

## Terms of Reference For Hiring a Consultant

### Youth Labor Market Needs Assessment (YLMNA)

Project Summary	
Type of Study	Youth Labor Market Needs Assessment
Project Title	JAGORON
Implementing Organisations	SOS Children's Villages Bangladesh (Lead Implementer) and CARE Bangladesh (Technical Partner)
Donor Organisation	SOS–Kinderdorf International
Geographic Coverage	Khulna and Gazipur Districts, Bangladesh
Project Duration	January 2026 – December 2028 (3 Years)
Study Completion Deadline	June 2026
Overall Objective	<p>The overall objective of the Youth Labour Market Needs Assessment under the JAGORON Project is to generate evidence-based insights on labour market trends, sectoral growth opportunities, and skills demand in the project's target districts. The assessment will identify sectors and occupations with high employment potential, map potential employers, and analyse the demand for technical and soft skills required by the labour market.</p> <p>The study will inform the design and refinement of market-relevant training packages, particularly focusing on hard and soft skills and employability competencies for youth aged 15–35. This includes youth who are not in education, employment, or training (NEET), youth who are in education, employment, or training (EET), youth receiving employer-based training, and youth participating in vocational skills programs delivered by the Department of Youth Development (DYD) and other training institutions.</p> <p>The assessment will guide the JAGORON Project to align skills development with market demand, identify priority sectors, strengthen private sector engagement, map employment pathways, and improve youth employability in target areas.</p> <p><b>The assignment requires consultant(s)</b> with strong qualitative and quantitative analysis skills, extensive experience in youth employment</p>

	<p>and labor market assessments, and expertise in skills development and youth programming, with a solid understanding of Bangladesh's private sector dynamics.</p> <p>Applicants must submit a concise (max. five pages) technical and financial proposal, including a clear methodology, along with a cover letter and CVs. Applications from individuals or multidisciplinary teams are encouraged. The consultancy is expected to be completed by June 2026, with the timeline finalized in consultation with the selected consultant(s).</p>
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## 1. Introduction

### About CARE Bangladesh:

CARE is a leading international humanitarian organization fighting global poverty and injustice, with a special focus on working with women and girls. Founded in 1949, CARE Bangladesh is one of CARE's oldest and largest country offices. Placing women and girls at the centre of our work enables us to tackle the root causes of poverty and inequity among Bangladesh's rural and urban populations. Working with over 100 partners and reaching millions of beneficiaries, CARE Bangladesh creates lasting change by strengthening marginalized, excluded, and extremely poor communities, building their resilience to shocks, and amplifying their voices to influence governance, public policy, and development planning and practices. We work with the government, civil society, and the private sector to implement a holistic program that encompasses livelihoods and household security, health and hygiene, nutrition, governance, small enterprise development, disaster and climate risk reduction, and emergency response. Looking forward into the future and taking into consideration anticipated changes in the country context, CARE Bangladesh has identified emerging issues and position itself to be a leader in addressing new developmental challenges such as youth and skills development, climate change, and gender equality and to make a greater impact on the communities CARE Bangladesh serves. CARE Bangladesh also believes that the emerging focus areas have the potential to strengthen partnerships with different stakeholders and to position CARE to stay competitive and responsive to changing contexts and needs. To learn more, visit [www.carebangladesh.org](http://www.carebangladesh.org)

### Background of the project:

The JAGORON project is a three-year initiative (January 2026 – December 2028) implemented by a consortium of CARE Bangladesh and SOS Children's Villages Bangladesh. The project is grounded in an Integrated Youth Empowerment Approach and aims to ensure that youth gain relevant skills, practical entrepreneurial support, organizational strength, and strategic advocacy capacity – all rooted in sustainable green economy principles.

The project targets 12,000 youth aged 15–35 in Khulna and Gazipur Districts, with a strong emphasis on young women, youth with disabilities (YwDs), rural youth, and ethnic minorities. Of these, 7,000 youth will gain skills and create career pathways for better income opportunities, while the remaining 5,000 will be referred to different pathways for their employment journey. The project will also strengthen 15 grassroots Youth-Led Organizations (YLOs) and build an enabling environment for youth by reinforcing youth systems and policy advocacy platforms. The project will work with YLOs, MOYS, and other youth-focused government agencies to advocate for and strengthen platforms for youth contribution to policy design, sector planning,

and budgeting processes. Private sector led and demand-driven skills will be center for skills pathways, where we will engage and work with national and regional private sector companies for skills identification, training delivery and employment opportunities.

