

TERMS OF REFERENCE

Consultant (P2E), GenU

CONTRACT MODALITY Individual Consultancy

DUTY STATION Dhaka, Bangladesh (office-based with travel)

DURATION OF CONTRACT 12 months

Purpose of Assignment

The purpose of this consultancy is to provide time-bound technical support to UNICEF Bangladesh's Education Programme and Generation Unlimited (GenU) agenda through the development and delivery of specific outputs that strengthen pathways from learning to earning for adolescents and young people.

The consultancy will focus on the design, development and operationalization of defined initiatives related to digital learning, market-relevant skills, employability and youth engagement, with particular emphasis on the further development and contextualization of the Passport to Earning (P2E) platform and the establishment of a government-hosted national aggregator linking young people to learning, skills development, employment and entrepreneurship opportunities.

Within the specified consultancy period, the consultant will deliver agreed technical outputs, which may include: (i) technical and implementation products for the contextualization and expansion of P2E and related digital learning and skills initiatives; (ii) a defined technical and operational framework for the national aggregator, including partner onboarding, platform interoperability, API integration, governance and data-sharing arrangements; (iii) tools and approaches for tracking and demonstrating young people's progression from learning and skills development to employment, entrepreneurship or further learning; and (iv) technical recommendations and products to support government ownership, sustainability and potential scale-up of these initiatives.

The assignment will also generate specific technical products and recommendations to strengthen the integration of digital and employability skills within formal and non-formal education and to improve linkages between education, skills development and labour market opportunities. This will include consultation with relevant government counterparts, private sector and technology partners, development partners, academic institutions and youth organizations, as required to complete the agreed deliverables.

Scope of Work

The Consultant will provide specialized, time-bound technical support to UNICEF Bangladesh's Education Programme and Generation Unlimited (GenU) agenda through the delivery of defined technical products and outputs. The assignment will focus on the contextualization and enhancement of the Passport to Earning (P2E) platform, development and operationalization of the government-hosted national skills and employment aggregator, and development of scalable and inclusive pathways from learning to earning for adolescents and young people. The Consultant will work with relevant UNICEF teams, government counterparts, technology providers and programme partners as required to complete the agreed deliverables.

1. Digital Learning Platforms and Technology Solutions

- Provide technical inputs to the enhancement and operationalization of P2E and the national aggregator, including platform configuration, localization, testing, deployment, release management and recommendations on reliability, security, accessibility and scalability.

- Develop and/or review technical specifications and integration solutions, including APIs, iFrame, interoperability, data exchange and integration of government systems, EdTech, learning, assessment, digital credential and job- matching platforms; support the technical readiness and integration of at least two priority partners.
- Develop technical requirements for agreed platform functionalities, including dedicated/white-labelled P2E instances, faculty administration panels, blended learning features and selected third-party applications.
- Assess and provide technical recommendations on the use of emerging technologies, including AI-enabled tools, gamification and digital credentials, with due consideration to cybersecurity, data protection, accessibility and digital development standards.

2. Digital Learning, Skills and Learning-to-Earning Solutions

- Develop a time-bound content development and localization roadmap and support the development and integration of at least four priority courses, including course scripts, multimedia resources, assessments, certifications and micro-credentials, aligned with national frameworks, employer needs and sound instructional design.
- Develop and apply quality assurance and pilot-testing approaches for selected digital learning products, including learner feedback, mobile-first delivery, accessibility and usability in low-connectivity settings.
- Undertake technical reviews of selected programme/partner interventions and provide recommendations to address implementation, quality, enrolment, completion and employment-related gaps.
- Prepare technical recommendations for strengthening the integration of digital and employability skills into formal and non-formal education, including blended learning approaches for teachers and faculty and improved linkages with employers and labour-market opportunities.

