

Government of the People's Republic of Bangladesh
Ministry of Education
Secondary and Higher Education Division
Directorate of Secondary and Higher Education
Learning Acceleration in Secondary Education (LAISE) Project
(IDA Credit No. 74120- BD)

Terms of Reference (ToR)

Assignment Title: Consultancy Services for Organization, Coordination, and Management of Events
(Contract Package No. SD-35)

1. Background

Background and Project Brief of the LAISE Project

1.1 The Learning Acceleration in Secondary Education (LAISE) Project is a five-year initiative (October 2023–September 2028) led by the Secondary and Higher Education Division (SHED) and implemented by the Directorate of Secondary and Higher Education (DSHE). Supported by the World Bank, LAISE responds to Bangladesh's progress in education and the ongoing challenges of quality, equity, and resilience, particularly after the learning setbacks caused by the COVID-19 pandemic.

1.2 Building on previous efforts like Secondary Education Development Program (SEDP), Secondary Education Quality and Access Enhancement Project (SEQAEP), Teaching Quality Improvement in Secondary Education (TQI-SEP), and Secondary Education Sector Investment Program (SESIP), LAISE aims to modernize secondary education through ICT integration, blended learning, and skills development aligned with the Fourth Industrial Revolution (4IR). It supports national strategies including the 8th Five-Year Plan, National Education Policy, ICT in Education Master Plan, and SDG4 targets for quality education to prepare students for a knowledge-based economy. By leveraging ICT in education, the LAISE Project aims to address learning losses, prepare students for the 4IR, and ensure that education remains relevant to future job markets. This transformative vision positions the LAISE Project as a critical intervention for advancing Bangladesh's human capital development and achieving its long-term socioeconomic goals.

1.3 The Learning Acceleration in Secondary Education (LAISE) is a World Bank-aided hybrid project comprising of a Program-For-Results (PforR) component of \$280 million, allocated across 8 Disbursement Linked Indicators (DLIs), and a Technical Assistance component (TA) of \$20 million using the Investment Project Financing (IPF) instrument. The project implementation period is five years (October 2023 to September 2028), which syncs with the duration of the Government's Secondary Education Program (SEP).

1.4 The Program Development Objective (PDO) is to improve student learning and retention, and build system resilience in secondary education.

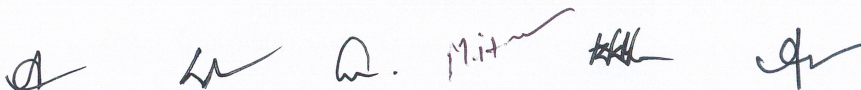
There are four PDO indicators:

- PDO 1: Students meeting basic proficiency in Grade 8 in Maths and Bangla increases respectively to 65% and 90% in 2028 (Baseline 28.70 and 66.30: BES 2021)
- PDO 2: Secondary level Grade 10 (of those started in Grade 6) retention rate increased to 74 % in 2028 (Baseline 2021, 72% - BES 2021)
- PDO 3: At least 40% secondary students actively using blended learning programs by 2028.
- PDO 4: Students in targeted schools (at least 45,000) exhibiting improved climate change mindsets increase at least 30% by 2028 over baseline (to be determined).

1.5 The project has three output areas, which are as below:

(i) Result Area A.1: Student support for improved learning and retention

A.1.1 Improving Student Assessment for Achievement of Learning Outcomes



A.1.2 Developing the School Libraries for Acceleration of Reading Habit of the Students

A.1.3 Supporting Adolescent Student Program, Mental Health Program, and Student Counselling

(ii) Result Area A.2: Improved Teacher Effectiveness

A.2.1 Development of Teacher Support Systems

A.2.2 Teachers' Capacity Development

A.2.3 Enhanced Leadership Capacity of the Secondary Institution Heads

A.2.4 Teachers' Readiness for Blended Learning

(iii) Result Area A.3: Improved Secondary Education System

A.3.1 Supporting Implementation of New Curriculum

A.3.2 Enhanced IT Infrastructure and Connectivity

A.3.3 Online Monitoring and Assessment of Teachers' Performance

A.3.4 Strengthened Capacity of Secondary Education Agencies

A.3.5 Readiness for Climate Resilience in the Secondary Education Sector

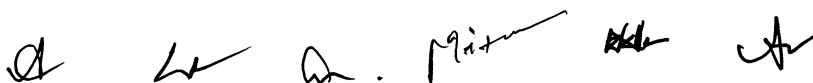
A.3.6 Supporting vocational programs in the general stream of secondary education

