

Government of the People's Republic of Bangladesh
Finance Division, Ministry of Finance
Skills for Industry Competitiveness and Innovation Program (SICIP)
Probashi Kallyan Bhaban (15th Floor)
71-72 Eskaton Garden, Ramna, Dhaka-1000.
www.sicip.gov.bd

Ref. No. FD/SICIP/Proc./SD-308/72/2025/769

Date: 27-03-2025

REQUEST FOR EXPRESSIONS OF INTEREST (EOI) FOR SERVICES

GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH				
Ministry/Division	Ministry of Finance			
Agency	Finance Division			
Name of Procuring Entity	Executive Project Director, Skills for Industry Competitiveness and Innovation Program (SICIP)			
Title of Service	Audit Service for Performance Audit			
Procuring Entity District	Dhaka			
Expressions of Interest for	Consulting Firm (National) (Lump-Sump)			
Eoi Ref No	FD/SICIP/Proc./SD-308/72/2025/769			
Date	27-03-2025			
KEY INFORMATION				
Procurement Sub Method	Quality and Cost based Selection (QCBS)			
FUNDING INFORMATION				
Budget and Source of Funds	Development budget			
Development Partners	Asian Development Bank (ADB)			
PARTICULAR INFORMATION				
Project / Programme Name	Skills for Industry Competitiveness and Innovation Program (SICIP)			
Eoi Closing Date and Time	24 April 2025 at 11 AM			
Information for Applicant				
Brief Description of the Assignment	Details are provided in Terms of Reference (ToR). For Terms of Reference (TOR). Please visit: www.sicip.gov.bd			
Experiences, Resources & Delivery Capacity Required	Minimum Qualification criteria: a) At least 10 years' experience in the field of auditing of public and private organizations. b) The firm must have experience of conducting performance audit. c) Last year's audit report of the firm. d) Availability of appropriate skills/experts among staff with demonstrated capacity to handle such assignment in terms of resources. e) Updated Trade License, VAT & TIN Certificates and other legal documents. A shortlist of consultants will be prepared upon evaluation of Eoi's of the eligible applicants and a "request for proposal" document will be issued in their favor. The tentative duration of the contract is 8 (Eight) months.			
Other Details (If Applicable)	Not Applicable			
Association with foreign firms is	Not Encouraged			
Eoi Detail Information				
Ref No	Phasing of Services	Location	Start Date	Completion Date
01	Single	Dhaka	September, 2025	April, 2026
PROCURING ENTITY DETAILS				
Name of Official Inviting EOI	:	Mohammed Walid Hossain		
Designation of Official Inviting EOI	:	Executive Program Director		
Address of official Inviting EOI	:	Probashi Kallyan Bhaban (15 th Floor), 71-72 Eskaton Garden, Ramna Dhaka-1000.		
Contact details of official Inviting EOI	:	Phone: +880255138753~5 Ext: 100 E-mail: epd.sicip@gmail.com		
The procuring entity reserves all the right to accept or reject any or all the EOIs without assigning any reasons whatsoever.				

Mohammed Walid Hossain

Executive Program Director, Skills for Industry Competitiveness and Innovation Program (SICIP)
Finance Division, Ministry of Finance,
Probashi Kallyan Bhaban (15th Floor), 71-72 Eskaton Garden, Ramna, Dhaka.

**TERMS OF REFERENCE FOR
PERFORMANCE AUDIT FIRM**

Under Loan 4334: Skills for Industry Competitiveness and Innovation Program (SICIP)

1. **INTRODUCTION:** Finance Division, Ministry of Finance of the Government of Bangladesh is implementing the program titled “Skills for Industry Competitiveness and Innovation Program (SICIP)” with the financial assistance of the Asian Development Bank (ADB) to develop skilled workforce through advanced technical and competency-based training programs across the country. SICIP will establish a complete quality assurance mechanism to facilitate collaborations between training institutes and industries which will ensure in developing human resources for the priority industry sectors.

