

**Terms of Reference  
For  
Selection of Individual Consultant**

<b>Job #</b>	N/A
<b>Job Title</b>	<b>Consultant (Future of Work)</b>
<b>No of Positions</b>	<b>1</b>
<b>Location</b>	Dhaka, Bangladesh
<b>Appointment</b>	Local Hire
<b>Job Posted</b>	TBA
<b>Closing Date</b>	TBA
<b>Language</b>	Bangla [Essential]; English [Essential]
<b>Duration</b>	12 months
<b>Appointment Type</b>	Time-Based.

**Background of the Project:**

The Aspire to Innovate (a2i) Programme builds on the Government of Bangladesh’s efforts to introduce a citizen-centric culture of innovation in civil service to improve service delivery and make services more inclusive, affordable, reliable and easier to access. This project will provide support to establish institutional mechanisms and improve accountability to accelerate SDG achievements in Bangladesh.

This project will have three components:

1. Institutionalizing Public Service Innovation and Improving Accountability
2. Catalyzing Digital Financial Services and Fintech Innovations
3. Incubating Private Sector-enabled Public Service Innovation

**Background of the assignment:**

As Bangladesh accelerates toward a digitally empowered economy, the government is prioritizing the transformation of the national skills and employment ecosystem through technology driven innovation. The shift from traditional, fragmented systems to integrated, intelligent, and data-driven solutions is essential for preparing the workforce for emerging job markets and ensuring that citizens benefit from inclusive, future-ready services. Aspire to Innovate (a2i) is leading this transition by modernizing how skills are developed, tracked, and matched with employment opportunities. Central to this transformation is the digitalization of industry - academia collaboration, enabling real-time alignment between market needs and academic or training curricula. Through digital platforms, institutions and employers can now co-create competency frameworks, update course content, and monitor labour-market trends more effectively.

The rollout of green skills and green employment initiatives is also being supported by digital tools that map demand, track training progress, and connect young people to opportunities in the fast-growing green economy. a2i is further expanding digital inclusion by developing tailored, tech-enabled skills development and employment pathways for Qawmi madrasa students bringing them into mainstream economic participation through accessible, customized learning systems.

To strengthen the education to employment pipeline, a2i is investing in digital internship management systems that support students from both general and TVET backgrounds, allowing institutions and employers to coordinate placements, monitor progress, and evaluate outcomes through unified digital dashboards.

At the heart of this digital transformation is the National Intelligence for Skills, Education, Employment & Entrepreneurship (NISE), Bangladesh's largest integrated digital platform. NISE consolidates data from training providers, learners, employers, and government agencies to facilitate intelligent matchmaking between skills and jobs. It also supports mobility programs that connect skilled Bangladeshis to blue-collar and international employment opportunities through verified digital profiles and demand-driven recruitment channels.

To advance these priorities, the a2i Programme is seeking a **Consultant (Future of Work)**. This role will support the design, implementation, and expansion of digital solutions across the skills and employment ecosystem, ensuring that Bangladesh's workforce is prepared to thrive in a rapidly evolving, technology driven global landscape.

### **Objectives of the assignment:**

The overall objective of the assignment will be the following:

- Promote and strengthen partnerships between industry and academia to align skills with market needs
- Rollout of green skills and employment initiatives involving government agencies, private sector actors, and TVET/educational institutions
- Develop and oversee specialized skills development and employment programs tailored for Qawmi madrasah students
- Design and implement internship programs for students from both general education and TVET backgrounds
- Implement and manage the National Intelligence for Skills, Education, Employment & Entrepreneurship (NISE) platform
- Facilitate connections between skilled youth and blue-collar job opportunities
- Coordinate programs that build skills and create pathways for Bangladeshi youth to access employment in international markets

### **Supervision and Performance Evaluation:**

The **Consultant (Future of Work )** will be working with the Future of Work Team of Aspire to Innovate Programme. A performance evaluation will be conducted by Project Authority, a2i. After the contract period and further continuation of the contract will depend upon the satisfactory performance and availability of funds.

### **Scope of work, Duties and Responsibilities:**

- Provide technical and strategic support to integrate emerging digital and future-ready occupations into curricula across technical training institutes, colleges, and universities.

- Assist BTEB and NSDA in developing competency standards for new and emerging occupations, ensuring alignment with digital, green, and global labour-market trends.
- Support the design and development of master trainers on future-oriented skills within training institutions, skills service providers, and higher education institutions.
- Promote and strengthen partnerships between industry and academia to ensure that training programs and curricula reflect current and emerging market needs.
- Roll out green skills and employment initiatives in collaboration with government agencies, private-sector actors, and TVET/educational institutions to support the transition toward a green economy.
- Develop and oversee specialized, digitally enabled skills development and employment programmes tailored for Qawmi madrasa students, ensuring inclusion in mainstream economic opportunities.
- Design and implement structured internship programmes for students from both general and TVET backgrounds, using digital tools for placement coordination, tracking, and evaluation.
- Strengthen strategic partnerships with national and international development partners, INGOs, government agencies, and private-sector actors to advance digital skills, innovation, and future-of-work initiatives.
- Contribute to the onboarding, integration, and capacity-building of public and private skills service providers on the National Intelligence for Skills, Education, Employment & Entrepreneurship (NISE), promoting data-driven planning and policymaking.
- Implement and manage the NISE platform, ensuring its operational effectiveness, data accuracy, and alignment with the national skills and employment ecosystem.
- Facilitate connections between skilled youth and blue-collar job opportunities, both domestically and internationally, leveraging digital employment services and employer linkages.
- Coordinate programmes focused on building skills and creating structured pathways for Bangladeshi youth to access employment in international markets.
- Support the organization of national and international conferences, seminars, summits, ToTs, and workshops on skills, employment, digitalisation, and the future of work.
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## **Required Competencies:**

### **Technical Competencies**

#### **1. Curriculum Support and Development**

- Strong understanding of emerging job sectors (digital, green, AI-driven, global mobility-based) and the ability to design, digitise, and adapt technical curricula accordingly.
- Proficiency in competency-based education (CBE) models and applying digital competency frameworks in course and standard development.

