

Government of the People's Republic of Bangladesh
Department of Youth Development
Economic Acceleration and Resilience for NEET (EARN) Project
Jubo Bhaban, Mitijheel, Dhaka-1000

Terms of Reference (ToR)

Selection of "Service Provider for Supervision of Field Activities under the Economic Acceleration and Resilience for NEET (EARN) Project".

(Package Number: S6)

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Client: Department of Development, Ministry of Youth and Sports

Country: Bangladesh

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Acronyms and Abbreviations

APD	: Additional Project Director
BOU	: Bangladesh Open University
CG	: Community Group
DPD	: Deputy Project Director
DYD	: Department of Youth Development
EARN	: Economic Acceleration and Resilience for NEET
ED	: Entrepreneurship Development
ESCP	: Environmental and Social Commitment Plan
GBV	: Gender-Based Violence
GESI	: Gender Equality and Social Inclusion
GO-NGO	: Government Organization-Non-Government Organization
SH	: Sexual Harassment
IDA	: International Development Association
INGO	: International Non-Government Organization
LGED	: Local Government Engineering Department
M&E	: Monitoring and Evaluation
MIS	: Management Information System
MOYS	: Ministry of Youth and Sports
NEET	: Not in Education, Employment and Training
PD	: Project Director
PMU	: Project Management Unit
QCBS	: Quality and Cost Based Selection
SCF	: Service Consulting Firm
SEA	: Sexual Exploitation and Abuse
SEB	: Social-Emotional and Behavior
SNSA	: Social Norms Specialized Agency
SP	: Service Provider
TIN	: Tax Identification Number
TVET	: Technical and Vocational Education and Training
UC	: Union Committee
UNO	: Upazila Nirbahi Officer
UYDO	: Upazila Youth Development Officer
UYIC	: Union Youth Information Center
VAT	: Value Added Tax
VLTC	: Village Level Training Center



1. Background

Bangladesh has made impressive strides in its social and economic development, achieving lower middle-income status in 2015 through stable macroeconomic conditions and substantial poverty reduction. The nation adeptly navigated the COVID-19 pandemic, maintaining positive real GDP growth through prudent macroeconomic policies and effective stimulus measures. However, challenges persist, particularly for its youth population. With an overall unemployment rate of 8.9% among those aged 15-29, around 27% of this group is labeled as NEET (Not in Education, Employment, or Training). Notably, this NEET issue is predominantly a gender concern as approximately 90% of NEET youth are female. Social norms emphasizing women's household roles and movement restrictions contribute to these disparities which is evident in the significantly lower female labor force participation.

The EARN Project in Bangladesh aims at economic engagement of the NEET youth, especially women, in rural and semi-urban areas of the country. The project offers education and skills development with a focus on women-centric facilities, employment and enterprise development support, enhanced employ-ability through creating employer linkages and up-skilling of Socio-Emotional Behavior (SEB) and Entrepreneur Development (ED) skill, incubation support for employment and entrepreneurship. In order to ensure participation of women and other under-served segment, the project will promote an enabling environment, especially for the women, through targeted awareness-raising and communication programs, family-based planning, counseling and involving the communities and families in planning and monitoring of implementation.

In the case of Bangladesh, a country particularly vulnerable to climate change, there are several potential benefits, and specific conditions, including youth-centric ones, which can enhance climate co-benefit advantages. The project is designed for addressing climate change impacts and disasters. Bangladesh, in general, is increasingly being exposed to climate change-related hazards. The location of the project would be spread over many sub-districts, including extreme precipitation and flooding. Education and training programs have been severely affected by flooding in particular. The potential risks to education/climate resilient training facilities covered by the project due to flooding would be significantly reduced by the design of these facilities and the inclusion of soft components (e.g., training and awareness programs), which take flood risk into account.

The project will undertake climate resilience programs and enhance institutional capacity to improve the understanding of the responsiveness to disruptions from climate change and geophysical hazards. All skills development training will incorporate climate sensitization courses that will include adaptation and mitigation measures. The proposed competitive innovation funds will also be used to customize the new climate responsive awareness among the beneficiaries.