More specifically, the outcome of the program will be an increased technology-oriented skilled workforce for priority and emerging industries across skill levels. The outcome will be measured by the following: (i) skilled workers across skill levels-from basic to advanced technical skill-produced for at least 10 priority and emerging industries, with 65% job placement for new job seekers and (ii) women and people from socially disadvantaged groups with employable and/or life skills increased through specially targeted programs. The program is expected to benefit about 220,000 new and existing workers over an implementation period of 5 years and 8 months.

The SICIP consists of three schemes as outlined below:

Scheme 1: Advanced Technical Skills, Managerial Capabilities, and R&D Driven Innovation Capacity Development for Priority and Emerging Industries. The objectives of scheme 1 is to (i) develop the capacity for advanced technical skills training for emerging and priority industries and (ii) strengthen managerial capabilities, research and development (R&D) driven innovation, and green skills capacity in the industries. These objectives are expected to increase technology-oriented skilled workforce and boost the country’s industry competitiveness and innovation capacity.

Scheme 2: Expansion of Skills for Employment and Socially Inclusive Training for Priority and Emerging Sectors. The objectives of scheme 2 is to (i) deliver industry-relevant basic and mid-level skills training for priority and emerging industries and (ii) promote inclusive skilling and upskilling opportunities for women and socially disadvantaged groups through targeted training programs. These objectives are expected to enhance the job-ready skills and productivity of the country’s workforce, contributing to economic diversification and competitiveness of industries.

Scheme 3: Enhancing Institutional Capacity for Skills Monitoring and Management. The objective of scheme 3 is to enhance institutional capacity for skills development and management by coordinating and monitoring all training and other activities under the SICIP program.

As per the provision of the program, there is scope for engaging performance audit firm to conduct two performance audits of the program. Based on the performance audit plan, the first performance audit is expected to complete for all implementing partners (both public and private) by Year 3. During the year, a performance audit report is also to be issued; remedial actions are taken for relevant implementing partners (including punitive actions if performance has not been complied with the required provisions); and contracts are amended, or training plans are revised according to performance audit results. Based on the performance audit plan generated from the first performance audit, the second performance audit will be conducted for at least 70% of implementing



partners (both public and private) during Years 4 and 5. Those with significant findings from the first performance audit will be prioritized for the second performance audit and those who were not covered in the first performance audit. During Year 5, a performance audit report is to be issued, and remedial actions are taken for relevant implementing partners. Now, SICIP wants to engage a firm to conduct the first performance audit of the program. In the engagement, the selected performance audit firm will verify the activities of the program where the audit will be conducted in accordance with the global standards and international best practices.

2. **OBJECTIVE OF THE ASSIGNMENT:** The primary objective of this assignment is to conduct a performance audit of all implementing partners of the Skills for Industry Competitiveness and Innovation Program. The performance audit should be an independent, objective, and reliable examination of whether government undertakings, programs, systems, operations, activities and/or organizations involved in the implementation of the program are operating in accordance with the principles of economy, efficiency and/or effectiveness and whether there is room for improvement. The performance audit will also contribute to good governance, accountability, and transparency of the program. The performance audit will cover the overall operation and performance of the program, including the performance of the SDCMU and all the implementing partners in delivering the program intended outcome and outputs, training and fiduciary management. The performance audit will recommend areas for further improvements in overall program operations (ISSAI 3000 – 3899 of INTOSAI)
3. **IMPLEMENTING PARTNERS OF THE PROGRAM:** The following table shows the confirmed as well as indicative partner organizations of the program with estimated training targets and cost:

Partner Organizations, Trainee Targets and Cost Estimates

	Description of Training	Trainee Targets	Estimated Cost (BDT)	Training Start date/MOU Signature Date	Expected training completion date
A.	Public Institutes				
1	BMET	35,000	1,207,500,000	30/01/2025	30/09/2028
2	BITAC	2,800	132,058,404	08/01/2025	31/12/2028
3	DTE	7,000	262,500,000		
B.	Industry Associations				
4	AEOSIB	6,000	399,947,950	24/09/2024	30/09/2028
5	BACI	16,000	860,758,342	15/01/2025	30/09/2028
6	BASIS	3,000	235,827,790	26/11/2024	30/04/2028
7	BEIOA	12,000	701,589,097	07/10/2024	30/09/2028
8	BGMEA	10,000	495,738,335	18/08/2024	30/09/2028
9	BKMEA	10,000	397,542,460	26/01/2025	30/09/2028