3. National Aggregator, Partnerships and Sustainability

- Develop technical and operational frameworks for the government-hosted national aggregator, including governance, partner onboarding, opportunity-provider requirements, data-sharing arrangements and sustainability options linking learning, skills, employment and entrepreneurship opportunities.
- Support the technical preparation and onboarding of priority government, private-sector, academic, EdTech and employment partners, including integration requirements, testing and documentation.
- Undertake targeted consultations with employers and industry associations to identify skills demand and strengthen linkages between learning, recruitment, placement, internships, apprenticeships and employment opportunities.
- Develop a sustainability and resource mobilization package, including funding opportunity mapping and at least two concept notes, proposals, pitch decks or other agreed donor/private-sector engagement products

4. Performance, Evidence and Knowledge Products

- Develop and/or strengthen performance measurement and data analysis approaches for P2E and the national aggregator, covering participation, completion, certification, platform use, employer engagement and transition to employment or further learning.
- Undertake agreed data quality, performance and inclusion analyses, including use of Power BI or similar tools, and produce analytical briefs/recommendations to inform platform and programme improvements.

- Document key technical solutions, integrations, pilot findings, good practices and lessons learned and prepare knowledge-transfer materials to support government and partner ownership and potential scale-up.

5. Innovation and Digital Transformation

- Assess and provide recommendations on the localization of relevant GenU innovations, including Yoma, 1Mio and YouthHub, and develop a prioritized technology and innovation roadmap aligned with Bangladesh's education, skills and digital transformation priorities.
- Design and document selected innovation pilots, including AI-enabled learner/faculty tools, micro-learning, gamification, digital credentials and other relevant EdTech solutions, and assess their accessibility, usability and potential contribution to learning and employability outcomes.
- Provide evidence-based technical inputs to policy and strategic discussions on digital learning, future skills, micro-credentials, employability and lifelong learning, drawing on the outputs and learning generated through the consultancy.

Work Assignments Overview	Deliverables/Outputs	Delivery deadline to complete the deliverable
Technical assessment, planning and platform enhancement specifications	Deliverable 1 – Inception and technical baseline report covering the assignment schedule, technical dependencies, acceptance criteria, and baseline assessment of P2E and the national aggregator, including functionality, reliability, security, accessibility and scalability	31/12/2026
	Deliverable 2 – Platform enhancement and integration plan covering system specifications, open-source migration requirements, priority enhancements, integration requirements and technical priorities for P2E and the national aggregator.	31/12/2026
	Deliverable 3 – Digital learning and content development roadmap covering at least four courses, content validation, assessment and accessibility requirements, and	31/12/2026

	technical requirements for blended learning and institutional delivery.	
	Deliverable 4 – Data, innovation and micro-credential planning package covering the initial data quality review, Power BI improvement plan, localization assessment of Yoma / 1Mio / YouthHub, and concept note for establishment of the National University micro-credential academy	31/12/2026
Aggregator integration readiness and first course delivery	Deliverable 5 – Partner integration readiness package covering technical readiness assessments and API frameworks for at least two partners, including data fields, data-sharing requirements and test plans	31/01/2027
	Deliverable 6 – Aggregator partner onboarding and employer engagement package covering technical/operational onboarding requirements for opportunity providers and findings from employer consultations on skills demand and employment reporting	31/01/2027
	Deliverable 7 – Course 1 and Partner 1 integration package covering technical review, testing, P2E integration, assessment tools, quality assurance and agreed Partner 1 integration testing	31/01/2027
	Deliverable 8 – Initial analytics and micro-credential rollout package covering agreed cohort/partner Power BI views,	31/01/2027

