

# 1.

## Terms of Reference

### Financial Management Specialist for ‘Export Competitiveness for Jobs’ Project

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#### A. Background

Bangladesh’s economic performance has been characterized by strong growth for more than a decade. Between 2000 and 2015, the size of the economy in purchasing power parity terms (PPP, current US\$) more than tripled to US\$537 billion.<sup>1</sup> During this period, exports of goods and services and inflows of personal remittances increased on an annual average of 15.5 percent and 15.2 percent, respectively. In the decade to 2015, gross domestic product (GDP) per capita (PPP) increased annually by 6.8 percent to US\$3,333. Bangladesh may attain middle-income status by 2021—the target set by the Government of Bangladesh (GoB) if it maintains a growth trajectory close to eight percent. Bangladesh’s continued integration in trade and international production networks will play an important role in this process.

Importantly, around 25 million youth will reach working age and an estimated 16 million youth will enter the labor market in the coming decade. More, better, and more inclusive jobs are required to continue to reduce poverty and provide a brighter future for a nation in which 30 percent of the population is 14 years or younger. Nine out of ten Bangladeshi workers are operating in the informal sector and three out of five workers find themselves in vulnerable employment. Rapid urbanization coupled with significant youth unemployment and underemployment indicate that inclusive economic growth is required, but not necessarily sufficient, to maintain political stability. An important contribution to formal job creation in productive sectors could come from tradable sectors in which Bangladesh has a comparative advantage. Raising export competitiveness is essential in realizing this economic potential.

The 7<sup>th</sup> Five-Year Plan (FYP) (FY2016-20) and Vision 2021 aim for Bangladesh to attain middle-income economy status by its 50th anniversary as an independent nation. Concrete targets of theseventh FYP (by FY20) include to: (i) increase gross investment from 28.97% to 34.4% of GDP; (ii) increase private investment from 22% to 26.6% of GDP; (iii) generate FDI worth US\$9.6 billion; and (iv) generate exports worth US\$54.1 billion. According to Sustainable Development Goal (SDG) 17.11, Bangladesh also aims to double the export volume by 2030 and MoC will be leading this agenda on behalf of GoB. The GoB will seek to achieve these targets by improving regional and global integration through trade liberalization and trade facilitation to promote higher value added manufacturing; invest in industrial infrastructure to develop the private market for economic zones; strengthen institutions to manage a larger and more complex economy and foster a business-friendly environment; and improve technical education and skills formation.

The goal of the 7<sup>th</sup> FYP is to reduce poverty through export-led growth, and export diversification is the strategy for GoB to achieve this. To avoid the risk of limited markets and products, our export policy has a mandate to diversify export products from highest priority sectors and special development sector. To comply this mandate, the GoB requested World Bank Group (WBG) support in FY16 to promote export competitiveness and diversification by supporting the development of the leather, footwear, plastics and light engineering sectors. Leather and leather products, (leather and non-leather) footwear, plastics and light engineering are labor-intensive sectors that have demonstrated strong growth potential. In particular,

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leather and footwear are increasing exports in the recent times. Firms in these sectors are expanding their production and seeking to integrate into global value chains (GVCs), but development is held back in part due to insufficient technology and skills adoption, and lack of compliance with international Environmental, Social and Quality (ESQ) standards. Failure to invest to overcome these shortfalls results in large part from a number of market failures, including information asymmetry between foreign buyers and Bangladeshi sellers with regard to requirements for adherence to often-changing standards and accreditations in high income markets. Market signals often fail to reach prospective suppliers and markets for business development services (BDS) and accreditation and testing mechanisms are generally underdeveloped. There are frequent coordination failures to address issues of mutual interest, such as policy advocacy, articulation of demand for skills, and agreement on common needs for technology adoption due to poorly organized market participants.

The identified sectors currently employ largely poor, low-skilled workers, demonstrate great potential for stronger backward linkages, and increased domestic value addition. There is strong anecdotal evidence of multinationals assessing Bangladesh as the next frontier for large investment in these sectors with significant knock-on effects if key constraints can be addressed. PricewaterhouseCoopers (PwC) ranked the four sectors as top in an assessment of sectors with high employment and growth potential in Bangladesh in 2017.

## **B. Project Description**

The “Export Competitiveness for Jobs” Project will support key priorities and objectives outlined in the World Bank 2015 Systematic Country Diagnostic (SCD) for Bangladesh (titled ‘More and Better Jobs to Accelerate Shared Growth and End Extreme Poverty’). In particular, it will target two of the three foundational priorities: (i) ‘strengthening institutions and the business environment’; and (ii) ‘promoting human development’. In addition, it will contribute to one of the five transformational priorities: ‘regional and global integration’.

The Bangladesh Country Partnership Framework (CPF) for FY16-20 focuses on three key areas: (a) enhancing growth and competitiveness, (b) fostering social inclusion, and (c) supporting climate and environment management. This project is designed to enhance growth and competitiveness of select labor-intensive sectors such as Leather & Leather Goods, Footwear (leather & non-leather), Light Engineering (Electronics & Electrical Goods, Bicycle, Mold making, etc.) and Plastics in which Bangladesh has a revealed comparative advantage or sectors that provide essential inputs in export-oriented manufacturing value chains. It will support policy reforms as well as the provision of training and technology diffusion opportunities to boost competitiveness.