10	BTMA	7,000	231,000,000		
11	BJMA	3,000	210,000,000		
12	ISC T&H	7,000	321,176,800	26/11/2024	30/09/2028
13	LFMEAB	6,000	351,980,605	31/10/2024	30/09/2028
14	REHAB	10,000	545,987,195	30/07/2024	30/09/2028
15	Additional Industry Associations or Other Agencies	TBD	1,575,000,000		
C.	NGOs and Others				
16	BBSME	3,000	142,659,705	30/12/2024	31/12/2027
17	Kumudini Welfare Trust	2,000	491,479,085	17/12/2024	30/06/2028
18	PKSF	12,000	627,809,550	11/03/2025	30/09/2028
D.	Training for International Certification				
19	International Certificate Courses by Industry Associations (AEOSIB, BASIS, BEOIA)	7,000	567,000,000		
20	International Certificate Courses by BMET and Other Agencies	19,000	1,281,000,000		
21	Additional Programs for Expansion	TBD	420,000,000		
E.	Special Training Programs for Women				
22	BWCCI	10,000	460,229,367	30/12/2024	30/09/2028
23	H&M Foundation and Asia Foundation	35,000	7,335,000,000		
24	Additional Special Programs for Women	TBD	420,000,000		

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F.	Special Training Programs for Socially Disadvantaged				
25	Special Programs for People with Disabilities, Transgender People, and Small Ethnic Communities	8,500	700,350,000		
26	Support for Other Socially Disadvantaged	2,000	315,000,000		
G.	Motor Driving Training				
27	BRTC	8,000	268,870,300	14/01/2025	30/08/2028
28	BMET	8,000	294,000,000		
29	DTE	4,080	215,224,940	13/01/2025	31/12/2028
H.	Executive Development Centers				
30	BIGM	960	161,405,810	10/07/2024	31/12/2028
31	BRACU	750	295,891,970	28/07/2024	31/12/2028
32	BUTEX	1200	281,267,432	31/07/2024	31/12/2028
33	EWU	480	182,424,800	31/07/2024	31/12/2028
34	IBA	1200	330,933,337	16/07/2024	31/12/2028

Note: Kindly note the list of Implementing Partners can be revised at any time, based on the status of the contract signing and contract implementation. The revised list will be shared with the firm from time to time.

4. **SCOPE OF WORK:** The audit firm needs to review overall operational performance and control system of the program and support activities to come up with an opinion of the status on economy, efficiency and effectiveness of operations covering the following principles:

(i) Principle of **Economy**. Aims at “keeping the cost low.” It focuses on how the audited entities succeeded in minimizing the cost of resources (input), taking into account the appropriate quality of these resources. The auditor should conclude whether the skills training and services were available in due time and of appropriate quantity and quality.

(ii) Principle of **Efficiency**. Seeks “making the most of available resources.” It evaluates whether the inputs have been put to optimal or satisfactory use, or whether the same or similar outputs (in terms of quality and turnaround time) could have been achieved with less resources. In other words, it answers the following question: “Are we getting the most output in terms of quantity and

quality – from our inputs and actions?” The auditor should conclude whether the available resources have been fully utilized and delivered to appropriate recipients.

(iii) Principle of **Effectiveness**. Pursues “Achieving the stipulated aims or objectives.” It deals with results by focusing on whether and how SICIP is meeting its goals. It can be split in two aspects: (a) the attainment of specific objectives in terms of outputs (also called efficacy); and (b) the achievement of intended results in terms of outcomes. The auditor should conclude whether the targeted groups to receive the skills development were completed and in a timely manner.

5. **SPECIFIC AREAS FOR AUDIT:** Based on the preliminary risks identified and prioritization made by the auditor, the scope of the audit will include (but not limited to) the following areas:

a. Training performance and management

(i) Analyze the adequacy of coverage of training courses and assess whether it complies with the program requirements, and as agreed in respective business plans.