1.6 Result Area-wise Activities:

Target of Activities under Different Results/Sub-Result Areas

Results/Sub-results Area	Targets/Activities
Result Area 1: Student support for improved learning & retention	
<i>Sub-Result Area</i>	
A.1.1 Student Assessment for Improved Learning	<ul style="list-style-type: none"> ▪ Development of a mobile app to support assessment outcome. ▪ National assessment of students' learning outcomes (twice during the project period).
A.1.2 Library Development for Reading Habit Acceleration of the Students	<ul style="list-style-type: none"> ▪ Library development of 29585 secondary institutions (schools and madrasahs) supported. ▪ Librarians of all the secondary level institutions (schools and madrasah) (total no. 29585 + 640) trained in library development.
A.1.3 Supporting Adolescent Student Program, Mental Health Program, Student Counselling, Combating Bullying and Prevention of Gender based Violence	<ul style="list-style-type: none"> ▪ Training of the teachers (118340) ▪ Awareness building programs.
Result Area-2: Improved Teacher Effectiveness	
<i>Sub-result Area</i>	
A.2.1 Development of Teacher Support Systems	<ul style="list-style-type: none"> ▪ Development of e-contents (at least 1000), model classes, e-content repository.
A.2.2 Teachers' Capacity Development	<ul style="list-style-type: none"> ▪ Teachers' professional development training for 54340 teachers. ▪ Basic training for 27080 new teachers. ▪ Overseas training for 2535 teachers and teacher educators.

Results/Sub-results Area	Targets/Activities
	<ul style="list-style-type: none"> Assessment of training impact.
A.2.3 Enhanced Leadership Capacity of the Secondary Institution Heads	<ul style="list-style-type: none"> Leadership training for 29000 HTs/AHTs/Supers.
A.2.4 Teachers' Readiness for Blended Learning	<ul style="list-style-type: none"> Development of guidelines for blended learning. Training of teachers (60480) on blended learning approach.
Result Area 3: Improved Secondary Education Systems	
<i>Sub-result Area</i>	
A.3.1 Supporting Implementation of New Curriculum	<ul style="list-style-type: none"> Study on curriculum implementation.
A.3.2 Enhanced IT Infrastructure and Connectivity	<ul style="list-style-type: none"> A study on the status of IT infrastructure and connectivity of secondary schools. Establishment of multimedia classrooms in 10340 schools (2 MMCs in each school).
A.3.3 Online Monitoring and Assessment of Teachers' Performance	<ul style="list-style-type: none"> Strengthening online monitoring system of DSHE using the Education Management Information System (EMIS) platform. Improving Learning Facilitators' Competency Standards (LFCS) software of DSHE. Effective use of LFCS for assessment of teachers' performance.
A.3.4 Strengthened Capacity of Secondary Education Agencies	<ul style="list-style-type: none"> Capacity of SHED, DSHE, National Curriculum and Textbook Board (NCTB), National Academy for Education Management (NAEM) and Board of Intermediate and Secondary Education (BISE) strengthened through equipment, local and overseas training of the officials. Capacity of Teacher Training Colleges (TTCs) and Higher Secondary Teacher Training Institutes (HSTTIs) strengthened through equipment and furniture supply, refurbishment works, smart classrooms, customized local and foreign training of faculties.
A.3.5 Readiness for Climate Resilience in the Secondary Education Sector	<ul style="list-style-type: none"> Study on the effect of climate change on secondary institutions. Awareness program on climate changes. Training of teachers (11000) in climate resilience readiness.
A.3.6 Supporting Vocational Programs in the General Stream of Secondary Education	<ul style="list-style-type: none"> Review of the pilot vocational program. Training of 2,000 teachers.