The project has four components:

- (i) Market Access Support Program,
- (ii) Productivity Enhancement Program,
- (iii) Public Investment Facility for Infrastructure Constraints; and
- (iv) Project Implementation, Monitoring and Evaluation.

The Project Development Objective (PDO) is to increase employment through increased trade and private investment in select sectors with export potential. At the PDO outcome indicator level, ‘export diversification’ is measured by the number of firms directly exporting in targeted sectors, ‘More jobs’ is

measured by the number of new jobs created in the targeted sectors, and 'Better jobs' is measured by the average wage growth for beneficiary firms in the targeted sectors.

The key results indicators for the project are:

- a. Number of firms directly exporting in targeted sectors;
- b. Number of new jobs created in targeted sectors;
- c. Average wage growth for beneficiaries in targeted sectors; and
- d. Number of beneficiaries (core), of which women (%)

### **C. Objectives of the Assignment**

The objective of this assignment is to ensure effective management of project finances during the project implementation period.

### **D. Summary of Key Functions**

- a. Overall responsibility of financial matters and support Project Director and Project Manager for timely and effective utilization of resources consistent with GOB and World Bank financial rules and regulation and the agreement signed between GOB & World Bank.
- b. Provide strategic guidance to the Project Director in terms of management of resources for efficient implementation of the activities envisaged under the project.
- c. Review all available project financial documents to facilitate establishment of a sound financial management system within PIU;
- d. Assist in financial planning, recording, accounting receipt/expenditure budgeting and reporting for the management of the project which will include the following:
  - Budget preparation, disbursement of project funds & monitoring of fund utilization.
  - Maintenance of books of accounts and bank accounts.
  - Cash flow management.
  - Review, verify and certify monthly, quarterly, annual and special financial statements and reports, including expenditure reports and bank reconciliation statements.
  - Preparation of withdrawal application to claim funds from the World Bank;
- e. Ensure timely preparation of financial reports as per the GOB/World Bank guideline and facilitate release of funds and regular reviews of activities and performance.
- f. Ensure project implementation in compliance with GOB & World Bank financial rules, regulation and policies.
- g. Oversee project finance and bring any issues to the attention of the Project Director and Program Manager.
- h. Contribute to drafting reports, including monthly, quarterly and annual financial reports on project activities.
- i. Supervise the activities of all officer/staff posted under him/her and any technical staff as per the requirement of the project.
- j. Ensure that financial activities, financial recording/reporting systems and audit terms of reference comply with GOB & World Bank rules, regulations and policies.
- k. Overall responsibility for the implementation of GOB & World Bank framework and project financial management system.

- l. Assist to install and effectively operate web based financial management systems Prepare quarterly/annual financial reports as needed including the World Bank's Interim Unaudited Financial Reports.
- m. Ensure that internal controls are placed and suggest adopting best practices to improve internal governance and to reduce opportunities for corruption.
- n. Attend entry and exit meetings with FAPAD auditors, facilitate timely completion of audits by arranging timely submission of annual financial statement in appropriate format, supply of information and documents responding to queries, initiate actions for holding tripartite meetings and coordinating with various units of PMU in meeting audit objections.
- o. Assist Project Director (PD) for finalization of internal audit TOR in consultation with IDA for internal audit team to carry out the internal audits & Assist in smooth functioning of Project Audit Committee (PAC).
- p. Assist PD in preparing the responses of the external and internal audits.
- q. Carry out any other relevant duties and responsibilities as directed by PD.

#### **E. Location and Duration of the Assignment**

This is a Dhaka based position and duration of the assignment will be initially for Seventy-two (72) months.

#### **F. Required Skills and Experiences**

The Consultant should have the following minimum credentials:

- a. Bachelor degree or equivalent in Accounting/Business Administration, Management, Finance or relevant field of study. Professional accounting qualification (Chartered Accountant/Cost and Management Accountant/Chartered Certified Accountant) is preferable.
- b. At least fifteen (15) years of progressively responsible experience in the area of financial management at any public/ international/ multi-national development organization.
- c. Candidates with experience in donor-funded projects will be preferred.
- d. Proven experience in working with program/project development.
- e. Experience in facilitating inter-institutional organization and ability to work with teams.

#### **G. Reporting Arrangements**

The Consultant will report to the Project Director with additional guidance from relevant DPDs.

#### **H. Financial Terms and Conditions**

- a. The Consultant shall be responsible for all taxes and duties including income and/or service tax as may be applicable per GoB rules and regulations. The Consultant is advised to have/get full understanding of such taxes, if any, to be paid by him/her to the authorities before expressing interest.
- b. The Consultant shall be paid travel and lodging expenses on an actual cost basis and a subsistence allowance to cover all other costs.