(ii) Assess effectiveness of reach of the program to the target beneficiaries, especially by each of implementing partners for sector-relevant training.

(iii) Evaluate the adequacy of selection process of training providers by implementing partners, especially the capacity of training facilities and qualifications of trainers for the proposed training courses.

(iv) Review the contracts signed between SDCMU and implementing partners and evaluate compliance by implementing partners with the agreements.

(v) Review the agreements signed between implementing partners and outsourced training providers and evaluate if the agreements include all required provisions and if they are complied with.

(vi) Assess the performance of training delivery in terms of planned targets and implementation schedules, analyze the reasons for any variance, and recommend areas for improvement.

(vii) Assess performance in terms of mechanisms for job placements.

(vii) Validate accuracy and validity of data and supporting documents such as enrollment records, attendance records, assessment, certificates of training completion, and job placement records.

(viii) Review the functioning of training monitoring mechanism of SDCMU and implementing partners, and assess their effectiveness and feedback communication channels, which may include: (a) appropriateness of monitoring reports within SDCMU; (b) appropriateness of monitoring reports by PIUs of implementing partners that include regular plans being submitted to SDCMU and whether they are implemented as planned; (c) actions taken to address the findings; and (d) overall oversight of implementing partners by SDCMU in this regard.

b. Financial management

(i) Assess the sufficiency and timeliness of budget allocation and availability of funds in SDCMU.

(ii) Assess whether audit observations are being resolved in a timely manner and action plans are in place to prevent recurring observations.

(iii) For implementing partners, review and assess the milestone payments (a) whether they are in line with training results being reported; (b) claims are being made in a timely manner; and (c) check the appropriateness of supporting documents for job placement together with TMS data records.

(iv) Evaluate whether financial resources are utilized for the activities, as stipulated in the contract signed between implementing partners and SDCMU.

- (v) Verify the stipend amount or any other financial benefits that are provided to the trainee account.
- (vi) Verify the salary/ remuneration amount to the PIU or PMU staffs based on the business plan or agreement.

c. Procurement

- (i) Review the procurement process in SDCMU and implementing partners to see whether government procurement act and rules are being followed.
- (ii) Review annual procurement plans that are being prepared by SDCMU and whether they are being executed in a timely manner.
- (iii) Assess if procured materials are appropriate as approved and their utilization requirements.
- (iv) Ensure proper fixed asset list/ register has been maintained by the IAs/ Training partners.
- (v) Conduct physical verification with the fixed asset list/ register to ensure that the asset is used only for official purpose and identify missing/ depreciated asset (if any).

d. Record keeping and documentation

- (i) Evaluate the information system and accuracy of data used for reporting and monitoring. (ii) Evaluate appropriateness of supporting documents, records and books of accounts relating to program activities that have been kept.
- (iii) Review appropriate authorization/approval of expenditures.
- (iv) Assess the effectiveness of the communication plan.
- (vi) Ensure necessary register, i.e. fixed asset register, trainee attendance register, trainer register have been maintained properly,
- (v) Other areas depending on the risk assessment of the auditor.

6. DOCUMENTATION: In undertaking the audit, the auditor shall review the following documents (including any update to such documents).

- (i) program documents (PID and Scheme Documents).
- (ii) loan agreement.
- (iii) MoUs/Contracts and Business Plans (BPs) with implementing partners.
- (iv) agreements between implementing partners and training providers.
- (v) enrollment records, attendance records, assessment, certificate of training completion, and job placement records.
- (vi) activity reports (programmatic as well as financial).
- (vii) important correspondence pertaining to implementation matters of the program.
- (viii) internal audit reports relevant to the expenditures or any systems, governance or other issue which may impact the program.
- (viii) previous performance audit reports under SEIP for old partners; and
- (ix) other relevant documents and data.

7. CONDUCT OF AUDIT: The performance audit should follow the International Standards on Audit (e.g., ISSAI 3000). These standards require that the auditor comply with ethical requirements and plan and perform the audit to obtain sufficient, appropriate evidence and provide a reasonable basis for the findings and conclusions based on the audit objectives. According to the standards, the auditor will assess the risk of fraud when planning the audit and be alert to the possibility of fraud throughout the audit process.