#### **2. Trainer Development and Program Support**

- Technical expertise in designing and implementing digital-enabled Train-the-Trainer programs for future skills.
- Ability to integrate digital learning tools, platforms, and resources into master trainer development initiatives.

### 3. Data Collection and Analysis for Policy Development

- Skilled in collecting, analyzing, and interpreting labour-market and skills data using digital tools, dashboards, and analytical software.
- Ability to generate insights and evidence based recommendations to inform national skills and employment policies.

### 4. Event and Logistics Management

- Proficient in managing both physical and virtual components of nationwide career fairs, including platforms, coordination systems, and technical infrastructure.
- Ability to use event management software to design, track, and evaluate career and employment events.

### 5. Facilitation and Technical Support for Events

- Experienced in managing digital tools and technical systems for workshops, seminars, conferences, and hybrid events.
- Able to provide real-time technical troubleshooting and ensure seamless execution of high-level sessions.

### 6. User Support for Digital Platforms

- Skilled in providing end-user support for digital skills and employment platforms, including troubleshooting and user navigation assistance.
- Capable of using platform management dashboards to monitor performance, resolve issues, and enhance user experience.

### 7. Platform Support and Operational Management

- Competent in the day-to-day operational management of digital skills platforms like NISE3, ensuring data accuracy, system stability, and user satisfaction.
- Experienced in optimising platform features related to data reporting, user engagement, and service delivery.

## Functional Competencies

### 1. Program Coordination and Execution

- Ability to coordinate large-scale skills development programs involving multiple government agencies and private-sector partners.
- Skilled in tracking, monitoring, and ensuring timely delivery of curriculum, competency standards, and training outputs.

### 2. Stakeholder Relationship Management

- Strong relationship-building skills with Ministries, private-sector employers, training institutions, and development partners.
- Proven ability to engage decision-makers and align stakeholders around future-of-work priorities.

### 3. Operational Support and Administration

- Strong organisational skills for managing logistics of training programs, national workshops, and international events.
- Competent in preparing progress reports, maintaining schedules, and ensuring smooth execution of program activities.

### 4. Policy Advocacy and Implementation Support

- Ability to support the development and rollout of digital- and data-driven policy recommendations for skills and employment.
- Skilled in facilitating policy implementation aligned with national skills development strategies and future labour-market needs.

### 5. Training and Capacity Building

- Skilled in planning and coordinating capacity-building initiatives for diverse stakeholders across the skills ecosystem.
- Ability to monitor training effectiveness, identify gaps, and recommend improvements for continuous learning.

### 6. Resource Mobilisation and Fund Management

- Ability to support resource mobilisation efforts and manage budgets for skills and employment initiatives.
- Skilled in tracking resource utilisation and ensuring alignment with program and financial guidelines.

### 7. Reporting and Documentation

- Strong documentation and reporting skills, ensuring accurate, timely, and comprehensive records of program activities.
- Ability to produce clear, data-driven reports for senior management, partners, and stakeholders.

### **Deliverables and Timeframe:**

The assignment will be for 12 months. Completed task under each area and activity will be as follows:

<b>Deliverables</b>	<b>Timeline</b>
<ul style="list-style-type: none"><li>• Established and strengthened partnerships with at least 15 industry bodies and academic institutions to align curricula, internships, and training programmes with evolving labour market needs</li><li>• Designed and supported the rollout of green skills initiatives across 20+ TVET institutions, in collaboration with government agencies, private-sector actors, and development partners, ensuring integration of climate-responsive and green-economy competencies</li></ul>	12 months

<ul style="list-style-type: none"> <li>• Developed and operationalized a specialized skills development and employment programme for Qawmi madrasa students, including curriculum adaptation, cohort mobilization, and pathways to mainstream employment opportunities</li> <li>• Designed and implemented structured internship models for at least 2,000 students from both general education and TVET backgrounds, supported by digital tools for placement matching, tracking, and performance reporting</li> <li>• Onboarded and activated 50+ public and private skills service providers and academia on the NISE platform, ensuring improved data quality, enhanced usability, and full operationalization of NISE services across the ecosystem</li> <li>• Facilitated access to 10,000+ blue-collar job opportunities through NISE, job fairs, and employer partnerships, connecting skilled youth with domestic and overseas employment channels.</li> <li>• Conduct 30 workshops/summits/seminars/ToT/Career Guidance sessions/fest/job fairs focused on skills and employment</li> <li>• Support the capacity development of 1,000 officials from government and private organizations</li> </ul>	
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The incumbent will perform other related duties and responsibilities as and when required and assigned by the Project Authority. The incumbent should function as an effective team member.

Payment: The Consultant will be paid equal instalments on monthly basis upon completion of the above deliverables.

## **Requirements for Experience and Qualifications:**

### **I. Academic Qualifications:**

Minimum Bachelor's degree in any discipline from any reputed public/private University

### **II. Experience:**

- At least 8 years' experience in national/International organization.
- At least 4 years' working experience in skills/employment/ project implementation