## Terms of Reference

### Procurement Specialist for ‘Export Competitiveness for Jobs’ Project

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#### A. Background

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Importantly, around 25 million youth will reach working age and an estimated 16 million youth will enter the labor market in the coming decade. More, better, and more inclusive jobs are required to continue to reduce poverty and provide a brighter future for a nation in which 30 percent of the population is 14 years or younger. Nine out of ten Bangladeshi workers are operating in the informal sector and three out of five workers find themselves in vulnerable employment. Rapid urbanization coupled with significant youth unemployment and underemployment indicate that inclusive economic growth is required, but not necessarily sufficient, to maintain political stability. An important contribution to formal job creation in productive sectors could come from tradable sectors in which Bangladesh has a comparative advantage. Raising export competitiveness is essential in realizing this economic potential.

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The project has four components:

- (v) Market Access Support Program,
- (vi) Productivity Enhancement Program,
- (vii) Public Investment Facility for Infrastructure Constraints; and
- (viii) Project Implementation, Monitoring and Evaluation.

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measured by the number of new jobs created in the targeted sectors, and 'Better jobs' is measured by the average wage growth for beneficiary firms in the targeted sectors.

The key results indicators for the project are:

- e. Number of firms directly exporting in targeted sectors;
- f. Number of new jobs created in targeted sectors;
- g. Average wage growth for beneficiaries in targeted sectors; and
- h. Number of beneficiaries (core), of which women (%)

### **C. Objectives of the Assignment**

The objective of this assignment is to ensure effective management of all procurement related activities during the project implementation period.

### **D. Scope of Work**

The main objective of this consultancy assignment is to lead and support all procurement related activities that need to be carried out as part of the implementation of the Export Competitiveness for Jobs Project (EC4J). The consultant will be a core member of the PIU and work closely with the PIU focal person and all members of the PIU team.

### **E. Scope of Services**

The Scope of Services include the following:

- (i) Prepare the Total Procurement Plan and the Annual Procurement Plan – as required by applicable covenants and regulations – for all goods, works and services to be procured under the project; and enter those in electronic monitoring systems like STEP.
- (ii) As part of the preparation and updating of the procurement plans, determine the appropriate procurement method to procure goods /works / services for each contract.
- (iii) Prepare the Procurement Processing Schedule for major components of the procurement plan of the project.
- (iv) Update the Procurement Plan and Procurement Processing Schedule in compliance with the loan / credit / grant agreement and the applicable regulations; and reflect those updates in the electronic monitoring systems (STEP).
- (v) Update, upload and store all procurement related information and document from procurement plan to contract completion or contract termination in STEP.
- (vi) Prepare, review and finalize procurement documents like bidding document, request for expressions of interest (REOI), request for proposals (RFP), bid and proposal evaluation report etc for all contracts in accordance with the Public Procurement Act 2006 (including all amendments) and Public Procurement Rules 2008 (including all amendments) – collectively called the “national procurement laws” as and when applicable per approved procurement plan by Bank, and the World Bank’s Procurement Regulations for IPF Borrowers , dated July 2016 (Revised November 2017) as referred as “Procurement Regulations”.

- (vii) Make necessary arrangements for procuring goods, works and services – including finalizing purchase documents based on user requirements – and ensuring that technical specifications of goods are in conformity with the prescribed standards.
- (viii) Prepare public notices for inviting offers for the supply of goods, works and services; and assist in publishing those notices in different print and electronic media – in conformity with the provisions of the guidelines and the national procurement laws.
- (ix) Be a mandatory member of the tender / bid evaluation committee and of the proposal evaluation committee; and perform all functions associated with that role in conformity with the guidelines and the national procurement laws.
- (x) Actively participate in all clarification meetings, pre-proposal meetings etc. with prospective bidders / consultants.
- (xi) Ensure that procurement is done in accordance with the provisions of the loan / credit / grant agreement, Procurement Regulations, and national procurement laws as and when applicable.
- (xii) Organize or assist in the opening of bids.
- (xiii) Prepare, regularly update, and share with the local office of the World Bank the Procurement Performance Monitoring Report (PPMR) for mitigation of procurement risks.
- (xiv) Prepare and submit quarterly procurement report, in the format agreed with the local office of the World Bank and in accordance with the provisions of the loan / credit / grant agreement of the project – under the guidance of Project Director.
- (xv) Assist the project in carrying out all activities related to contracting including negotiation, signing, and performance of contracts.
- (xvi) Arrange for training of project procurement personnel through external training (e. g. CPTU training) as well as on the job training. Organize procurement workshops and seminars for concerned personnel if necessary.
- (xvii) Guide / assist the PIU in handling procurements related complaints / grievances.
- (xviii) Assist the Project Director to prepare reports related to procurement activities of the project.
- (xix) Carry out any other relevant duties that may be assigned by the Project Director / competent authority from time to time.

## **F. Location and Duration of the Assignment**

This is a Dhaka based position and duration of the assignment will be initially for Sixty (60) months.

## **G. Required Skills and Experiences**

The Consultant should have the following minimum credentials:

- a. Bachelor degree or equivalent in Engineering or Masters in Procurement/Commerce/Finance/Business Management/Law.
- b. At least 15 years' experience in the field of procurement with Government/ Public Enterprise/ NGO/ Consulting/ Project Advisory/ National or International Bank or Financial Institution/ UN Agencies/ World Bank/ ADB.
- c. Knowledge and experience in any of the project sectors will be preferred.
- d. Knowledge and experience with PPA 2006 & PPR 2008, World Bank procurement policies, procedures, guidelines and Procurement Regulations is desirable.