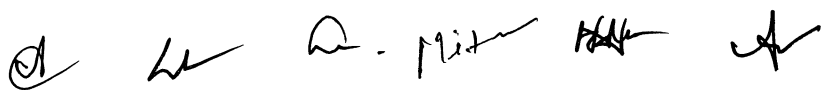


1.7 Overall projected outcomes and outputs

Result Area	input/activity	Output	Intermediate outcome	Final outcomes/Impact	Climate effects	Mid- to Longterm Impact
Result Area 1: Student support for improved learning, retention, and resilience						
Learning acceleration initiative	Institutions to assess students, address learning gaps, provide remediation through additional classes and reading programs	Students get additional support for addressing learning gaps	Students spend focused time on gaining foundational skills they are lacking	Increased student proficiency in math and Language	Student Learning is more resilient to climate shocks	Improved learning outcomes, increased retention, and enhanced resilience
ICT for learning recovery	Deliver low-cost devices with materials and software to students and teachers	Students have access to Personalized resources so they can learn at their level and pace	Students spend focused time accessing personalized lessons through blended learning			
Supporting student retention	Provide stipends, support student mental health and aspirations, and SRGBV prevention and response	Students get financial and socio-emotional support to stay in school, SRGBV is addressed, and school safety improved	Students exhibit willingness and interest in staying in school	Decreased student dropouts		

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Result Area	input/activity	Output	Intermediate outcome	Final outcomes/Impact	Climate effects	Mid- to Longterm Impact	
Result Area 2: Improved teacher competency							
Improved skills, pedagogy, and mindsets	Train teachers in: math and Bangla content, pedagogy, blended learning and climate change	Teachers feel supported and better equipped with improved skills and mindsets	Teachers gain skills and confidence in subject teaching, blended and climate learning	Improved teacher classroom performance	Improved climate education	Improved learning outcomes, increased retention, and enhanced resilience	
Equipped teachers to teach at the right level	Train teachers and support them for formative assessments and remediation	Teachers can identify learning needs of students	Teachers provide remediation as needed				
Improved teacher management	Recognize and Reward Teachers who improve	Teachers incentivized to improve	Teachers exert effort to improve				
Result Area 3: Improved secondary systems and resilience							
Climate resilience	Support and reward secondary schools and students for climate change awareness and action	Improved mindsets, skills, and behaviors for climate action	Schools more resilient to climate emergencies. Students' mastery of green skills improve	Improved student mindsets on climate change and market relevant curriculum in place. Decreased student dropouts and better opportunity on vocational education in targeted institutions	Students better equipped for climate change mitigation		
Curriculum and assessment reform, inclusion and vocational	More streamlined, focused, and relevant	Improved enabling conditions for vocational education in	Student confidence and satisfaction with education system				



education	curricula and assessments Strengthen system for inclusion and vocational education	secondary education	improves			
Improved data Management	Data availability and efficiency in secondary education system	Annual monitoring reports generated	Improved use of data for decision making	Strong and more impactful and resilient info systems to climate change shocks		

1.8 A Project Implementation Unit (PIU) has been established by DSHE, SHED, and Ministry of Education, Bangladesh for implementation of the project. The PIU is responsible for the overall implementation of the project. DHSE intends to apply a portion of the said credit to engage a firm (“Consultants”) for Organization, Coordination, and Management of Events.

2. Objective of the Assignment:

The objective of the assignment is to provide timely, professional, and compliant event management services to the Project Implementation Unit (PIU) for organizing and managing project-related events, including planning, coordination, logistics, branding, documentation, reporting, and stakeholder engagement.

3. Scope of Services

The Consultants shall provide comprehensive event management services to support the implementation of the LAISE Project. The services shall include planning, coordination, logistical management, branding, documentation, and reporting of project-related events in alignment with the PDOs, DLIs, and World Bank requirements and other activities provisioned in the DPP.

The scope of services shall include, but not be limited to, the following:

3.1. Event Planning and Coordination

The Consultants shall:

- Prepare an annual and/or event-specific implementation plan in consultation with the PIU;
- Develop detailed event concept notes, agendas, scripts, and run-of-show plans;
- Coordinate with the PIU, relevant government agencies, the World Bank team, development partners, and other stakeholders;
- Ensure protocol management for high-level events (Ministry officials, World Bank representatives, etc.);
- Manage invitation processes, participant registration, confirmation, and attendance tracking.

3.2. Types of Events Covered

The Consultants shall organize and manage, as required under the Project, including but not limited to:

- National and sub-national workshops;
- Technical review meetings and DLI review sessions;

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- Capacity-building workshops;
- Consultation meetings with stakeholders;
- Learning-sharing events and knowledge dissemination seminars;
- Mid-term and end-line review workshops;
- Field-level events, including school-based activities (if required);
- Media briefings and communication events (as approved by PIU).