**The labor market assessment will take place to address skill mismatches and guide the design of effective youth capacity-building interventions.** Along with the Blended classroom-based training, we will use IBT (Industry-based Training) and Informal Apprenticeship models for skills training.

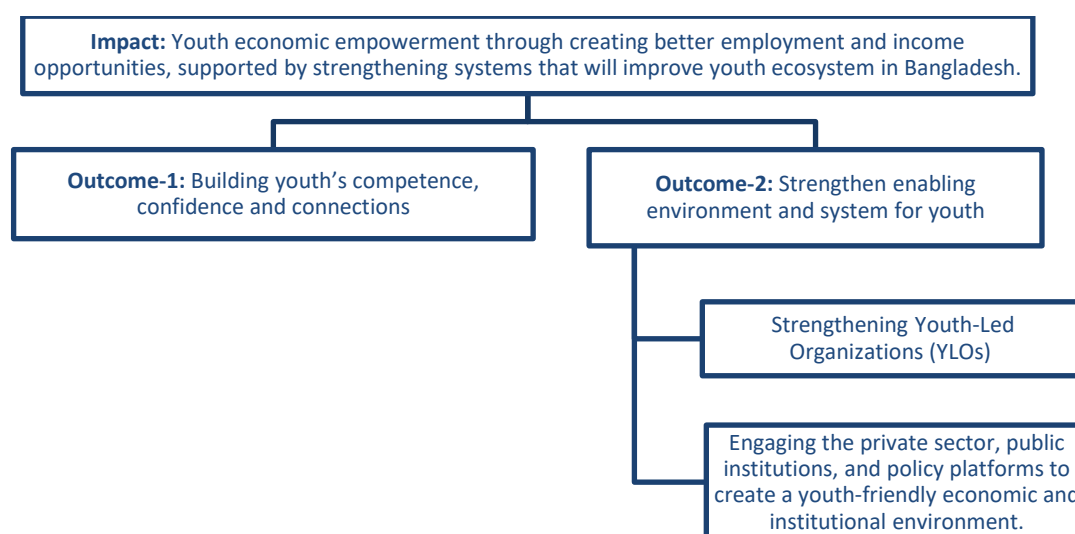
To enhance access to resources for youth participation in entrepreneurship and youth action, we will set up a Youth Challenge Fund that will provide grants and technical support for YLOs and youth entrepreneurs setting up social and climate-focused businesses.

#### **Strategic Goals and Reach:**

- Total of 12,000 participants across both districts
- 7,000 youth gaining soft skills
- 3,000 youth gaining market oriented technical skills (within 7000 soft skills participants)
- 15 grassroots youth-led organizations strengthened
- 5,000 youth guided to employment journeys

#### **The project is structured around two complementary outcomes:**

- **Outcome 1:** Building youth's competence, confidence, and connections – through demand-driven skills development, **youth labor market needs assessment**, AI-based aptitude profiling, technical/green skills certification (via Classroom-based Training, Industry-Based Training, and Informal Apprenticeship models), employment placement, and linkages to financial services and entrepreneurship support.
- **Outcome 2:** Strengthening the enabling environment and system for youth – through capacity building of YLOs using the Organizational Capacity Assessment Tool (OCAT), establishment of a Youth Challenge Fund, policy advocacy via youth platforms, collaboration with the Directorate of Youth Development (DYD), and support to the National Youth Council (NYC).



The project is aligned with SDGs 4, 5, 8, 10, and 13, the Government of Bangladesh's National Youth Policy, and the TVET Reform Plan. It draws on the proven tools and experience of both CARE Bangladesh (including its USAID-funded Bijoyee project) and SOS Children's Villages Bangladesh.

#### **Background of Consultancy:**

CARE Bangladesh seeks the services of a consultancy firm/vendor to conduct an inclusive youth labor market assessment in the two target districts in Bangladesh, focused on the demand for hard and soft skills/trades in emerging sectors with high employment potential. The assessment will focus on the sector wise five skills/trades identified as critical for workforce success in the Positive Youth Development framework <sup>1</sup>(**Higher-order thinking skills, communication, social skills, self-control, positive self-concept**) and other framework focusing hard/technical skills while also considering other relevant skills demanded by the employers in the Bangladesh context<sup>2</sup>. The assessment findings will inform the development of age and context appropriate short-term packages for soft skills and hard skills training in coordination with youth, employers, DYD and National Skills Development Authority (NSDA). The training participants will include women, youth with disabilities (YwDs), other gender diverse youth, indigenous youth, and Dalit youth and reflecting their diverse needs and aspirations. The three training courses (comprising hard and soft skills) will be included based on the findings of the study step by step -

