

Government of the People's Republic of Bangladesh
Department of Youth Development
Economic Acceleration and Resilience for NEET (EARN) Project
Jubo Bhaban
108, Motijheel, C/A, Dhaka-1000
www.dyd.gov.bd
Terms of Reference (ToR)
For
Training Management Specialist (S15.17)

Expertise : Training, Planning, Monitoring and Management
Source : National

Project Background and Rationality of the Assignment:

Economic Acceleration and Resilience for NEET (EARN) is the World Bank supported government project. Department of Youth Development (DYD) Under Ministry of Youth and Sports (MoYS) is the implementing agency of the project. ECNEC has approved the project dated 20th June 2023 and the World Bank board of directors has approved it dated 27th June 2023. The Financing Agreement (FA) was signed on August 27, 2023. The Project has been declared effective on 13 September 2023.

The EARN project in Bangladesh aims to accelerate economic recovery by involving on NEET youth, especially women, in rural areas. It offers education and skills development with a focus on women-centric facilities and second-chance education. Additionally, it includes enterprise development, SEB skill training, and support for employment and entrepreneurship. The project addresses social barriers, enhances institutional capacity, and provides awareness and counseling. Its ambitious goal is to create around 900,000 skilled workers in priority sectors by 2030, contributing to economic transformation and graduation from LDC status, fostering economic inclusion and diversification.

Context of the Assignment

Economic Acceleration and Resilience for NEET (EARN) project with support from the World Bank aims to enhance the employability, income-generating capacity, and resilience of young people who are Not in Education, Employment, or Training (NEET), with a special focus on women and other vulnerable groups.

As part of the project's mandate, high-quality and demand-driven training programs will be developed and implemented to equip NEET youth with relevant technical, vocational, and life skills. These programs are intended to align with current labor market needs and future economic opportunities, both domestically and globally.

To ensure effective delivery, coordination, and monitoring of these training initiatives, the EARN project is seeking a qualified **Training Management Specialist**. The specialist will play a key role in planning, organizing, and overseeing all aspects of the training component under the project. This includes conducting training needs assessments, reviewing training plans and curricula in collaboration with national and international, government stakeholders,



industry and training partners, managing service providers, and ensuring quality assurance across all training interventions.

The assignment also involves integrating gender-sensitive and inclusive training approaches, promoting digital skills, and supporting the development of monitoring and evaluation systems to track outcomes and impact. The Training Management Specialist will work closely with DYD officials, the World Bank counterparts, private sector stakeholders, and other implementing partners to ensure that the training programs are effectively designed, implemented, and aligned with the overall goals of the EARN project

Objectives of the Assignment:

The main objective of the assignment is to ensure the effective design, implementation, coordination, and quality assurance of all training-related activities under the EARN Project, with the ultimate goal of enhancing the employability and economic resilience of NEET (Not in Education, Employment, or Training) youth in Bangladesh.

Specific objectives include:

1. Identifying training needs. Designing and implementing training programs.
2. Continually identify specific training needs for the stakeholders and provide support required for components of the project as appropriate.
3. Performing orientation sessions.
4. Creating leadership development programs.
5. Tracking training progress and managing training budget.
6. Assess the impact of the training.

Scope of the Assignment:

The Training Management Specialist will be responsible for the following tasks:

A. Training Plan and Strategy Development

- Develop a training strategy framework that outlines objectives, guiding principles, implementation approaches, delivery mechanisms, and key performance indicators (KPIs).
- Align the strategy with the EARN Project Development Objective (PDO), the Government of Bangladesh's national skills development policies, and the World Bank guidelines.
- Map and integrate findings from relevant labor market assessments, skills gap analyses, and NEET profiling studies to ensure the strategy is evidence-based and responsive to current and future demands.

B. Needs Assessment and Assist in Curriculum Development

- Conduct or coordinate training needs assessments (TNA) for target NEET youth, in collaboration with Sr M&E, MIS cell, SPs and private sector stakeholders.
- Guide the development, adaptation, and validation of competency-based curricula and modular training packages in coordination with relevant agencies (e.g., BTEB, NSDA, private sector).



- Ensure alignment of training content with national qualifications frameworks and international standards.

C. Coordination with Service Providers and Implementation Partners

- Support the PMU in the identification, procurement, and contract management of selected service providers (SPs).
- Facilitate coordination between SPs, industry partners, and local government institutions to ensure effective training delivery and placement support.
- Monitor performance and compliance of SPs with quality, gender, and inclusion standards.

D. Training Implementation and Quality Assurance

- Oversee implementation of training programs, ensuring adherence to quality standards, delivery schedules, and beneficiary satisfaction.
- Develop and apply tools for trainer assessment, training session observation, and participant feedback.
- Provide technical support and capacity building with SPs and DYD existing youth training centers to improve training effectiveness.
- Provide a plan for youth clubs to create leadership among them.

E. Monitoring, Evaluation, and Reporting

- Help in establishing development of a robust Monitoring & Evaluation (M&E) system to track training outcomes, certification rates, job placement, and other performance indicators.
- Work closely with the Sr M&E specialist, MIS cell, Third validation team to ensure collection, analysis, and reporting of key training indicators (e.g., enrollment, completion, certification, employment outcomes).
- Support impact evaluation of training interventions, including employer satisfaction studies and employer satisfaction surveys.
- Prepare periodic technical reports, updates, and documentation of best practices and lessons learned.

F. Digital and Innovative Learning Solutions

- Promote and support the integration of e-learning, blended learning models, and digital tools to expand training access and flexibility.
- Collaborate with technology partners to pilot and scale digital skills training for youth.

G. Inclusion, Safeguards, and Grievance Management

- Ensure that training programs are inclusive of women, persons with disabilities, and other marginalized and vulnerable groups and rural NEET youth, in all training initiatives.
- Coordinate with the project's safeguards and gender specialists to ensure training environments are safe, non-discriminatory, and gender-sensitive.
- Support the establishment and resolution of training-related grievances through project GRM mechanisms.



H. Project Management and Implementation Support

- Ensure smooth implementation of the activities related to that training described in the different sub-component of the project.
- Keep coordination with Project Management Specialist (PMS), representative of service providers, MIS cell, third party validation firm to ensure highest benefit for the beneficiaries and stakeholders can access to the data in the most efficient way.

Reporting Requirement :

In addition to the monthly activity report, the following outputs are required;

- Quarterly detailed time-bound implementation plan for training related activities of the project and its components;
- Report on various surveys, such as third-party validation, impact evaluation, satisfaction surveys, and other surveys deemed necessary for EARN and so on.

Selection Method: A consultant will be selected following the Individual Consultant Selection (ICS) method with limited market approach as set forth in the “World Bank Procurement Regulations for IPF Borrowers”, dated November 2020.

Regional/Country Experience: Bangladesh

Date of Commencement: July 2025 (Tentative).

Assignment Period: July 2025 to June 2026 with the possibility of extension of the service subject to the satisfactory performance of the consultant and mutual consent.

Place of Working: Primarily at PMU of EARN, with field visits all over Bangladesh if required.

Logistics Support: The EARN Project will provide office space, logistics, and institutional support to the consultant in carrying out the assignment.

Payment: This is a time-based contract, and payments will be made monthly (that is, payments made each month will be for services rendered during the immediately preceding month), supported by the submission of timesheets by the consultant.

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