	reporting outputs and technical support for rollout of the Micro-credential Academy	
Blended learning enhancements, second course and sustainability planning	Deliverable 9 – Platform customization and blended learning package covering agreed platform customizations faculty administration and blended learning functionality, including testing and documentation.	30/04/2027
	Deliverable 10 – Course 2 integration and quality assurance package covering technical review, testing, P2E integration and QA.	30/04/2027
	Deliverable 11 – Partner 2 integration package covering agreed integration testing, technical findings and recommendations for resolution of identified issues.	30/04/2027
	Deliverable 12 – Sustainability and resource mobilization package covering a resource mobilization strategy, funding opportunity map and one funding opportunity package, including concept note/proposal and pitch materials.	30/04/2027
	Deliverable 13 – Mid-term technical performance review covering partner delivery, data quality, inclusion gaps, implementation risks and corrective recommendations	30/04/2027
	Deliverable 14 – Youth participation and platform usability package documenting youth participation mechanisms,	30/04/2027

	platform testing and learner feedback, with recommendations to improve accessibility, usability and engagement.	
	Deliverable 15 – Technical contribution to agreed programme milestones, including support towards P2E completions and placements and onboarding of additional users to the BNFE aggregator.	30/04/2027
Institutional platform configuration, aggregator governance and innovation design	Deliverable 16 – Dedicated / white-labelled P2E instance package covering configuration, testing results and deployment guidance for one public-sector partner	30/06/2027
	Deliverable 17 – Aggregator governance and institutional learning package covering technical and operational governance arrangements for the aggregator and recommendations for integrating digital and employability skills into institutional learning delivery.	30/06/2027
	Deliverable 18 – Course 3 and innovation readiness package covering technical review, testing and P2E integration of Course 3, together with technical specifications and a pilot protocol for one agreed AI-enabled learner/faculty solution	30/06/2027
	Deliverable 19 – Technology partnership and reporting package covering assessment of potential collaboration with local EdTech/start-up companies and	30/06/2027

	the associated technical progress/reporting package	
Innovation testing, fourth course and platform quality review	Deliverable 20 – Innovation pilot and adaptation package covering implementation and documentation of the approved innovation pilot, including accessibility, usability, learner feedback and scale-up recommendations; or, where tools are unavailable, a tested prototype/technical feasibility assessment	31/07/2027
	Deliverable 21 – Course 4 integration and quality assurance package covering technical review, testing, P2E integration and QA	31/07/2027
	Deliverable 22 – Aggregator and platform quality review covering aggregator onboarding and employment-reporting linkages, as well as consolidated review of platform enhancements, integrations, accessibility, security and outstanding issues	31/07/2027
	Deliverable 23 – Second resource mobilization package including one concept note/proposal and donor engagement materials.	31/07/2027
Evidence synthesis, knowledge transfer and final handover	Deliverable 24 – Consolidated performance and evidence report covering participation, completion, certification, employment outcomes, employer engagement and platform utilization, including inclusion gaps and data limitations	31/10/2027

	Deliverable 25 – Evidence-based policy/technical brief on digital learning, future skills, micro-credentials and/or employability.	31/10/2027
	Deliverable 26 – Knowledge-transfer package, including at least two documented technical knowledge-transfer sessions for government and/or programme partners.	31/10/2027
	Deliverable 27 – Technical handover package containing system specifications, API documentation, configurations, testing records, dashboard guidance and troubleshooting records.	31/10/2027
	Deliverable 28 – Maintenance, sustainability and scale-up roadmap identifying priority technical and operational actions beyond the consultancy period.	31/10/2027
	Deliverable 29 – Final consolidated report covering outputs, results, challenges, lessons learned and recommendations	31/10/2027
	Deliverable 30 – Final deliverable completion and programme milestone matrix, including the agreed cumulative contribution to P2E and BNFE aggregator targets.	31/10/2027

Payment Schedule:

Payment will be made on submission and acceptance of deliverables. UNICEF reserves the right to withhold payment in case the deliverables submitted are not up to the required standard or in case of delays in submitting the deliverables on the part of the consultant.