1. Package 1: Training of Trainers (ToT) for training providers
2. Package 2: Training for NEET youth and youth with lower education levels (delivered in person or online)
3. Package 3: On-the Job training

In addition to capacity-building initiatives, the project will generate recommendations on skills and prioritized trades/sectors, which will serve as advocacy tools to support relevant govt's ministries and departments in developing programs, action plans, and strategic documents.

## 2. Consultancy Purpose

CARE Bangladesh is looking for a national consultant to carry out the following assessments to get skills/trades with demand-driven sectors covering soft skills and hard skills to maximize employment opportunities.

### The Specific Objectives of the Assessment:

- Identify the key growth sectors along with respective occupations and skills level of the economy that are likely to see significant increases in employment in the near future in and around the above-mentioned project locations and at the national level;
- Identify the current demand for skills (including hard and soft skills) or trades for youth in the growth sectors and perceive skill gaps from the perspectives of employers and self-employed individuals;
- Identify key locations for job placement and employment both in Dhaka and Khulna divisions.
- Identify the factors impacting the recruitment decision of the employers such as only soft skill, only technical skill and a combination of soft and technical skill;
- Identify potential employers along with their short-, medium- and long-term demand for skilled workers on the identified occupations.

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<sup>1</sup> <https://www.youthpower.org/positive-youth-development>

<sup>2</sup> See World Bank (2018), *Skills for Tomorrow's Jobs*. Skills noted include but are not limited to critical thinking, problem solving, leadership, communication, work ethics, and team work.

- Identify employment opportunities along with the hard and soft skills need for the women, person with disabilities and indigenous youth;
- Assess youths' aspirations and attitudes towards skills training and their challenges;
- Provide recommendations on the types of skills (including hard and soft skills) required by the market segregated per sector, occupation and sex, including how they are ranked in terms of relevance/ need and by whom (employers, sectors, self-employed youth);
- Explore and recommend feasible assessment and certification options for the recommended skills;
- Explore areas for policy recommendations related to hard and soft skills development in youth success in workforce in Bangladesh.

### 3. Methodology

The below methodology is an indicative methodology only. CARE highly encourages the consulting firms to propose proven, effective and/or innovative methodology to carry out this assignment. The assessment will examine two key dimensions of skills-demand-driven technical ("hard") skills and essential "soft" skills- across prioritized trades and sectors, with the aim of maximizing employment opportunities. For the soft skills assessment, findings from the recent Youth Labor Market Assessment conducted under the USAID Bijoyee Project by CARE will serve as a primary reference for consultations. These findings will be validated and updated through the current study's methodology, with a specific focus on the two target districts.

The youth labor market assessment will use both qualitative and quantitative approaches, informed by literature review findings. The desk review of the literature will identify key growth sectors and potential hard and soft skills in demand by those.

The qualitative approach will include key informant interviews with employers, employer associations, self-employed youth, and training providers to identify the key gaps in hard and soft skills in the job market and perceptions about skills development. The quantitative data collection will be used with employers and self-employed youth to assess the types of hard and soft skills in demand and how those are perceived/ ranked, as well as opportunities and demand for skills training. The quantitative data will be collected through electronic data collection (such as Kobo Toolbox, ONA, etc.). The project anticipates that quantitative data will be collected from a representative sample of employers and self-employed youth across all geographies. Besides, to meet the qualitative needs of the study, the consulting firm will need to propose adequate sample sizes for quantitative and qualitative assessments. In consultation with the CARE and consortium members, the consultancy firm/vendor will develop quantitative and qualitative tools, identify respondent groups, assure data quality, conduct analysis, validate results, and finalize the report. This assessment will be utilized as a gateway for further private sector engagement work under the JAGORON project activities.

#### **Literature Desk Review;**

The consulting firm will conduct a robust desk review of secondary data from published, unpublished, and grey literature related to the study objectives. The desk review will also include

a review of government skills development policy<sup>3</sup> and national employment policy<sup>4</sup> and other relevant documents. The assessment will also incorporate lessons learned and recommendations from previous initiatives i.e. youth labor market assessment, including USAID Bijoyee project and other relevant projects, to inform and strengthen the analysis.

