

Terms of References for Consultants

1. The Government of Bangladesh has requested the Asian Development Bank (ADB) to provide support on the development of innovative and operation-relevant knowledge solutions. The development of knowledge and advisory products on strategic issues for Bangladesh's economic transformation, including economic corridor development, has been underscored. The knowledge and support technical assistance (KSTA) will help ADB respond best to highly relevant knowledge needs for Bangladesh's inclusive and sustainable development. The policy development and advisory work under the KSTA will include the preparation of the background documents and inputs for overall policymaking, development plans, sector development, and potential project development.

2. **Comprehensive Development Plan (CDP) for Phase 2 of Bangladesh Economic Corridor (BEC).** ADB is supporting an economic corridor development study for Bangladesh to achieve rapid industrialization and develop robust infrastructure to increase productivity, enhance competitiveness and strengthen connectivity to foster participation in regional and global production networks. As a policy instrument, economic corridor development aims to integrate industry, infrastructure, urban services and the institutional and regulatory framework. Economic corridor development intends to facilitate economic activities, building on an agglomeration of people and activities along existing transportation infrastructure, supported by an efficient institutional and regulatory framework to foster a favorable and competitive business environment. ADB has already piloted the economic corridor development approach for Bangladesh's southwestern region, accumulating the good practices and lessons in the process. ADB's continued support for economic corridor development for northeastern region, which will extend the corridor to the Sylhet district in northeastern Bangladesh, will ensure the regionally balanced development and economic transformation of the country.

3. Following completion of CDP for the Southwest Bangladesh Economic Corridor (SWBEC), the TA will prepare the CDP for Northeast Bangladesh Economic Corridor (NEBEC), phase 2 of envisaged BEC. This integrated study will (i) identify the priority economic nodes to be developed; (ii) pinpoint priority industries for future development along the corridor (including micro, small, and medium-sized enterprises); (iii) craft an infrastructure strategy that identifies priority infrastructure development projects across various sectors; (iv) analyze the opportunities for Bangladesh's successful integration into the international economic corridors including the Bangladesh-China-India-Myanmar Economic Corridor; and (v) recommend an appropriate set of policies and a corresponding institutional framework to streamline the regulatory process for setting up and operating businesses efficiently. The CDP will aid the Government in determining priority public investment projects in infrastructure, urban services, human capital development and reforms in business environment.

4. **Need for Innovative Knowledge Products.** In addition to economic corridor development, a wide range of analytic work will have to be conducted to provide in-depth, relevant, and timely assessments of the key challenges. Given Bangladesh's eventual graduation from least developed country (LDC) status, there is imperative for novel development approaches through relevant knowledge products and advisory services on priority topics, including key emerging regional development challenges, which must be addressed through innovative knowledge solutions. There is a need for a comprehensive and well-defined roadmap which will also assess cost and identify coping strategy for further trade liberalization and erosion of preferential margins.

5. Knowledge products on other topics that impact Bangladesh's development are thus also needed, including studies and working papers on logistics development, infrastructure development, energy and power, economic zones, industry development, macroeconomic management, rural development and food security, public-private partnership, social development, climate change and disaster risk management, and other analytical work relevant to ADB's operations in Bangladesh.

A. Individual International Consultants

6. Infrastructure specialist/ Project Team Leader (6 person-months, intermittent, international). As part of the work on economic corridor in Bangladesh as well as separate sector specific strategic analysis, an Infrastructure Specialist/ Project Team Leader will be engaged to lead the preparation of a comprehensive development plan (CDP) for the Northeast Bangladesh Economic Corridor (NEBEC) by compiling the outputs of consultants, with a regional development approach in order to create an enabling environment and achieve envisaged goals and objectives, and to enable sustainable development of industry and infrastructure initiatives in the corridor region. The Project Team Leader will;