- e. Excellent communication skills in English for general communication, writing reports, and negotiation.
- f. Excellent computer and document processing skills.

#### **H. Reporting Arrangements**

The Consultant will report to the Project Director with additional guidance from relevant DPDs.

#### **I. Financial Terms and Conditions**

- a. The Consultant shall be responsible for all taxes and duties including income and/or service tax as may be applicable per GoB rules and regulations. The Consultant is advised to have/get full understanding of such taxes, if any, to be paid by him/her to the authorities before expressing interest.
- b. The Consultant shall be paid travel and lodging expenses on an actual cost basis and a subsistence allowance to cover all other costs.

### 3.

## **Terms of Reference** **Monitoring & Evaluation Specialist for ‘Export Competitiveness for Jobs’ Project**

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## **B. Project Description**

To address the above strategy, the “Export Competitiveness for Jobs Project, the aim is to achieve the following core objective: increase employment through increased trade and private investment in select sectors with export potential. To measure this, ‘export diversification’ will be estimated vis the number of firms directly exporting in targeted sectors, ‘More jobs’ will be measured by the number of new jobs created in the targeted sectors, and ‘Better jobs’ will be measured by the average wage growth for beneficiary firms in the targeted sectors. The following activities are underway to support achievement of these objectives:

- 1) Market Access Support Program – This component will address critical constraints for the private sector to access international markets and integrate in Global Value Chains
- 2) Productivity Enhancement Program –This component will address two sets of constraints related to productivity improvements in the targeted sectors: (a) a shortage of relevant skills and (b) use of inferior technology by firms, which both impede product quality, innovation, and ESQ compliance
- 3) Public Infrastructure Facility for Investment Constraints - The third component will finance TA, equipment, and works. A PIFIC (or the ‘Facility’) will address infrastructure constraints negatively affecting the development of leather, footwear, plastics, and electrical/electronic industrial clusters

The project’s direct beneficiaries include-

- a) existing and potential exporters along with firms in the domestic supply chain in the target and supporting sectors who benefit from improved information and business services for compliance with ESQ standards, upgraded technology support, and access to quality public infrastructure;

- b) students and workers, in particular women, who receive industry-specific training including social and environmental compliance; and
- c) Industry association through increased exposure, information, and coordination capacity.

At the overarching (ultimate) outcome level, indicators are as follows:

- (a) Number of firms directly exporting in targeted sectors
- (b) Number of new jobs created in targeted sectors
- (c) Average wage growth for beneficiary firms in targeted sectors
- (d) Number of project beneficiaries (core), of which women (%)

At the intermediate outcome level, indicators were selected to monitor progress toward achieving the achievement of overarching outcomes/objective, and include the number of firm-specific compliance assessments, the sales growth, and private co-investment crowded in through the Export Readiness Fund (ERF), the number of technology centers (TCs) in operation, and so on.

The Results Framework together with the Results Chain tabulate the results indicators at the both levels, along with the baseline and targets over the life of the project.

### **C. Objectives of the Assignment**

The objective of this assignment is to ensure effective management of project results framework and effective monitoring and evaluation of the project throughout the implementation period.

The main responsibility of the Monitoring and Evaluation Specialist (hereinafter - specialist) is to lead the design and implementation of the monitoring and evaluation system for the project as per the project documents. The specialist will report to Project Director and will work closely with the World Bank team to ensure that project implementation conforms to the requirements of any planned impact evaluation.

### **D. Summary of Duties and Responsibilities**

- 1) In coordination with World Bank, develop and maintain the project's monitoring and evaluation plan, as per the project's log-frame which should include:
  - a. Baseline data collection
  - b. Target setting
  - c. Identification of data sources, collection methods, and frequency of data collection
  - d. Approach to data validation, analysis and reporting
  - e. Monitoring plan for each of the project activities
  - f. An impact evaluation plan with a clear approach and suggested methodology (if and when required)
  - g. A detailed M&E budget and calendar of M&E activities
- 2) Oversee and execute M&E activities, as per the work plan which will include:
  - a. Undertake regular field visits to support implementation and identify necessary changes/adaptations
  - b. Responsible for all tasks related to data collection, analysis, validation and reporting, including collecting and compiling data and monitoring reports from various agencies
  - c. Oversee third party monitoring agents or other firms procured for support in data collection and analysis supporting project monitoring and evaluation

- d. Prepare consolidated and periodic progress reports and attend to ad-hoc requests from the project management team that would include but would not be limited to quantitative and qualitative results to date, identification of problems/risks to project implementation and suggested solutions.
  - e. Ensure M&E databases are updated routinely
  - f. Work with the communication team to support evidence-based project communication and advocacy related activities, including project publications, updates, newsletters, brochures, webpages, etc.
  - g. Draft ToRs for consultants recruited by the project for specific monitoring and evaluation related tasks
  - h. Build the capacity of project and government entity staff in M&E as necessary
  - i. Facilitate and join external supervision and evaluation missions.
- 3) Results Management: serve as a liaison amongst stakeholders and organize events and outreach to consolidate and draw lessons from the results reporting that can be used to generate knowledge and manage project execution, including the following:
- a. Assisting PD in conducting of different surveys under the project.
  - b. Collecting progress data of the three sector activities under the project.
  - c. Supporting PIU to liaise and coordinate with the relevant partners/organizations as required.
  - d. Managing close working relationships with PD, DPDs, other PIU staff and member of the associations.
  - e. Assisting PD in arranging PSC and PIC meetings as per the requirement of the project.
  - f. Assisting PD in preparing the progress reports, the project performance and evaluation reports and the project terminal report. (including those to send to MoC, World Bank, IMED, ERD, Planning Commission and other institutions as per the requirement of the project)
  - g. Assisting PD in managing the project team to deliver quality output with focus on results.
  - h. Assisting PD in providing technical advice to project team to strengthen partnerships building and coordination among the implementing agencies, Ministries, development partners and other stakeholders, as communication and exchange of lessons learned and good practices.