3.3. Logistical and Operational Management

The Consultants shall be responsible for:

- Venue identification, booking, and layout planning;
- Audio-visual equipment, sound systems, LED displays, and interpretation services (if required);
- Preparation of stage setup, backdrop, branding materials, and event décor;
- Catering arrangements, including refreshments and meals;
- Transportation and accommodation arrangements (The Consultant shall coordinate requirements and facilitate transportation and accommodation bookings, including collection and compilation of supporting information and documentation, while the PIU shall approve and directly settle eligible costs in accordance with applicable procedures);
- On-site registration desks and event coordination staff;
- Ensuring accessibility arrangements for persons with disabilities (where applicable);
- Compliance with safety, security, and emergency arrangements;
- Ensuring environmental sustainability measures (e.g., reduced plastic use);
- Ensure that all activities are carried out in compliance with the World Bank's requirements and guidelines relating to Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH).
- Coordinate with participants and maintain necessary communication regarding event arrangements.
- Arrange inspection visits for PIU representatives to the venue prior to the events.

3.4. Communication, Branding, and Visibility

The Consultants shall:

- Ensure proper use of Government and World Bank branding guidelines. No media release, press engagement, or public dissemination material shall be issued by the Consultant without prior written clearance from the PIU;
- Design and produce banners, backdrops, standees, invitation cards, folders, name badges, and other communication materials;
- Prepare media kits and press materials where required;
- Coordinate photography and videography services;
- Prepare short event highlights videos (if required);
- Ensure publicity and visibility of LAISE Project objectives and results in all events.
- Prepare draft press release in favour of the PIU and initiatives to provide the media after approval.

All branding and communication materials must be approved by the PIU prior to production.

3.5. Documentation and Reporting

The Consultants shall:

- Prepare participant lists and attendance sheets;
- Document key discussions, decisions, and action points;
- Prepare event completion reports within a specified timeline after each event;
- Compile photo documentation and video archives;
- Submit financial statements and supporting documents related to event expenditures;
- Maintain and organized digital archive of all event materials.

3.6. Financial and Administrative Management

The Consultants shall:

- Prepare detailed event budgets for prior approval by the PIU;
- Strictly follow the budgets approved by the PIU;
- Ensure that no unapproved expenditure is claimed or reimbursed under the assignment;
- Maintain proper records of expenditures and supporting documentation;
- Ensure transparency and accountability in all financial transactions.

3.7. Quality Assurance and Compliance

The Consultants shall:

- Ensure timely execution of events as per agreed schedule;
- Manage and coordinate cancellation or rescheduling of events due to unavoidable circumstances;
- Each Event Completion Report shall include, at minimum, approved agenda, final participant list, signed attendance sheets, summary note, photo evidence, issues log, and a budget utilization statement against the approved estimate;
- Maintain high professional standards in service delivery;
- Ensure compliance with Government regulations and World Bank requirements;
- Address any issues or risks promptly and inform the PIU accordingly.
- Maintain a flexible schedule to accommodate emergency calls and any schedule changes required by the PIU.

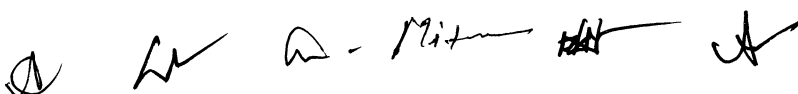
3.8 Financial Responsibility for Logistical and Event-Related Expenditures

All logistical and event-related expenditures under this assignment shall be categorized and financed as follows:

(A) Branding and Communication Materials (To be Incurred by the Consultant)

Branding and communication-related expenditures, including but not limited to:

- Event backdrops and standees;
- Invitation cards and publicity materials;
- Event signage and visibility materials;
- Design and printing of branding elements incorporating Government and World Bank logos



All arrangements and related expenses shall be made and incurred by the Consultants as part of the agreed professional service fee, unless otherwise specified in writing by the PIU.

All branding and visibility materials shall be subject to prior written approval by the PIU before production or dissemination. The cost of such materials shall be deemed included in the Consultant's Financial Proposal, and no separate reimbursement shall be made unless expressly authorized in writing by the PIU.

