

Terms of Reference (ToR)

For the Position of
Land Management Specialist
World Bank/IDA Funded
Export Competitiveness for Jobs (EC4J) Project
Under the Ministry of Commerce

1. 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. 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 7th 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 the seventh 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 7th 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, 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.

2. **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 (**PIFIC**); 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.

3. **Objectives of the Assignment**

Under the component-2 of EC4J Project, four Technology Centers (TCs) will be established. For establishing these TCs, adequate land will be required. One of the key priority under this component is to secure land title to appropriate sites for the four TCs. The objective of this assignment will be to identify, assess, complete administrative steps to secure suitable land or space for the TCs. This will require communicating the land owner and liaison with land administration body, relevant govt. offices in the case of land acquisition and lease. The land management specialist will also directly take care of all the legal registration and land development works.

4. **Reporting, Duration & Location:**

Reports to:	Project Director (PD)
Duration:	12 mm
Location:	Dhaka

5. **Summary of Key Functions:**

- Assist the PD/Project Manager (PM) / Deputy Project Director (DPD) in securing land titles to appropriate sites for TCs which is related to the following activities (for detail, please see Project Approval Document named as Export Competitiveness for Jobs):
 - i. Preparation of specific action plans for the proposed location of Land or ready space for the construction of TCs (Technical Centers)/DTCs (Design and Technical Centers);
 - ii. Finalize all formalities to complete the purchase of the land parcels or lease in the shortest possible time;
 - iii. Plan and coordinate all the land development related works to be completed in the defined time period;
 - iv. Keep a smooth coordination with the relevant sector in selecting and developing land/space for the specific TC or facilities;
 - v. Consultation with stakeholders to promote and develop holistic land-use planning and strategies.
- The applicant should have sufficient knowledge about the following Laws, rules, guidelines etc.:
 - a. **Tenure Policy, Legislation and Regulation (PLR):** Assess existing PLR for forest and land tenure, identify what do these PLRs provide in terms of the whole bundle of rights: access, use, ownership, transfer, exploit, as well as the processes and systems to realize these rights. Compare the customary practices with these statutory PLR.

- b. In the perspective of different PLR related to forest and land tenure, identify conflicts and recommend measure to avoid the identified conflicts. Some of the policies (but not limited to) are mentioned below-
 - i. The Acquisition and Requisition of Immovable Properties Ordinance 1982
 - ii. National Land Use Policy 2001;
 - iii. Khas Land Settlement Policy 1997;
 - iv. Non-agricultural Khas Land Settlement Policy 1995;
 - v. Khas Land Settlement Policy for Hotel-Motel 1998;
 - vi. Balu Mohal and Sand Management Rules 2011;
 - vii. Chringri Mohal Management Policy 1998;
 - viii. Jal Mohal Management Policy 2009;
 - ix. Salt Mohal Management Policy 1992;
- c. **Land-Use Planning:** Assessment of existing land-use plans of the proposed site and determination of the need for additional land-use planning to support the construction of TCs.
 - Manage the agencies/ firms engaged in implementing the activities through effective coordination;
 - Effectively monitor field-based activities and quality control on specific deliverables;
 - To assist PD/PM/DPD in arranging Project Steering Committee (PSC) and Project Implementation Committee (PIC) meetings as per the requirement of the project, prepare and present update reports, and support the follow-up on the implementation of the decisions taken in relation to this assignment;
 - Prepare reports on activities and progress for the World Bank, MoC, IMED, ERD, Planning Commission and other institutions as per the requirement of the project;
 - Contribute to project evaluation according to indicators set at the project level;
 - Support in day-to-day office management of the PIU related to land management activities;
 - Provide cross functional support to the other components as needed;
 - Carry out any other duties and responsibilities as assigned by the PD/PM.

6. Required Educational Qualifications:

- Master's degree in a subject relating to land administration, territorial development, land economics, land law, land surveying or information technology or equivalent;

7. Required Experience:

- A minimum 7 (seven) years of experience at a public or private sector organization in a responsible position.
- Ability to work flexibly on a range of assignments, and adjust to and prioritize a variety of complex evolving tasks;
- Strong interpersonal skills and ability to develop effective relations with the program team and the Government partners;
- Understanding of land management issues in Bangladesh and land tenure challenges south Asian context is a plus;
- Ability to work effectively in a team-oriented, multicultural environment;
- Excellent communication skills (written and spoken) in Bengali and English.

- Proven knowledge and experience in implementing the World Bank or any renowned multilateral agency's projects.
- Demonstrate experience and ability to manage sub-projects including preparing work plan, budgeting, monitoring progress, and implementation of activities.

8. Financial Terms and Conditions:

- The consultant shall be responsible for all taxes and duties including income and/or service tax as may be applicable as per Government of Bangladesh 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 consultant shall be paid travel and lodging expenses on an actual cost basis and a subsistence allowance to cover all other costs associated with any official travel.