### **Primary Qualitative data collection**

The firm will conduct consultation meetings with both supply and demand side stakeholders at the district or division and national level to explore the potential sectors for the demand of soft skills in the market and identify the areas of inquiry from the supply side.

#### **The primary qualitative data (KII) will be collected from:**

- Employed youth from diverse gender identities, disability status, ethnic and social backgrounds in the targeted geographies.
- District and national level employers in targeted geographies.
- Representatives from employers and employer associations as well as Industry Skills Councils (ISCs) and other relevant associations/organizations,
- Government partners and skills training providers in targeted geographies such as DYD, NSDA, BTEB, MoLE, NGOs and training providers institute etc.
- Other ongoing skills development projects.

### **Primary Quantitative data collection**

The consultant (s) will collect primary quantitative data collection from:

- Self-employed youth, including male/ female/ from diverse youth, youth living with disabilities, Dalit youth, indigenous youth, and migrant youth.
- Employers and employee associations from diverse sectors in targeted geographies.

### **Major responsibilities of consultancy firm:**

The consultancy firm will be responsible for developing the methodology, design, data collection tools, hiring enumerators, providing training on data collection tools and guidelines, and finalizing the report. The tools and guidelines will consider gender, language, and disability-related needs in this assignment. The consultant (s) will also be responsible for quality assurance processes during data collection and transcription.

## **4. Key Deliverables & Timeline:**

The consultancy is expected to start on May 2026, 2026. The winning consultants/firm need to submit the final deliverables within June without fail as no time extension will be granted.

<b>Deliverable</b>	<b>Tentative timeline from contract issue date</b>
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<sup>3</sup> <https://nsda.portal.gov.bd/sites/default/files/files/nsda.portal.gov.bd/npfblock/2020-12-21-14-24-8c85b4482cf8516df94dd6471eaf30a4.pdf>

<sup>4</sup> <https://bef.org.bd/wp-content/uploads/2022/07/National-Employment-Policy-2022..pdf>

a) Inception report (methodology, sample size, quality control and analysis plan, timeframe, team composition, preliminary list of stakeholders to conduct the survey, and potential sectors for the demand of soft skills in the market)	5 days
b) Data collection tool and guidelines (Both English and Bangla)	5 days
c) Conduction of data collection and analysis	15 days
d) Draft report analysing the demand for different types of technical (hard skills) and soft skills and how those are ranked by sectors and data sources.	10 days
e) Validation workshop with relevant stakeholders	2 days
f) Final report incorporating CARE's feedback and set of policy recommendations	7 days
g) Short PowerPoint presentation (maximum 20 slides)	1 day
h) Raw datasets (inclusive of complete codebooks) in machine-readable format; recordings and transcripts of interviews; cleaned datasets and analysis scripts	N/A

### Final Report Requirements

The consultant is accountable for maintaining the requirements for the content, format, or length of the final report, overall quality, and approved timelines. The contract will be a deliverables-based contract, and each payment will be contingent on receiving the agreed deliverables in their final versions at acceptable quality standards.

The report must include (but not limited to):

- **Cover page:** A title that conveys the name of the project, location, implementation period, and relevant branding requirements.
- **An executive summary that focuses both on process as well as findings and recommendations** that is no more than two pages in length and is formatted so that it can be printed as a stand-alone 2-pager about the project.
- **A clear methodology section:** the methodology should explain the research questions, and how the methodology chose appropriately answers those questions; how data was collected; sample size as per design and the extent to which it was met; challenges during data collection; key ethical considerations and a description of how the evaluators protected participants and personally identifiable information. This section should also contain a description of the limitations.
- **Findings:** Description of results; statistical analysis of the data; and triangulation between quantitative and qualitative data.
- **Recommendations:** Outlines how the key findings should inform the Activity's design.
- **Annex with tools.**

**Shareable Evidence:** Evidence collected by the consultant from the conclusions and recommendations must be submitted along with the final report. All datasets, qualitative interviews, and underlying data are owned by CARE and are included in final deliverables. Sources of all evidence must be identified, and conclusions must be based only on evidence presented in the report, and recommendations must directly correspond to the conclusions.