- (i) assemble all the outputs of consultants to formulate a corridor implementation roadmap.
 - developing a macro-level development vision, opportunities and challenges for the economic corridor development.
 - determining corridor delineation and its influence area and review its socio-economic profile.
 - identifying nodes to be taken up for industrial development.
 - undertaking economic analysis for economic corridor development at the national and regional levels.
 - preparing a strategy for infrastructure development covering transport, energy, logistics and urban sectors, and improvement of regional infrastructure linkages, including feasibility of seamless, efficient, dedicated and sustainable connectivity within the corridor, with its hinterland, as well as connectivity to export markets.
 - preparing a phasing plan for implementation of economic corridor projects, including key industry development initiatives, infrastructure projects and business regulatory reforms.
 - assessing how the envisaged economic corridor can effectively integrate with global value chains, and link with other economic corridors being developed in South Asia and Southeast Asian countries.
- (ii) take the lead in liaising with government officials and other stakeholders on the development of NEBEC;
- (iii) communicate the NEBEC implementation roadmap to government agencies and other stakeholders to seek their endorsement and support;
- (iv) prepare reports and presentations for ADB and various government levels and disseminate findings among key stakeholders; and
- (v) perform other tasks related to the project as requested by the relevant ADB staff.

Minimum Qualifications

The expert should have a master's degree in economics, business administration, public policy, development studies, or related fields, with minimum of 15 years' experiences in economic, sector, or thematic analysis in South Asian countries. Expert must have international experience, prior experience in Bangladesh may be given preference.

7. **Urban Specialist (3 person-months, intermittent, international).** As part of the work on economic corridor in Bangladesh, an Urban Specialist will be engaged to collect information, perform analyses, make recommendations and prepare reports to assist the development of key sections of the CDP for NEBEC. The Urban Specialist will

- (i) prepare an urban development strategy for the NEBEC by
 - reviewing and assessing the existing frameworks, policies, legislations and models in governing management of land in industrial and urban clusters and rural areas in Bangladesh and the proposed corridor region;
 - conceptualizing land management strategies for the corridor region;
 - carrying out a broad assessment of future land requirement for industry and associated developments based on appropriate product mix for processing and non-processing areas;
 - preparing an inventory of key existing industrial nodes, special economic zones, special investment regions, and estates in the region and prepare a framework of land management in economic nodes/ zones and industrial clusters/parks; and
 - analyzing the prospect of setting up industrial townships in the corridor region.
- (ii) identify specific opportunities for implementation of international best practices in sustainable and integrated urban development, potentially including:
 - sustainable building design and construction, including industrial estates and mass housing projects;
 - management of waste and water, including recycling and rainwater harvesting;
 - sustainable urban transport, including public transport; and
 - best practices in class manufacturing design and industrial processes.
- (iii) prepare reports and presentations for ADB and various government levels and disseminate findings among key stakeholders; and
- (iv) perform other tasks related to the project as requested by the relevant ADB staff.

Minimum Qualifications

The expert should have a master's degree in urban planning, economics, or related fields, with minimum of 7 years' experiences in land management, economic zone, or industrial and urban clusters in South Asian countries. Expert must have international experience, prior experience in Bangladesh may be given preference.

8. **Transport Specialist (6 person-months, intermittent, international).** As part of the work on economic corridor in Bangladesh, a Transport Specialist will be engaged to provide technical support in the development of a robust, multi-modal transport sector. The Transport Specialist will;

- (i) prepare a transport infrastructure development strategy for NEBEC by;
 - reviewing the existing infrastructure situation in the proposed corridor region including a review of broad inventories/database of major transport infrastructure facilities;
 - analyzing existing scenario and issues pertaining to transportation infrastructure, identifying major bottlenecks and demand-supply gap based on expected industrial development in the region;
 - preparing a critical overview of transportation infrastructure (rail, roads, inland waterways, ports and airports, public transport) taking into consideration the existing, on-going, and proposed developments;

- analyzing current issues in transportation of goods from production centers to key gateways focusing on key business and regulatory requirements;
 - evolving suitable strategies for development of rail and road, port, inland waterway, airport and logistics infrastructure to support the existing and future industrial nodes and the achievement of the development targets;
 - identifying the phasing plan for the projects; and
 - incorporating environment-friendly measures in the infrastructure development strategy.
- (ii) prepare reports and presentations for ADB and various government levels and disseminate findings among key stakeholders; and
- (iii) perform other tasks related to the project as requested by the relevant ADB staff.