#### **E. Expected Results**

- a. The Project's monitoring and evaluation plan is developed, approved and under implementation
- b. Project Implementation informed by quality results and progress reports
- c. Integration of project results and recommendations into decision-making
- d. Project reports are submitted in a timely manner and of high quality

#### **F. Location and Duration of the Assignment**

This is a Dhaka based position and duration of the assignment will be initially for Sixty (60) months.

#### **G. Required Skills and Experiences**

The Consultant should have the following minimum credentials:

- a. Post-graduation in any discipline.
- b. Around 15 years' experience in the M&E area.

- c. A minimum five (5) years of progressively responsible experience in the area of project management at any public/ international/ multinational development organization.
- d. Candidates with experience in foreign funded projects will be preferred.
- e. Proven experience in working with program/ project development.
- f. Experience in facilitating inter-institutional organization and ability to work with teams.

#### **H. Reporting Arrangements**

The Consultant will report to the Project Director with additional guidance from relevant DPDs.

#### **I. Financial Terms and Conditions**

- a. The Consultant shall be responsible for all taxes and duties including income and/or service tax as may be applicable per GoB rules and regulations. The Consultant is advised to have/get full understanding of such taxes, if any, to be paid by him/her to the authorities before expressing interest.
- b. The Consultant shall be paid travel and lodging expenses on an actual cost basis and a subsistence allowance to cover all other costs.

## Terms of Reference

### Environment Management Specialist for 'Export Competitiveness for Jobs' Project

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#### A. Background

Bangladesh's economic performance has been characterized by strong growth for more than a decade. Between 2000 and 2015, the size of the economy in purchasing power parity terms (PPP, current US\$) more than tripled to US\$537 billion.<sup>4</sup> During this period, exports of goods and services and inflows of personal remittances increased on an annual average of 15.5 percent and 15.2 percent, respectively. In the decade to 2015, gross domestic product (GDP) per capita (PPP) increased annually by 6.8 percent to US\$3,333. Bangladesh may attain middle-income status by 2021—the target set by the Government of Bangladesh (GoB) if it maintains a growth trajectory close to eight percent. Bangladesh's continued integration in trade and international production networks will play an important role in this process.

Importantly, around 25 million youth will reach working age and an estimated 16 million youth will enter the labor market in the coming decade. More, better, and more inclusive jobs are required to continue to reduce poverty and provide a brighter future for a nation in which 30 percent of the population is 14 years or younger. Nine out of ten Bangladeshi workers are operating in the informal sector and three out of five workers find themselves in vulnerable employment. Rapid urbanization coupled with significant youth unemployment and underemployment indicate that inclusive economic growth is required, but not necessarily sufficient, to maintain political stability. An important contribution to formal job creation in productive sectors could come from tradable sectors in which Bangladesh has a comparative advantage. Raising export competitiveness is essential in realizing this economic potential.

The 7<sup>th</sup> Five-Year Plan (FYP) (FY2016-20) and Vision 2021 aim for Bangladesh to attain middle-income economy status by its 50th anniversary as an independent nation. Concrete targets of theseventh FYP (by FY20) include to: (i) increase gross investment from 28.97% to 34.4% of GDP; (ii) increase private investment from 22% to 26.6% of GDP; (iii) generate FDI worth US\$9.6 billion; and (iv) generate exports worth US\$54.1 billion. According to Sustainable Development Goal (SDG) 17.11, Bangladesh also aims to double the export volume by 2030 and MoC will be leading this agenda on behalf of GoB. The GoB will seek to achieve these targets by improving regional and global integration through trade liberalization and trade facilitation to promote higher value added manufacturing; invest in industrial infrastructure to develop the private market for economic zones; strengthen institutions to manage a larger and more complex economy and foster a business-friendly environment; and improve technical education and skills formation.