Important Notes

- Individuals engaged under a consultancy or individual contract will not be considered “staff members” under the Staff Regulations and Rules of the United Nations and UNICEF’s policies and procedures and will not be entitled to benefits provided therein (such as leave entitlements and medical insurance coverage). Their conditions of service will be governed by their contract and the General Conditions of Contracts for the Services of Consultants and Individual Contractors. Consultants and individual contractors are responsible for determining their tax liabilities and for the payment of any taxes and/or duties, in accordance with local or other applicable laws.
- The selected candidate is solely responsible for ensuring that the health insurance (and visa if applicable) required to perform the duties of the contract are valid for the entire period of the contract. Selected candidates are subject to confirmation of fully-vaccinated status against SARS-CoV-2 (Covid-19) with a World Health Organization (WHO)-endorsed vaccine, which must be met prior to taking up the assignment. It does not apply to consultants who will work remotely and are not expected to work on or visit UNICEF premises, programme delivery locations or directly interact with communities UNICEF works with, nor to travel to perform functions for UNICEF for the duration of their consultancy contracts.
- UNICEF offers reasonable accommodation for consultants with disabilities. This may include, for example, accessible software, travel assistance for missions or personal attendants. We encourage you to disclose your disability during your application in case you need reasonable accommodation during the selection process and afterwards in your assignment.

QUALIFICATIONS / SPECIALIZED KNOWLEDGE / EXPERIENCE/ COMPETENCIES (CORE/TECHNICAL/FUNCTIONAL) / LANGUAGE SKILLS REQUIRED FOR THE ASSIGNMENT

- **Education:** University degree (Masters degree or equivalent) in business, science, social sciences, statistics, development studies, or other relevant field
- **Work Experience:** Minimum of 10 years of progressive professional experience in the conceptualization, development, and implementation of skilling to earning digital interventions.
- **Language Requirements:** English and Bangla
- **Knowledge/Expertise/Skills:**
 - Proven experience in managing partnerships with universities, TVET authorities, government institutions, private-sector actors, technology providers and other relevant stakeholders, preferably in education, skills development or youth employment.
 - Demonstrated expertise in technology-enabled curriculum and digital learning, including instructional design, online and blended learning, interactive digital content, online course design, assessments, certifications, gamified learning and learner engagement approaches for diverse learner groups.
 - Sound understanding of digital learning ecosystems and education technologies, including Learning Management Systems (LMS), digital credentials and micro-credentials, learning analytics, user-centred design, digital pedagogy and faculty capacity-building for EdTech platforms.

- Knowledge and practical experience in digital platform management and integration, including platform configuration, content and user management, User Acceptance Testing (UAT), release management, troubleshooting, technology vendor coordination, APIs, Single Sign-On (SSO), interoperability, data exchange and integration of third-party learning, assessment and digital credential platforms
 - Understanding of emerging digital innovations for education and employability, including AI/Generative AI, chatbots, adaptive learning, simulations, micro-learning and other technology-enabled approaches to strengthen learning, skills development and pathways to employment.
 - Familiarity with digital development standards and principles, including data governance, cybersecurity, data privacy, accessibility and inclusive digital design for education and learning platforms.
 - Good understanding of education, skills development, youth employment, entrepreneurship and labour market trends, including approaches that strengthen pathways from learning to earning.
 - Demonstrated experience in resource mobilization, including development of concept notes and proposals and engagement with donors, development partners and private-sector partners.
 - Strong analytical skills, including experience using programme data, learning analytics, dashboards and reporting tools such as Excel, Power BI or similar platforms to monitor performance, generate evidence and support decision-making
 - Excellent communication, facilitation, negotiation and report-writing skills, with the ability to engage effectively with senior government officials, development partners, private-sector organizations, technology providers and multidisciplinary teams.
 - Strong organizational and project management skills, with demonstrated ability to manage multiple technical assignments, coordinate complex multi-stakeholder activities and deliver high-quality outputs within agreed timelines.
 - Relevant work experience with a UN system agency or similar international organization is considered an asset.
 - **Desirables:** Experience of working in developing country contexts is highly desirable.
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