Minimum Qualifications

The expert should have a master's degree in engineering, economics, or related fields, with minimum of 7 years' experiences in transport planning or transport infrastructure development in South Asian countries. Expert must have international experience, prior experience in Bangladesh may be given preference.

9. **Energy Specialist (4 person-months, intermittent, international).** As part of the work on economic corridor in Bangladesh, an Energy Specialist will be engaged to provide technical support in the development of the energy sector. The Energy Specialist will

- (i) prepare a comprehensive strategy for the development of the energy sector for NEBEC by;
- reviewing the capacity and identify major challenges in the power sector including in fuel sources, generation, transmission, and distribution;
 - presenting demand and supply scenarios, assessing the present supply scenarios across various fuel sources; and identifying of key challenges affecting supply;
 - assessing the transmission and distribution infrastructure in the relevant/concerned districts of the nodes;
 - assessing and identifying the current bottleneck in power infrastructure;
 - evolving suitable strategies for development and/or upgrading of power infrastructure to support the nodes and the achievement of development targets;
 - based on the infrastructure analysis and inputs to strategy formulation, preparing a bouquet of power sector projects identifying suitable measures for ensuring quality, reliable and sustainable power supply (through use of an energy grid fed by various fuel sources, including renewable energy supplies) including identifying suitable opportunities for developing captive/ group power plants with evacuation system to cater to investment nodes;
 - identifying the phasing plan for the projects;
 - developing a power investment strategy to identify the need for investments; and
 - incorporating environment-friendly measures in the infrastructure development strategy.
- (ii) prepare reports and presentations for ADB and various government levels and disseminate findings among key stakeholders; and
- (iii) perform other tasks related to the project as requested by the relevant ADB staff.

Minimum Qualifications

The expert should have a master's degree in engineering, energy economics, or related fields, with minimum of 7 years' experiences in energy sector development in South Asian countries. Expert must have international experience, prior experience in Bangladesh may be given preference.

10. **Business Regulatory Specialist (5 person-months, intermittent, international).** As part of the work on economic corridor in Bangladesh, a Business Specialist will be engaged to provide technical support in the formulation of regulatory reforms and improvement of the business environment. The Business Regulatory Specialist will;

- (i) prepare a comprehensive strategy to improve the investment climate and ease of doing business for NEBEC by;
 - assessing the current investment climate and status of ease of doing business in the corridor region; and reviewing regulations affecting business establishment and operation, investments, industrial operation, taxes, labor, logistics, and trade facilitation, etc.;
 - analyzing regulatory challenges in the operation of ports and other gateways;
 - identifying reforms necessary to address identified constraints to ease of doing business and trade facilitation. This may include supporting the government in exploring the formulation of the Single Desk System for providing clearances;
 - presenting international best practices in business regulations;
 - designing an institutional framework that will define roles and relationships of various agencies involved in corridor development;
 - recommending institutional structure and functions of a corridor management authority or equivalent agency responsible for spatial integrated planning, coordination of development/implementation activities, and facilitating business-related clearances; and
 - providing other technical support to the government on initiatives relating to business regulations.
- (ii) prepare reports and presentations for ADB and various government levels and disseminate findings among key stakeholders; and
- (iii) perform other tasks related to the project as requested by the relevant ADB staff.

Minimum Qualifications

The expert should have a master's degree in economics, business administration, public policy or related fields, with minimum of 10 years' experiences in analyzing business regulatory framework in South Asian countries. Expert must have international experience, prior experience in Bangladesh may be given preference.