### 5. Minimum expertise requirement/Team composition

1. Proven experience in conducting labor market assessments, particularly in youth employment assessment/contexts
2. Experienced in youth/labor market needs assessments, Bangladesh's labor market, key sectors, and private sector dynamics



3. Demonstrated experience in skills development, workforce development, or hard or soft skills-related initiatives
4. Good knowledge and understanding of the private sector and industries in Bangladesh.
5. Strong expertise in qualitative and quantitative research methods, data analysis, and report writing
6. Ability to design practical, evidence-based recommendations for training and employment pathways

## 6. Application procedure:

If you are interested and feel competent to carry out this very exciting consultancy work, please submit your technical and financial proposal in two separate documents:

- Technical and financial proposal (max. 5 pages)

**The technical and financial proposal should cover the following:**

1. Understanding of the objectives of the consultancy.
2. Description of the data collection methods envisaged for this consultancy.
3. Approaches to ethics, "**Do no harm**" and gender sensitivity.
4. A proposed timeline for completing the assignment.

Technical Proposal:

1. Resume of team members/Organizational Profile with previous/ongoing client lists
2. A one-page application letter of expression of interest
3. Set of documents mentioned in the Technical Evaluation Criteria
4. Detailed Technical-narrative proposal with clearly outlined methodology, timeline, assessment approach and techniques, Level of effort of each member of the consulting firm and tools to be employed.
5. Up to three samples of similar assessment reports required to submit as evidence of prior work, demonstrating direct involvement of the proposed key personnel.

Financial Proposal:

1. Filled up Financial Proposal that outlines the fees and associated costs including govt. circulated VAT & TAX and provide budget notes.

Applications not including all of the above information will not be reviewed. CARE Bangladesh is an equal opportunity employer.

## 7. Evaluation Criteria:

Proposals will be evaluated based on the following criteria, with a total score of 100 marks:

SL.	Code	Criteria	Score (%)
		<b>TECHNICAL SCORE</b>	<b>80%</b>
<b>1</b>	<b>A</b>	<b>Overall Proposal Suitability</b>	<b>40%</b>
	A.1	Understanding of the assignment and quality of the proposed methodology and approach, appropriateness of data collection tools and sampling strategy	40%



<b>2</b>	<b>B</b>	<b>Previous Relevant Work Experience</b>	<b>20%</b>
	B.1	3 or more client references or testimonials from similar longitudinal or cohort-based assessment assignments	10%
	B.2	Previous track record of quality performance and timely delivery in multi-round or long-duration research engagements	10%
<b>3</b>	<b>C</b>	<b>Technical Expertise and Qualifications</b>	<b>20%</b>
	C.1	Qualifications and thematic expertise relevant to youth economic empowerment, TVET, gender equality, and, Labor market	15%
	C.2	Experience in market assessment, studies, facilitating workshop	5%
		<b>FINANCIAL SCORE</b>	<b>20%</b>
<b>4</b>	<b>D</b>	Financial Proposal: The lowest technically-qualified bidder receives the full marks for financial score; subsequent bidders receive proportionate lower scores, converted to 20% of total.	<b>20%</b>
		<b>TOTAL</b>	<b>100%</b>

## 8.

The total score derived from the submitted proposals (technical and financial) will be the final score and converted to the score out of 100. CARE Bangladesh also reserves the right to cancel, disqualify any proposal without explaining any reason whatsoever.

## 9. Terms of Payment

The Consultant will be paid as per the following schedule:

<b>PAYMENT MATRIX</b>	
<b>Deliverables</b>	<b>% on total Purchase Value</b>
After receiving the final report and approved by the project	100%

Payments in local currency will be paid as per standard procedure. There will not be any scope to pay in advance before starting the work. Consultant shall provide CARE Bangladesh with periodic and final invoice statements indicating services performed, expenses incurred, past payments made, and any other information CARE Bangladesh shall reasonably request. Consultant shall provide a final invoice statement whenever requested by CARE Bangladesh up to sixty (60) days after the date set for the completion of the Services in this SOW.

CARE Standard Payment Terms are 30 days from receipt of goods or service and accurate & complete. invoice acceptable to CARE Bangladesh.

## Penalty Terms:

If the consultant/agency fails to provide services of any or all of the contract within the period (s) specified in the Contract / Purchase Order, the Purchaser shall, without prejudice to its other remedies under the Contract, deduct from the Contract Price / Purchase Order amount, as penalty, a sum equivalent to the percentage stated below:

SI No.	Total Delay	% to be deducted on the contracted value
01.	First 5 days	2%
02.	From 6 to 11 days	4%
03.	From 12 to 20 days	6%
04.	Above 20 days	The termination clause may be applicable as per terms of PO

\*\*Deduction of the penalty amount will not be applicable in case if any extended completion time/ period is officially agreed and accepted by CARE Bangladesh after the completion date mentioned in PO.