The goal of the 7<sup>th</sup> FYP is to reduce poverty through export-led growth, and export diversification is the strategy for GoB to achieve this. To avoid the risk of limited markets and products, our export policy has a mandate to diversify export products from highest priority sectors and special development sector. To comply this mandate, the GoB requested World Bank Group (WBG) support in FY16 to promote export competitiveness and diversification by supporting the development of the leather, footwear, plastics and light engineering sectors. Leather and leather products, (leather and non-leather) footwear, plastics and light engineering are labor-intensive sectors that have demonstrated strong growth potential. In particular,

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<sup>4</sup> Data retrieved from the World Bank's World Development Indicators database if not elsewhere specified.

leather and footwear are increasing exports in the recent times. Firms in these sectors are expanding their production and seeking to integrate into global value chains (GVCs), but development is held back in part due to insufficient technology and skills adoption, and lack of compliance with international Environmental, Social and Quality (ESQ) standards. Failure to invest to overcome these shortfalls results in large part from a number of market failures, including information asymmetry between foreign buyers and Bangladeshi sellers with regard to requirements for adherence to often-changing standards and accreditations in high income markets. Market signals often fail to reach prospective suppliers and markets for business development services (BDS) and accreditation and testing mechanisms are generally underdeveloped. There are frequent coordination failures to address issues of mutual interest, such as policy advocacy, articulation of demand for skills, and agreement on common needs for technology adoption due to poorly organized market participants.

The identified sectors currently employ largely poor, low-skilled workers, demonstrate great potential for stronger backward linkages, and increased domestic value addition. There is strong anecdotal evidence of multinationals assessing Bangladesh as the next frontier for large investment in these sectors with significant knock-on effects if key constraints can be addressed. PricewaterhouseCoopers (PwC) ranked the four sectors as top in an assessment of sectors with high employment and growth potential in Bangladesh in 2017.

## **B. Project Description**

The “Export Competitiveness for Jobs” Project will support key priorities and objectives outlined in the World Bank 2015 Systematic Country Diagnostic (SCD) for Bangladesh (titled ‘More and Better Jobs to Accelerate Shared Growth and End Extreme Poverty’). In particular, it will target two of the three foundational priorities: (i) ‘strengthening institutions and the business environment’; and (ii) ‘promoting human development’. In addition, it will contribute to one of the five transformational priorities: ‘regional and global integration’.

The Bangladesh Country Partnership Framework (CPF) for FY16-20 focuses on three key areas: (a) enhancing growth and competitiveness, (b) fostering social inclusion, and (c) supporting climate and environment management. This project is designed to enhance growth and competitiveness of select labor-intensive sectors such as Leather & Leather Goods, Footwear (leather & non-leather), Light Manufacturing (Electronics & Electrical Goods, Bicycle, Mold making, etc.) and Plastics in which Bangladesh has a revealed comparative advantage or sectors that provide essential inputs in export-oriented manufacturing value chains. It will support policy reforms as well as the provision of training and technology diffusion opportunities to boost competitiveness.

The project has four components:

- (ix) Market Access Support Program,
- (x) Productivity Enhancement Program,
- (xi) Public Investment Facility for Infrastructure Constraints; and
- (xii) Project Implementation, Monitoring and Evaluation.

The Project Development Objective (PDO) is to increase employment through increased trade and private investment in select sectors with export potential. At the PDO outcome indicator level, ‘export diversification’ is measured by the number of firms directly exporting in targeted sectors, ‘More jobs’ is

measured by the number of new jobs created in the targeted sectors, and 'Better jobs' is measured by the average wage growth for beneficiary firms in the targeted sectors.

The key results indicators for the project are:

- i. Number of firms directly exporting in targeted sectors;
- j. Number of new jobs created in targeted sectors;
- k. Average wage growth for beneficiaries in targeted sectors; and
- l. Number of beneficiaries (core), of which women (%)

### **C. Objectives of the Assignment**

The objective of this assignment are to:

- a. assist Ministry of Commerce in implementing the Environmental Management Framework (EMF) of the Export Competitiveness for Jobs Project
- b. ensure due diligence on the environmental/ safeguards issues around the project activities and regular documentation and reporting
- c. build capacities of the SMEs with regards to environmental

### **D. Reference Documents**

The reference documents to carry out this assignment shall be the following:

- a. Environmental Management Framework
- b. Project Operational Manual
- c. World Bank Safeguard Policies (OP/BP)
- d. The World Bank Guidelines: The General EHS Guidelines, April 2007 and EHS Guidelines for the leather, footwear, light engineering and plastic sectors
- e. IFC's Environmental and Social Performance Standards
- f. World Bank's Environmental and Social Framework

### **E. Scope of Work**

The Environmental Management Framework (EMF) document of the project identifies the potential impact under different components. Each sub-project needs screening for potential environmental impact and are subject to appropriate Environmental Impact Assessment (EIA) prior to implementation. The specialist (consultant) with appropriate qualifications will ensure the due diligence on the environmental/ safeguards issues. One of the first activities for the Environment Specialist, in coordination with the Social specialist, will be to launch a quarterly bulletin on environmental, social and quality (ESQ) compliance to raise awareness among potential participating firms in the project. The consultant will help (i) supporting implementation of EMF (ii) building capacity on environmental safeguard (iii) supporting environmental assessment (iv) conducting workshops and seminars and (v) reporting.

### **F. Summary of Key Functions**

- a. Assist Project Director (PD) in implementation of all the activities related to environment.
- b. Collect data compilations and reports from various agencies and prepare Environmental Assessment Format for MSMEs in (i) Leather & Leather Goods, (ii) Footwear (leather & non-

leather), (iii) Light Manufacturing (Electronics & Electrical Goods, Bicycle, Mold making, etc.) and (iv) Plastics.