11. **Industrial Economist (7 person-months, intermittent, international).** As part of the work on economic corridor in Bangladesh as well as industrial sector strategic analysis, an Industrial Economist and will be engaged to collect information, perform analyses, make recommendations and prepare reports to assist the development of key sections of the Bangladesh. The Industrial Economist will

- (i) prepare an industrial development strategy for the Bangladesh Northeast Economic Corridor by
 - performing broad overview and assessment of industrial scenario of the region— profiling of industrial hubs, types of industrial activities, trends in industrial production, raw material sources, production centers and markets and their linkages, manufacturing policies, and investment climate;

- analyzing current government initiatives to promote industrialization within the corridor districts;
 - identifying potential industry sectors for the envisaged corridor and short list key industries for future development in the region based on parametric assessment.
 - conducting value chain assessment of initially shortlisted sectors to ascertain the suitability of these candidate industries in the southwest region;
 - undertaking detailed competitive assessment to understand the areas of improvement that need to be undertaken in Bangladesh from a systemic as well as sectoral point of view to promote the industries in the region;
 - assessing future growth potential of the region across various parameters (GDP, industrial output, employment and exports) for the plan horizon under the business-as-usual and business-induced scenarios;
 - identifying suitable options in the corridor region for location of industrial nodes and assessing the compatibility of each of the industrial sectors with the various industrial nodes; and
 - preparing skills development strategy and assessing skills supply and demand, taking into consideration the anticipated industrial development in the region.
- (ii) conduct sector specific strategic analysis for the sectors with growth potentials (e.g., leather and leather products sector, food processing sector);
- (iii) perform critical evaluation and comparative analysis of the investment climate including policy environment for promotion of manufacturing, trade, and commerce (exports, thrust sectors, value addition, infrastructure bottlenecks, etc.) in order to identify parameters that can influence the attractiveness of the corridor region vis-à-vis competing locations;
- (iv) review issues and prospects for small and medium enterprises, and other relevant issues;
- (v) prepare reports and presentations for ADB and various government levels and disseminate findings among key stakeholders; and
- (vi) perform other tasks related to the project as requested by the relevant ADB staff.

Minimum Qualifications

The expert should have a master's degree in economics, business administration, engineering or related fields, with minimum of 10 years' experiences in economic or industrial analysis in South Asian countries. Expert must have international experience, prior experience in Bangladesh may be given preference.

12. **Climate Change Specialist (3 person-months, intermittent, international).** As part of the work on economic corridor in Bangladesh, a Climate Change Specialist will be engaged to provide technical support in the climate mitigation and adaptation strategy for NEBEC. The Climate Change Specialist will:

- (i) prepare a comprehensive strategy on climate change adaptation and mitigation for NEBEC by:
- developing a road map for the integration of low-carbon and climate-resilient development component in all projects under the envisaged economic corridor.
 - identifying tools and approaches to integrate climate change adaptation and mitigation measures in the planning and investment process, underpinned by institutional capacity development;
 - identifying climate and environmental risks, potential impacts, and recommended mitigations measures with respect to proposed corridor projects;

- providing technical support for the formulation of pertinent climate change policies; and
 - programming institutional capacity development and trainings with respect to climate change adaptation measures
- (ii) prepare reports and presentations for ADB and various government levels and disseminate findings among key stakeholders; and
- (iii) perform other tasks related to the project as requested by the relevant ADB staff.

Minimum Qualifications

The expert should have a master's degree in environment, climate change, economics, or related fields, with minimum of 7 years' experiences in climate change risks management and addressing infrastructure risks in South Asian countries. Expert must have international experience, prior experience in Bangladesh may be given preference.

13. Economist (multiple position, 18 person-months, intermittent, international).

Economist will be engaged to provide support in the macroeconomic analysis and economic analysis of sectors. The Economist will;

- (i) conduct economic researches and analysis of issues in relation to the assigned sector affecting Bangladesh's economy, and prepare reports;
- (ii) map existing value chains for shortlisted manufacturing sectors and propose interventions to improve operational efficiency;
- (iii) propose strategy to increase the share of manufactured outputs in global value chains;
- (iv) provide inputs to the various reports that will be prepared for the TA.
- (v) perform other research work related to the topic as requested by the relevant ADB staff.