Department of Youth Development (DYD) is the implementing agency of the project under the supervision and guidance of the Ministry of Youth and Sports (MOYS). The project is implemented by a dedicated Project Management Unit (PMU) under DYD. The PMU is led by a Project Director (PD). The project will be implemented through GO-NGO-Private Sector collaboration.

2. Introduction

Multiple Service Providers (SPs) will be engaged to deliver field-level activities including beneficiary mobilization, operation of Village Level Training Centers (VLTCs), delivery of life skills and vocational training, internships, and employment linkages across 250 upazilas. To ensure quality implementation, effective monitoring, and compliance with project standards, a Supervision Consulting Firm (SCF) will be recruited under a Time-Based Contract for a duration of 30 months. The procurement method will follow Quality and Cost Based Selection (QCBS) procedures of the World Bank.

Under the guidance of the Department of Youth Development (DYD), the firm will be responsible to carry out the implementation support in their respective divisions, and liaison with Community Groups (CGs) and Union Youth Information Centers (UYICs) under the supervision of Project Director (PD), APD and DPDs; Upazila Coordinators (UCs) and Union Center Staffs will be responsible for different activities assigned for the consulting firm.

3. Objective of the Assignment

The main objective of the assignment is to provide monitoring support at Upazila and Union Level of day-to-day field level activities, especially the activities performed by the Service Providers in the assigned divisions, thereby strengthening implementation, safeguarding project resources, and achieving project outcomes. Specific objectives include:

- Monitor and supervise the activities of Service Providers (SPs) in all project upazilas and union centers;
- Verify compliance with approved methodologies, guidelines, and safeguards (social, gender, environmental, SEA/SH);
- Ensure accuracy of MIS data and field-level reports submitted by SPs;
- Provide on-site support and feedback to Service Providers for corrective actions;
- Report systematically to PMU on progress, issues, risks, lessons learned and;
- Suggest corrective measures, next steps and measures for improvement.

4. Context of the Assignment

Ten (10) Service Providers (SP) would be employed by the EARN project with responsibility to carry-out the implementation support across eight Division, and liaison with Community Groups (CGs), Upazila Coordinator-UCs, Union Youth Information Center (UYICs), Upazila Youth Development Officer (UYDO), Upazila Nirbahi Officer (UNO), Bangladesh Open University (BOU) and Management Information System (MIS) Cell of Local Government Engineering Department

(LGED) under the guidance and supervision of PMU headed by the Project Director. More specifically, the SPs will be responsible for, but not limited to, the following activities:

- Community Engagement for creating an enabling environment (throughout the project period) in 8 divisions of Bangladesh;
- Beneficiary selection (under component 1);
- Selection of local level/Upazila-wise trades;
- Establish Village Level Training Centers (VLTCs);
- Supporting Curriculum Development Committee in the Development of Curriculum for trade specific course (Each trade 360 hours);
- Establish Childcare Facilities at VLTCs in 6 selected Upazilas;
- VLTC Operation, which includes: Instructors, Skill Development Beneficiary training, Assessment and certification, Data Flow, Creating Awareness among the local stakeholders, Conduct SEB and EDT training of the NEET youth,
- Internship/apprenticeship support for the NEET youth
- Expanding the horizon by connecting the beneficiaries with markets
- Monitoring and Data Generation
- SPs will provide necessary support to PMU to implement the following activities:

Given the scale (250 Upazilas) and the complexity of activities, independent supervision and monitoring are essential to ensure:

- Compliance with project design, guidelines, and fiduciary requirements;
- Quality assurance in training delivery, beneficiary services, and data accuracy;
- Consistency and accountability in field operations across all divisions and Upazilas;
- Continuous capacity support to field actors to maintain standards.

The consulting firm will act as the 'eyes and ears' of the Project Management Unit (PMU), providing timely supervision, verification, and technical oversight of SP performance.