- c. Work with the Project's Social specialist, to launch a quarterly bulletin on environmental, social and quality (ESQ) compliance to raise awareness among potential participating firms in the project.
- d. Assist PD to implement environment framework under the project.
- e. Work with BAB and other accreditation agencies to support the MSME's to obtain certification for ISO 9001, ISO 14001-2017, ISO 18001/ISO 45001.
- f. Be responsible for collecting and assessing progress data of the project activities regarding environment safeguards and ESQ implementation.
- g. Support Project Implementation Unit (PIU) to liaise and coordinate with the relevant partners/organizations, as required.
- h. Establish and maintain close working relationship with PD, DPDs, other PIU staffs and members of the associations.
- i. Assist PD in preparing progress reports, performance evaluation reports, and the project terminal reports.
- j. Assist PD in working with PIU staff to ensure timely procurement and implementation of environment related activities required by the project.
- k. Conduct workshops/seminars for the project staff in MoC and the MSMEs and other stakeholders to enhance the participation, commitment and perception of the various aspect of the project.
- l. Assist PD in preparing reports on project activities as required and send to different stakeholders.
- m. Assist PD in managing the project team to deliver quality output with focus on results.
- n. Assist PD in providing technical advice on environmental issues and help strengthen partnership and coordination among the implementing agencies, Ministries, development partners and other stakeholders.
- o. Carry out any other relevant duties and responsibilities as directed by PD.

#### **G. Location and Duration of the Assignment**

This is a Dhaka based position and duration of the assignment will be initially for twelve (12) months. The consultant should conduct regular visit to the MSMEs who would receive grants. The consultant should also go for MSME visit before finalization of the grant to be awarded.

#### **H. Required Skills and Experiences**

The Consultant should have the following minimum credentials:

- a. Post-graduation in any discipline or B.Sc. in Environmental/Chemical Engineering or equivalent degree.
- b. At least 15 years' experience in the field of environmental activities like regulatory work / Environmental Management including EIA preparation/review for MSMEs, and in-depth knowledge of GOB laws and regulation regarding on environmental issues and WB requirements
- c. Candidates with higher academic studies/ experience in pollution management in 'Leather Industries' will be given preference.
- d. A minimum of five (05) years of progressively responsible experience in the area of project management at any public/ international/ multi-national development organization.
- e. Candidates with experience in foreign funded projects will be preferred.

- f. Proven experience in working with program/project development.
- g. Experience in facilitating inter-institutional organization and ability to work with teams.

**I. Reporting Arrangements**

The Consultant will report to the Project Director with additional guidance from relevant DPDs.

**J. Financial Terms and Conditions**

- a. The Consultant shall be responsible for all taxes and duties including income and/or service tax as may be applicable per GoB rules and regulations. The Consultant is advised to have/get full understanding of such taxes, if any, to be paid by him/her to the authorities before expressing interest. The schedule of weekly activities (i.e., days per week) and remuneration will be negotiated after selection of the candidate on technical considerations.
- b. The Consultant shall be paid travel and lodging expenses on an actual cost basis and a subsistence allowance to cover all other costs.

## Terms of Reference

### Social Management Specialist for 'Export Competitiveness for Jobs' Project

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#### A. Background

Bangladesh's economic performance has been characterized by strong growth for more than a decade. Between 2000 and 2015, the size of the economy in purchasing power parity terms (PPP, current US\$) more than tripled to US\$537 billion.<sup>5</sup> During this period, exports of goods and services and inflows of personal remittances increased on an annual average of 15.5 percent and 15.2 percent, respectively. In the decade to 2015, gross domestic product (GDP) per capita (PPP) increased annually by 6.8 percent to US\$3,333. Bangladesh may attain middle-income status by 2021—the target set by the Government of Bangladesh (GoB) if it maintains a growth trajectory close to eight percent. Bangladesh's continued integration in trade and international production networks will play an important role in this process.

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## **B. Project Description**

The “Export Competitiveness for Jobs” Project will support key priorities and objectives outlined in the World Bank 2015 Systematic Country Diagnostic (SCD) for Bangladesh (titled ‘More and Better Jobs to Accelerate Shared Growth and End Extreme Poverty’). In particular, it will target two of the three foundational priorities: (i) ‘strengthening institutions and the business environment’; and (ii) ‘promoting human development’. In addition, it will contribute to one of the five transformational priorities: ‘regional and global integration’.

The Bangladesh Country Partnership Framework (CPF) for FY16-20 focuses on three key areas: (a) enhancing growth and competitiveness, (b) fostering social inclusion, and (c) supporting climate and environment management. This project is designed to enhance growth and competitiveness of select labor-intensive sectors such as Leather & Leather Goods, Footwear (leather & non-leather), Light Manufacturing (Electronics & Electrical Goods, Bicycle, Mold making, etc.) and Plastics in which Bangladesh has a revealed comparative advantage or sectors that provide essential inputs in export-oriented manufacturing value chains. It will support policy reforms as well as the provision of training and technology diffusion opportunities to boost competitiveness.

The project has four components:

- (xiii) Market Access Support Program,
- (xiv) Productivity Enhancement Program,
- (xv) Public Investment Facility for Infrastructure Constraints; and
- (xvi) Project Implementation, Monitoring and Evaluation.

