according to timetables specified in the management contract. It will also provide regular, informal (i.e. not directly connected to progress payments) 'Headline Reports' to the directly-involved officers of the PIU and World Bank as needed, and other ad hoc reports as needed. The reporting schedule and recipients for all reports will be set out in the management contract. The ESA will also provide assistance to the PIU and to the World Bank in arranging and implementing supervision visits to assess the project's progress.