5. Scope of Services

Under the guidance of the Department of Youth Development (DYD), the firm will be responsible to assist PIU to coordinate, monitor and supervise implementation of Service providers activity in the field. Major scopes of work are as follows:

5.1. Monitoring of activities at Village Level Training Centers (VLTC)

- Ensure the availability of the approved year-wise plan for VLTCs by union and villages (No. of beneficiaries, trades, locations etc.);
- Monitor and supervise to ensure inclusiveness in the VLTCs by SPs, especially for women and youth with disability in terms of their locations, safe and inclusive infrastructure, and learning environment;
- Monitor and supervise training activities in VLTCs;
- Coordinate with PMU to ensure that approved training curriculum, materials and lesson plan developed SPs and implemented;
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5.2.. Monitor establishment of VLTCs accompanied by child-care facilities in 20 selected Upazilas

- Monitor and supervise the VLTCs establishment activities to be implemented by the Service Providers;
- Monitor and supervise the establishment of child care facilities to be implemented by the Social Norms Specialized Agency (SNSA);
- Ensure participation in periodic CG and parent meetings conducted by SPs;
- Monitor day to day activities of VLTCs and Child Care Centers.

5.3. Employment support

- Facilitate communication between the beneficiaries with local and national level employers.

5.4. Community engagement to promote positive social norms

- Monitor training of CG members, with a focus on NEET youth activities to ensure establishment of community protection mechanisms.
- Facilitate in the approval process of Community Groups by the PIU.
- Monitor community mobilization and awareness activities involving the CGs (CG events, Uthan Boithoks etc.)
- Coordinate Upazila DYD authorities, educational institutes and youth clubs in arranging annual and semi-annual sports and cultural events,
- Monitor leadership development training, and organizing social awareness activities
- Monitor the establishment and facilitating women's self-help groups by SPs.

5.5. Any other task provided by PIU/DYD in relation to the implementation of the project.

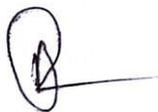
- Any work assigned by the PIU and PMU;
- Any work assigned by district/upazila level DYD administration
- Any work assigned by any other competent authority related to project implementation.
- Assignment of implementation support service provider may readjust, addition, deletion or accommodate through mutual agreement between the both parties.

6. Eligibility criteria of firm

Any service provider firm will be eligible for the task, which are as follows:

- Updated legal papers (Trade License, VAT and TIN Certificate, Incorporation and related legal certificates);
- Experience in providing monitoring support in projects of government/Semi-government/autonomous body for more than 10 (ten) years;
- Financial ability to run the program/project as some projects have reimbursement payment modality.
- Outreach capacity to provide monitoring support to a large number of beneficiaries with proven track record.
- Strong manpower support at union/Upazila level and appropriate physical, logistics and communication facilities either direct or through partners.
- Able to apply gender, inclusion and rights-based approaches.
- Qualifications and relevant experience of the key staff.

7. Professional Staffing Input, Qualification and Experiences Required



7.1 Required Key and Non-Key Expert's Input

The SCF will deploy a team which consists of both Key Experts and Non-Key Experts. In line with the principles of EARN, a minimum of 50 percent of the staff members and coordinators (both lead and Upazila level) shall be female. The team shall comprise following Key and Non-Key Experts illustrated in the Table-1.

Table -1: Required Key and Non-Key Experts

SN	Name of the Position	Position No.	Person-Months (PM)	Total PM
A. Key Experts				
1	Team Leader (Youth Development Expert)	1	30	30
2	Lead Coordinator	10	30	300
	Sub-Total of A	11		330
B. Non-Key Expert				
1	Upazila Coordinator	250	30	7,500
2	Admin and Accounts Officer (Head Quarter)	1	30	30
	Sub-Total of B	251		7,530
	Grand -Total (A+B)	262		7860

7.2. Strategy for Field Staff Recruitment and Mobilization

7.2.1. Field Staff Recruitment and Mobilization

The field staff (all non-key experts under B. 1) would be with the following provision:

- The Consultant shall be responsible for recruiting 250 Upazila Coordinators after contract award. A detailed Mobilization and Recruitment Plan must be submitted within 30 days of contract signing. All field staff must meet the minimum qualification criteria mentioned in the ToR. The Consultant shall ensure full deployment of these staff across all Upazilas, and establish systems for performance monitoring, attendance tracking, and reporting, preferably using a digital platform.
- Gender Inclusion: Coordinate and oversee the activities of the Service Providers (SPs), Social Norms Specialized Agency (SNSA), GBV Service Providers and other authorities for implementation, monitoring and supervision of Gender, GESI and GBV Action Plans in

the field including all activities/tasks related to Gender and Gender-Based Violence (GBV) issues, Gender Exclusion and Social Inclusion (GESI) including their timely implementation, quality control, ensure compliance with the Project Environmental and Social Commitment Plan (ESCP).

7.2.2. Field Staff Recruitment Procedure

The consultant shall recruit and deploy the field staff (non-key experts mentioned in the Table 1, under serial no. B.1) as follows:

- The recruitment process will be completed within 60 (sixty) days of the commencement of the contract;
- The recruitment shall be through open advertisement in all editions of at least one Bengali and one English well circulated Daily National Newspapers;
- The recruitment shall be through a selection and requirement committee formed by SCF.
- The recruitment and deployment process including recommended list of the candidates must be approved by the Project Director of the EARN project;
- A recommended and approved waiting list should be kept in the consultant (firm) office and vacant positions will be filled up from the waiting list with dully approval of the Project Director;
- The recruitment process must be fair, gender-balanced (50% female and 50% male) and inclusion of people with disabilities as per government rules of Bangladesh;
- The whole recruitment and staff mobilization process must be overseen by PMU.

7.2.3. Capacity Development and Service Improvement

The SCF shall ensure quality and timely services from the field staff through ensuring following aspects:

- Quality staff has been recruited effectively and efficiently;
- Staffs are properly oriented on EARN project, its activities and their terms of references;
- Training Need is assessed properly after recruitment and capacity building initiatives has been undertaken properly as and when needed within the contract price;
- Orientation/field visit to the "Good Practices" for ensuring "learning through seeing" processes;
- Provision of "Reward/Punishment" for best work/bad work.

7.3. Professional Staffing Input, Qualification and Experiences Required

7.3.1. Key Experts

7.3.1.1. Team Leader (Youth Development Expert)

- **Number of positions:** One (1)
- **Duration:** Thirty (30) Person-Months
- **Required Educational Qualification:** Master's degree in Social Sciences, Development Studies, Education, Economics, Public Administration, or related discipline.
- **Required Experiences:** Minimum fifteen (15) years of experience in managing large-scale, multi-sectoral development projects, out of which minimum ten (10) years of proven experience in skills development, TVET, employment generation, or youth empowerment projects, and minimum five (5) years' experience as Team

Leader/Deputy Team Leader/Project Head in Government Project or INGO in the area of skills development.

- **Job Related knowledge:** Prior experience in World Bank or other development partner-funded projects is preferred. Strong background in contract management, coordination of multiple stakeholders, and leadership of large supervision teams. Higher training in Project Management, M&E, or International Development will be considered an advantage. Strong analytical, communication, and report writing skills in both English and Bangla.
- **Responsibilities:** Provide overall leadership and management of the Supervision Consulting Firm (SCF). Ensure quality assurance and timely delivery of all supervision and monitoring assignments. Act as the focal point between PMU and SCF team. Consolidate supervision reports, provide strategic recommendations, and address implementation bottlenecks. Ensure compliance with project safeguards (environmental, gender, SEA/SH).