### Intellectual Property Rights

CARE Bangladesh's copyrights are reserved for every data set, report, and strategy documents generated by the consultant during the consultancy period for the said purpose. The consultant may not share these documents or use the evidence without informing CARE Bangladesh in writing.

### Ethical Considerations

- **Participatory:** All stakeholders and beneficiaries' type should be consulted during the study process ensuring true participation.
- **Inclusiveness:** Ensure that beneficiaries from different ethnic, social and religious backgrounds have the chance to participate, as well as with disabilities and who may be excluded or discriminated against in their community.
- **Ethical:** The research must be guided by the following ethical considerations:
  - Systematic inquiry: Consultant conduct systematic, data-based inquiries
  - Integrity/honesty: Consultant display honesty and integrity in their own behaviour and attempt to ensure the honesty and integrity of the entire study process
  - Safeguarding – demonstrating the highest standards of behaviour towards beneficiaries specially marginality
  - Sensitive – to child rights, gender, inclusion, and cultural contexts
  - Openness - of information given to the highest possible degree to all involved parties
  - Confidentiality and data protection - measures will be put in place to protect the identity of all participants and any other information that may put them or others at risk
  - Public access - to the results when there are not special considerations against this
  - Broad participation - the relevant parties should be involved where possible
  - Reliability and independence - It is expected that:
    - Data collection methods will be age and gender appropriate.
    - Ensure a safe, creative space for data collection where respondent feel that their thoughts and ideas are important.
    - A risk assessment will be conducted that includes any risks related young people from diverse gender identities, disability status, ethnic and social

backgrounds groups participation. Informed consent will be used where possible.

#### **10. Managing unexpected circumstances:**

The consultants must keep this in their prime consideration how to manage if any unexpected situation like strike and political uprising, natural disaster that may affect the overall consultancy work. They should keep options for contingency plan and alternatives without compromising the overall quality, purpose and timeline.

#### **Special Terms and Conditions related to submission of this tender:**

1. Financial and technical proposal soft copy should submit in two separate documents.
2. Soft copy proposal submission: no late submission after 7 calendar days is going to be considered for evaluation. Rather it will be considered as disqualified unless otherwise a common valid reason is applicable for all other participators and considered by the procurement committee.
3. Timely submission by e-mail has to be maintained very strictly as well. To avoid any unnecessary hassle due to network quality or jamming it is requested to submit the proposal minimum 02-03 hours before the time is expired. However, if any sender sent their document at right time but it reached to us after the mentioned submission time will also be disqualified.
4. In case of soft copy submission please submit proposals to the correct email mentioned in RFP.
5. You are requested to submit your proposal or financial offer in your company letter head pad or if it is in white page then with company seal and sign.
6. Any kind of solicitation or effort to bribe any current CARE Bangladesh staffs is not going to be entertained to get any special facility. Rather reporting of similar kind of activities will be dealt severely and the proposals shall not be considered.
7. CARE Bangladesh (BD) does not require to receive any payment in cash or in kind for including a vendor to its Approved Vendor List, invite to submit quotation or for final selection as a supplier for goods and services. Likewise, it also strictly prohibits its employee to demand such payment from a vendor or involvement in any form of conflict of interest. In case of any attempted request for such kind of payment from any employee, as a vendor you are kindly requested to send complaint to CARE BD Country Director (CD) at email account [BGDProComplaint@care.org](mailto:BGDProComplaint@care.org) , or any of CARE BD's senior leaders. Please label the emails as "confidential & privileged". "Any proposals be submitted to the complaints email, they will be treated as spam and the sender will be blocked which will mean they will not be considered in the future for any submission". Moreover, the Vendor hereby declares and confirms that it and its employees do not attempt to make such unlawful payment directly or indirectly to CARE employee or allow involvement of CARE employee in any activity that lead to any form of conflict of interest. Such unlawful attempt and involvement shall be a ground for disqualification and blacklisting of the vendor and cancellation of any existing order."
8. The terms and conditions mentioned here shall remain same in the final agreement document.
9. CARE Bangladesh reserves the right to accept or reject partially or fully any or all quotations without assigning any reason whatsoever. CARE Bangladesh may not select the lowest bidder, if the quality, specifications etc. are not up to the mark and not bound to provide any explanation about the selection process.