(B) Workshop/Event Materials and Other Logistical Expenditures (To be Incurred by the PIU)

All other logistical and event-related expenditures under this assignment, including but not limited to:

- Venue rental and associated facilities (including audio-visual equipment, sound systems, LED displays, livestreaming facilities, interpretation services, and venue-installed banners, if applicable);
- Catering services (refreshments and meals) for participants and resource persons;
- Transportation arrangements for participants and resource persons;
- Accommodation arrangements for participants and resource persons;
- Honorarium and/or allowances for participants and resource persons;
- Workshop/event materials, including workshop/event manuals, handouts, folders, name badges, certificates, stationery, and other approved learning or event materials; and
- Any other approved direct event costs;

shall be paid directly by the LAISE Project Implementation Unit (PIU) to the respective service providers, participants, travel agents, hotels, training institutions/agencies, or other authorized entities, as applicable. The Consultant shall not confirm any booking or place any financial commitment on behalf of the PIU unless specifically authorized in writing. Any cancellation charges arising from unauthorized commitments shall be borne by the party responsible.

Such payments shall be made strictly in accordance with applicable Government rules and regulations, financial management procedures, and the provisions of the Project Financing Agreement.

The Consultants shall be responsible for planning, coordinating, and facilitating all logistical arrangements under this assignment. However, the Consultants shall not incur, advance, pre-finance, or commit any expenditure falling under Category (B) on behalf of the PIU without prior written authorization from the PIU.

The Consultant's remuneration under this assignment shall be limited to the agreed professional service fees and shall not include reimbursement of the above logistical expenditures unless expressly authorized in writing by the PIU.

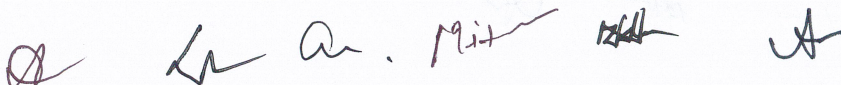
4. Consultants Team Composition

4.1 Key Experts

The broad qualifications of the Key Experts are given below. The responsibilities shall be assigned by the Consultants to complete all the deliverables in a professional manner:

1. Team Leader / Event & Program Management Specialist

Duration: 12 person months (intermittent input over the contract period)



Educational Qualification:

Bachelor’s degree in Event Management, Business Administration, Communications, Public Relations, or related discipline.

Experience:

10 years of professional experience in organizing and managing national-level conferences, workshops, training programs, and government events. Demonstrated experience in managing high-level events involving senior government officials and development partners is required. Proven expertise in event planning, budgeting, vendor management, quality assurance, and team supervision is essential.

Key Responsibilities but not limited to:

- Overall leadership and management of the assignment
- Event planning, budgeting, and approval of event execution plans
- Liaison with PIU, Ministry officials, and development partners
- Oversight of logistics, branding, and documentation
- Ensuring compliance with Government and World Bank requirements
- Risk management and troubleshooting

2. Operations, Communication & Logistics Specialist

Duration: 12 person months (intermittent input over the contract period)

Educational Qualification:

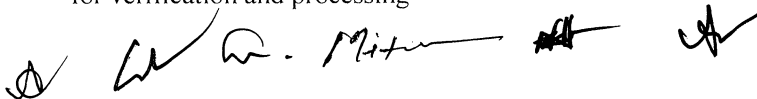
Bachelor’s degree in management, Communications, Media Studies, Business Administration, or related discipline.

Experience:

7 years of experience in event operations, logistics management, branding, and coordination of conferences/workshops. Demonstrated experience in vendor coordination, venue management, Audio-Visual (AV) arrangements, participant management, and preparation of communication materials is required.

Key Responsibilities but not limited to:

- Venue and logistics coordination (Audio-Visual, catering, transport, accommodation)
- Branding and production of event materials
- Participant registration and event coordination
- Supervision of documentation, photography, and videography
- Preparation of event completion reports
- On-site execution and operational supervision
- Ensure timely submission of bills, vouchers, invoices, and other relevant supporting documents for verification and processing



4.2 Non-Key Experts

In addition to key experts, the following non-key expert/staff may be required to deliver the service. Indicative non-key staff is a guideline for the consultants. However, the Consultants are free to make their own estimate to propose non-key staff.

1. Event Coordinator / Administrative Assistant

Duration: 8 person-months (intermittent input over the contract period)

Educational Qualification:

Bachelor’s degree in any relevant discipline.

Experience:

5 years of experience in event coordination or project administrative support, including organization of meetings, workshops, and training programs. Experience in participant management, logistics coordination, documentation, and reporting is required.