7.3.1.2. Lead Coordinator (Working with SPs)

- **Number of positions:** Ten (10)
- **Duration:** Thirty (30) Person-Months
- **Required Educational Qualification:** Master's degree in Social Sciences, Education, Development Studies, Economics, Management, or related discipline.
- **Required Experiences:** Minimum eight (8) years' professional experience in managing and supervising large-scale community-based or skills development projects, out of which five (5) years of direct experience in project coordination and reporting under donor-funded or government programs.
- **Job Related knowledge:** Experience working with youth development, TVET, entrepreneurship, or livelihood programs. Familiarity with World Bank or other development partner-funded project implementation modalities. Training in project monitoring, youth development, or skills development will be an added advantage. Strong analytical, communication, and report writing skills in both English and Bangla.
- **Responsibilities:** Supervise the implementation of assigned Service Provider (SP) package to ensure compliance with project guidelines, standards, and safeguards. Review SP work plans, progress reports, and field-level activities, and provide timely feedback. Conduct field visits to monitor VLTC operations, training quality, community engagement, and beneficiary services. Validate beneficiary lists, training data, stipend disbursement, and employment placement records submitted by SPs. Coordinate with Upazila Coordinators, Union Center Monitoring Specialist, UYDOs, UNOs, and local stakeholders for smooth project implementation. Prepare and submit package-wise monthly and quarterly supervision reports to the Team Leader. Identify risks, bottlenecks, and implementation challenges and propose corrective actions. Ensure adherence to gender equity, social inclusion, SEA/SH prevention, and grievance redress mechanisms across SP activities.

7.3.1.3. MIS Specialist

- **Number of positions:** One (1)



- **Duration:** Thirty (30) Person-Months
- **Required Educational Qualification:** Master's degree in Information Technology, Computer Science, Data Science or related discipline.
- **Required Experiences:** Minimum eight (8) years' professional experience in managing and supervising MIS/IT systems within large-scale development projects, out of which five (5) years of relevant experience in database management, data validation, and analytics for donor-funded or government projects.
- **Job related knowledge:** Proven experience in designing, operating, and maintaining MIS for monitoring and evaluation frameworks. Demonstrated expertise in electronic data collection tools (e.g., Tab-based systems). Experience in data verification, dashboard management, and reporting systems. Strong understanding of World Bank or similar development partner project requirements related to data reporting, transparency, and accountability. Specialized training or certification in Database Management, Data Analytics, or MIS software will be an added advantage.
- **Responsibilities:** Ensure effective integration of SP data into the Project MIS system developed by LGED MIS Cell and validate accuracy. Supervise Upazila Coordinators and Union Support Staff on MIS data entry, validation, and reporting. Conduct periodic audits of data submitted by SPs to identify errors, inconsistencies, or irregularities. Develop data dashboards and generate analytical reports for PMU decision-making. Provide technical backstopping for electronic attendance systems, data collection tablets, and internet connectivity at VLTCs. Train field staff on proper data entry, reporting formats, and use of MIS tools. Support preparation of consolidated monthly, quarterly, and annual reports based on MIS data. Ensure timely submission of accurate beneficiary, training, stipend, internship, and employment data. Safeguard data integrity, security, and confidentiality in line with project and World Bank standards. Act as the focal point for MIS-related issues between PMU, Service Providers, and the consulting firm.

7.3.2. Non-Key Experts

7.3.2.1. Upazila Coordinator

- **Number of positions:** Two-hundred fifty (250)
- **Duration:** Thirty (30) Person-Months
- **Required Educational Qualification:** Minimum Graduation in Social Science, Education, Development Studies or relevant field.
- **Required Experiences:** Minimum two (2) years' experience in the relevant field as well as youth program.
- **Job related knowledge:** Clear understanding and competency on people centric program management, monitoring and leadership. Knowledge on monitoring skills training program, especially curriculum and materials development, training facilitation and reporting. Capacity to coordinate and effectively monitor divisional/ district/ Upazila level government departments and private sector representatives. Experience in team management, internal and external communication, and research. Excellent skills in program planning, coordinating, facilitation, documentation, and report writing. Proficiency in Microsoft Word, Excel, and PowerPoint.



- **Responsibilities:** This position is responsible for leading the monitoring of one specific Upazila in collaboration with DYD. This position is responsible for planning, organizing, directing, coordinating and overall management of the respective Upazila. S/he will lead the monitoring of the activities and will ensure that the objectives are met to the satisfaction of the beneficiaries and stakeholders. S/he will also provide coordination support for the facilitating training program, entrepreneurship development training & job linkage support with close collaboration with industry & private sector.