The Project Development Objective (PDO) is to increase employment through increased trade and private investment in select sectors with export potential. At the PDO outcome indicator level, ‘export diversification’ is measured by the number of firms directly exporting in targeted sectors, ‘More jobs’ is

measured by the number of new jobs created in the targeted sectors, and 'Better jobs' is measured by the average wage growth for beneficiary firms in the targeted sectors.

The key results indicators for the project are:

- m. Number of firms directly exporting in targeted sectors;
- n. Number of new jobs created in targeted sectors;
- o. Average wage growth for beneficiaries in targeted sectors; and
- p. Number of beneficiaries (core), of which women (%)

### **C. Objectives of the Assignment**

The objective of this assignment is to ensure due diligence on the social safeguards issues around the project activities.

- (i) assist Ministry of Commerce in implementing the Social Management Framework (SMF) and other safeguards documents relevant to labor and gender issues of the Export Competitiveness for Jobs Project
- (ii) ensure due diligence on the social safeguards issues around the project activities and regular documentation and reporting
- (iii) build capacities of the SMEs with regards to social safeguards implementation, particularly with respect to gender and labor standards.

### **D. Reference Documents**

The reference documents to carry out this assignment shall be the following:

- (i) Social Management Framework, framework on addressing Labor Standards incorporated in the Operational Manual
- (ii) Project Operational Manual
- (iii) Relevant World Bank Safeguard Policies (OP/BP)
- (iv) IFC's Environmental and Social Performance Standards

### **E. Scope of Work**

The Social Management Framework (SMF) document of the project identifies the potential social impacts under different components of the project, and provides guidance on designing appropriate measures and plans to mitigate against such impacts as and when required. Each sub-project needs **screening for potential social impacts and subject to appropriate Social Impact Assessment (SIA), and requisite plans prior to implementation.** The specialist (consultant) with appropriate qualifications will ensure the due diligence on the social safeguards issues. One of the first activities for the Social Specialist, in coordination with the Environmental specialist, will be to launch a quarterly bulletin on environmental, social and quality (ESQ) compliance to raise awareness among potential participating firms in the project. Particular attention has to be given to labor standards within applicant organizations and ways to bring about positive changes.

### **F. Summary of Key Functions**

- a. Be responsible for establishing and managing the Social Management system under the project.

- b. Collect data compilations and reports from various agencies and prepare Social Management report for the project. Prepare detailed social screening reports for proposed sub-projects, with particular focus on gender and labor standards.
- c. Preparation of the Social Management plans based on the SMF and the Operational Manual with particular focus on labor standards (child labor, working conditions, gender issues in the work place including wage disparity, standards pertinent to IFC performance standards and those incorporated in the OM)
- d. Assist Project Implementation Unit (PIU) to implement the above plans.
- e. Assist Project Director (PD) in conducting different surveys relevant to preparing the Social Management Plans .
- f. Be responsible for collecting and assessing progress data of the project activities regarding social safeguards.
- g. Support PIU to liaise and coordinate with the relevant partners/organizations, as required.
- h. Establish and maintain close working relationships with PD, DPDs, other PIU staffs and members of the associations.
- i. Assist PD in arranging PSC and PIC meetings as per the requirements of the project. Arrange workshops and training sessions for sub-project level staff and consultants to increase awareness and disseminate good practiceces.
- j. Assist PD in preparing progress reports, performance evaluation reports, and the project terminal reports.
- k. Assist PD in working with PIU staff to ensure timely procurement and implementation of social management activities required by the project.
- l. Assist PD in preparing reports on project activities as required and send to different stakeholders.
- m. Assist PD in managing the project team to deliver quality output with focus on results.
- n. Carry out any other relevant duties and responsibilities as directed by PD.

#### **G. Location and Duration of the Assignment**

This is a Dhaka based position and duration of the assignment will be initially for twelve (12) months.

#### **H. Required Skills and Experiences**

The Consultant should have the following minimum credentials:

- a. Post-graduation in any subject of Social Sciences.
- b. At least 15 years' experience in Social Management area. Experience in implementing labor standards and handling gender issues at export oriented/similar factories will be valued. Activities like regulatory work / Social Management including Social screening, SIA, SMP preparation/review for MSMEs, and in-depth knowledge of GOB laws and regulation regarding labor standards, gender issues, and WB requirements pertaining social safeguards, IFC Performance standards will be preferred.
- c. A minimum of five (05) years of progressively responsible experience in the area of project management at any public/ international/ multi-national development organization.
- d. Candidates with experience in foreign funded projects will be preferred.
- e. Proven experience in working with program/project development.
- f. Experience in facilitating inter-institutional organization and ability to work with teams.

## **I. Reporting Arrangements**

The Consultant will report to the Project Director with additional guidance from the relevant DPDs.

## **J. Financial Terms and Conditions**

- a. The Consultant shall be responsible for all taxes and duties including income and/or service tax as may be applicable per GoB rules and regulations. The Consultant is advised to have/get full understanding of such taxes, if any, to be paid by him/her to the authorities before expressing interest.
- b. The Consultant shall be paid travel and lodging expenses on an actual cost basis and a subsistence allowance to cover all other costs.