2. Documentation Officer / Rapporteur

Duration: 8 person-months (intermittent input over the contract period)

Experience:

5 years of experience in report writing and documentation of workshops and technical meetings.

4.3 Key & Non-Key Experts Inputs

The indicative staff inputs are tabulated below:

S.N.	Key Experts	Inputs in month		
		No	Man-month	Total (mm)
1	Team Leader / Event & Program Management Specialist	1	12	12
2	Operations, Communication & Logistics Specialist	1	12	12
	Total Key-Staff Inputs			24
	Non-Key Experts/Other Experts			
1	Event Coordinator / Administrative Assistant	1	8	8
2	Documentation Officer / Rapporteur	1	8	8
	Total Non-Key-Staff Inputs			16
	Total Staff Inputs (Key + non-Key)			40

Total estimated key experts’ input is **24-man months**.

Note:

- a) The Consultants shall review the scope of services and may propose their own requirements for Key Experts and support staff necessary for satisfactory completion of the assignment.
- b) The Financial Proposal shall include all direct and indirect costs required to perform the services.
- c) The proposed number of experts for each position shall be consistent with the Technical Proposal.

5. Assignment Duration

The duration of the assignment will be **18 Months**.

6. Deliverables

The Consultants shall deliver the following outputs in accordance with the Scope of Services.

Note: T0 = Date of commencement of the Contract.

SL.	Deliverable	Description	Timeline
6.1	Inception Report & Annual Event Plan	Submission of an Inception Report outlining the Consultant's understanding of the assignment, coordination approach, staffing deployment plan, quality assurance mechanism, and proposed framework for event management. The report shall include a tentative annual event calendar (if available) and standardized templates (budget template, event checklist, list of probable venues, reporting format, branding compliance checklist).	T1 = T0 + 0.5 month
6.2	Event-Specific Implementation Plan (Per Event)	For each approved event, submission of a detailed implementation plan including concept note, agenda, budget estimate, logistics plan, branding layout, risk mitigation measures, and execution schedule for PIU approval prior to the event.	At least 10–15 days before each event
6.3	Successful Execution of Events	Organization, coordination, and management of events as approved by PIU, ensuring professional execution, adherence to agreed standards, branding compliance, logistical arrangements, and stakeholder coordination.	As per approved event schedule
6.4	Event Completion Report (Per Event)	Submission of an Event Completion Report within a specified period after each event, including: <ul style="list-style-type: none"> • Final agenda and participant list • Summary of discussions and key decisions • Photo documentation and media coverage (if applicable) • Financial summary and supporting documents • Lessons learned and recommendations (if relevant) 	Within 7–10 days after each event
6.5	Quarterly Progress Report	Consolidated report summarizing events conducted during the quarter, financial overview, issues encountered, and recommendations for improvement.	Quarterly
6.6	Final Completion Report	Comprehensive report summarizing all events conducted during the contract period, including outputs achieved, documentation archive, financial	T-end = At completion of contract

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SL.	Deliverable	Description	Timeline
		summary, lessons learned, and recommendations for future event management under the project.	

7. Management of the Assignment

The Consultants shall work under the overall guidance and supervision of the Project Director, LAISE/PIU and shall coordinate closely with relevant technical teams to ensure alignment of events with project objectives and implementation priorities. The assignment focal point will be the Project Director, LAISE Project. The general obligations are as follows:

7.1. To be provided by the Client

The Client will make available all relevant reports, documents, information and data for the Consultants; designate counterpart personnel; and also provide support facilities to the individual experts working in the assignment.

7.2. To be provided by the Consultants

During the assignment, the Consultants shall be fully responsible for providing all necessary facilities, personnel, and logistical support required to fulfill the contractual obligations. This shall include, but not be limited to, backstopping experts, support staff, and adequate office facilities (including office space with telephone, internet connectivity, and related services), office equipment (such as desktops/laptops, printers, scanners), office supplies, and any other equipment and materials required for effective implementation of the assignment.

The Consultants shall make their own arrangements for all types of transportation required for the assignment. All such requirements shall be clearly described in the Technical Proposal, and the associated costs shall be included in the Financial Proposal.

8. Selection Method

The consultants will be selected using the **Consultants' Qualifications -based Selection (CQS)** method as set for in the World Bank Procurement Regulations for IPF Borrowers, July 2016, revised November 2020.

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