7.3.2.2. Admin and Accounts Officer

- **Number of positions:** One (1)
- **Duration:** Thirty (30) Person-Months
- **Required Educational Qualification:** Minimum B. Com/BBA in Accounting/Finance and related subjects.
- **Required Experiences:** Minimum three (3) years of job experience of which at least two (2) years as Accountant or similar position, preferably with IDA/Donor funded project.
- **Job related knowledge:** Experience of using accounting software such as Tally ERP, QuickBooks Online, or Xero will be considered as added advantage. Fully conversant with and has hands-on experience in application software and Computerized Accounting Systems, with the ability to support implementation and customization. Skills in software installation and troubleshooting will be an added advantage. Demonstrated experience in preparing and managing budgets, forecasts, and financial statements. Commitment to upholding ethical standards and promoting good governance in financial management practices within project operations. Strong knowledge of tax regulations, compliance, and audit procedures. Self-guided, strong organizational and planning skills with the ability to work independently as a team player and under pressure. Strong interpersonal communicative skills, experience in team leadership and participatory management. Ability to impart training to the program staff on financial management system.
- **Responsibilities:** The Admin and Account Officer will play a crucial role in maintaining the accuracy and integrity of project accounting records, ensuring all financial transactions are properly recorded and supporting the overall financial efficiency of the project. The detail responsibilities are: Assist in preparing accounting documents and financial records; Maintain accurate financial records, including ledgers, expenditure reports, payment statements and reconciliations; Ensure compliance with accounting policies, World Bank Guidelines and Public Procurement Rules in all financial transactions; Process payments for staffs and program ensuring proper documentation and approval; Support the implementation of accounting software and automated financial tracking systems; Monitor accounts payable and receivable, ensuring timely payments and collections; Assist in preparing and maintaining the Chart of Accounts for accurate financial tracking; Maintain project accounting databases and ensure accurate data entry for financial reporting; Support internal and external audits by providing necessary financial data and documentation; Assist in maintaining financial control systems, ensuring all accounting records are properly documented and filed; Assist in monitoring fund disbursements and expenditures, ensuring they align with the budgets. Perform other accounting and admin related duties as required for the assignment.

8. Coordination, Facilities and Equipment

8.1. Coordination: The Deputy Project Director/assigned personnel by PD, RMU, EARN, DYD will coordinate the overall implementation of the Consultancy activities. The Consulting firm will closely work with all Upazila DYD Offices.

8.2. Facility to be provided by the Client: EARN will provide the consulting firm with available materials and data relating to the project such as DPP, PAD, and Operational Manual etc. EARN will also provide office spaces for Team Leader (bare space without any equipment) for the Consultancy Firm to discharge their responsibilities in more convenient way.

8.3. Tentative Duration of the assignment: This is a time-based contract with duration of 30 months. Team Leader and Lead Coordinators shall be mobilized within two (2) weeks. Upazila Coordinators and Union Center Monitoring Specialist shall be deployed within one (1) month from the date of commencement of the assignment.

9. Payment Procedure

Payments will be made on a time-based contract monthly basis-based submission of monthly timesheets and acceptance by the competent authority, progress report with challenges and possible suggestions to meet the challenges.

10. Reporting and Accountability

The SCF will report directly to the Deputy Project Director/Assigned personnel by PD, EARN Project, DYD. Day-to-day coordination will be with the Component Heads. Reports will be submitted monthly, quarterly, and annually.

11. Procurement/Hiring Method

The Consultant will be hired and contracted as per the "Quality and Cost-Based Selection" (QCBS)" method under the World Bank `Procurement Regulations for IPF Borrowers, November 2020.

12. Key Contact Person

Kazi Moklesur Rahman
Project Director (Additional Secretary)
EARN Project
Department of Youth Development (DYD)
Level-19, National Sports Council (NSC) Tower
62/3, Purana Paltan, Dhaka 1000