Minimum Qualifications

The expert should have a master's degree in economics, international development, or related fields, with minimum of 15 years' experiences in economic, sector, or thematic analysis in South Asian countries. Expert must have international experience, prior experience in Bangladesh may be given preference.

14. Logistics Specialist (5 person-months, intermittent, international). As part of developing a comprehensive development strategy for the logistics sector in Bangladesh, a Logistics Specialist will be engaged to provide technical support in the development of an efficient and reliable logistics sector. The Logistics Specialist will;

- (i) prepare overview and assessment of Bangladesh's logistics infrastructure, logistics services and related regulatory framework taking into consideration the existing, on-going and proposed development;
- (ii) analyze current bottlenecks in ports, logistics, and airports infrastructure and analyze current issues in transportation of goods from production centers to key gateways focusing on key business and regulatory requirements;
- (iii) prepare strategies for development and necessary upgrading of logistics infrastructure and distribution system and identify priority projects to support industrialization and achievement of the development targets;
- (iv) identify the requirements of developing logistics park and undertake economic-financial assessment of logistics parks development;
- (v) recommend regulatory reforms needed for logistics facilitation that would enable faster and cheaper vehicle/ cargo movement and devise a plan for its implementation;

- (vi) map the relevant best practices in the context of business models in Bangladesh and abroad;
- (vii) prepare reports and presentations for ADB and various government levels and disseminate findings among key stakeholders; and
- (viii) perform other tasks related to the project as requested by the relevant ADB staff.

Minimum Qualifications

The expert should have a master's degree in economics, logistics, business administration, or related fields, with minimum of 7 years' experiences in logistics sector in South Asian countries. Expert must have international experience, prior experience in Bangladesh may be given preference.

B. Individual National Consultants

15. **Editor (12 person-months, intermittent, national).** The Editor will be responsible for editing and reviewing all knowledge products to be produced under the TA. The Editor will:

- (i) edit knowledge products including but not limited to technical studies, research papers, policy briefs, draft and final manuscript, and articles to ensure consistency and quality of knowledge products
- (ii) ensure that style and language usage of manuscripts is in accordance with ADB's Handbook of Style and Usage;
- (iii) Proofread manuscripts for publication; and
- (iv) Perform other tasks related to the project as requested by the relevant ADB staff.

Minimum Qualifications

The expert should have at least 7 years experiences on report writing and editing publications for reputable international organizations, and with work experience at the ADB.

16. **Research Analyst (33 person-months, continuous, national).** The Research Analyst will assist the TA team. The Research Analyst should have a good understanding of economics and have sufficient experience in economic data analysis. The Research Analyst will:

- (i) help gather relevant data and documentation;
- (ii) assist in undertaking analytical work;
- (iii) prepare necessary elements of the reports (e.g., tables, graphs, charts, tables of contents, and reference lists);
- (iv) coordinate with government agencies and other stakeholders with regard to data and other information requests;
- (v) assist in preparing training, seminar, and/or workshop materials, presentations, and reports; and in publishing the TA knowledge products; and
- (vi) perform other tasks related to the project as requested by the relevant ADB staff.

Minimum Qualifications

The expert should have a master's degree in economics, business administration, or related fields, with minimum of 3 years experiences in economic research.

17. **Project Coordinator (33 person-months, continuous, national).** The Project Coordinator will provide overall assistance in managing the day-to-day implementation of the TA activities. The Project Coordinator will

- (i) provide administrative and logistical support in the implementation of TA activities;
- (ii) monitor the implementation of TA activities;
- (iii) provide logistical support in conducting workshops, trainings, and/or seminars;
- (iv) provide administrative support in the preparation of knowledge products; and
- (v) perform other tasks related to the project as requested by the relevant ADB staff.

Minimum Qualifications

The expert should have minimum 3 years work experiences in project coordination.

C. Resource Persons

18. **Resource persons (multiple positions).** Resource persons with background as policy maker, subject expert, or facilitator, will be engaged to participate in related seminars, workshops, and conferences planned under the TA.