8. AUDIT REPORT: The audit will start from October in 2025 (following the first year's training implementation), which will cover the overall program from 01/11/2023 to 31/03/2026 including activities supported by the implementing agencies. The performance audit report shall be prepared by September 2026. All reports must be presented in the English language. The consultants are expected to produce a report which should contain, at the minimum, the following information:

- (i) Background - Covering the objective, scope, the legal and government framework, information on financing, status of implementation of the program, etc.
- (ii) Roles and Responsibilities - For maintaining records, monitoring and reporting the use of funds, and for the implementation of the program.
- (iii) Audit objectives and methodology used - Informing the (a) subject matter, (b) audit objective(s) and/or questions, (c) audit criteria and its sources, (d) audit-specific methods of data gathering and analysis applied, (e) time period covered, and (f) sources of data.
- (iv) Limitations to the data used.
- (v) Audit findings - This part should cover the main findings and responses obtained.
- (vi) Conclusions - This should contain professional opinions based on the objectives and results of the audits, following applicable international auditing standards.
- (vii) Recommendations - This part should provide the recommended measures to help strengthen the SICIP processes and procedures. Additionally, this section should identify gaps and possible actions to strengthen the program.

9. NUMBER OF REPORT TO BE ISSUED: The firm has to submit all reports in English language through soft copy and hard copy of the reports to SDCMU, respective implementing partners, as well as ADB. The quantity of hard copy reports is indicated below.

- 1. Final Report (consolidated) – 3 copies (including 1 hard copy for ADB, BRM office)
- 2. Each Implementing Partner-wise separate audit report: 3 copies (including 1 hard copy for ADB, BRM office; 1 for SDCMU and 1 for relevant Implementing partner)

10. QUALIFICATION OF FIRM AND STAFF: The assignment will be undertaken by an audit firm having experience to conduct performance audit. The firm to be selected must be registered with the Financial Reporting Council (FRC) of Bangladesh and must possess the following:

- a) At least 15 years' experience in the field of auditing of public and private organizations.
- b) The firm must have experience of conducting performance audit especially for the development projects with government.
- c) Firm has vast experience on NGOs, UNs, ADB, WB and relevant organizations.
- d) Firm has to have experience on education sector project (primary/secondary/tertiary/skills/ TVET projects) with the government.
- e) Availability of appropriate skills/experts among staff with demonstrated capacity to handle such assignment in terms of resources.
- f) Updated Trade License, VAT & TIN Certificates and other legal documents.

The Firm should have similar experience of performance auditing having staff with appropriate qualifications and experiences. The Firm must propose the following:

Sl. No.	Position	Man-days	Minimum Qualification and Experience
1.	Team Leader	90 Man-days	<ul style="list-style-type: none"> • Bachelor degree with professional qualification in auditing and accounting with chartered accountant degree, FCA will be added value. • Minimum 20 years of experience in the field of auditing of public and private organizations. • Conducted at least 7 performance audits with development organizations, i.e. ADB, WB, NGO, UN etc. • Minimum 10 years' experience working with govt project audit. • Strong communication, interpersonal and computer skills.
2.	Skill Development Specialist	60 Man-days	<ul style="list-style-type: none"> • Bachelor of Science in Engineering/master's in business, commerce, economics or any relevant discipline. • Minimum 10 years' experience in the field of skills development system design, development and implementation. • Strong knowledge of Skills courses, curriculum and training process. • Strong communication, interpersonal and computer skills.
3.	Audit Specialist	60 Man-days	<ul style="list-style-type: none"> • Bachelor degree with professional qualification (i.e. CA, ACCA, CMA etc.) in auditing and accounting. ACA will be added value. • Minimum 10 years of experience in the field of auditing of public and private organizations. • Conducted at least 5 performance audits with development organizations, i.e. ADB, WB, NGO, UN etc. • Minimum 5 years' experience working with govt project audit. • Strong communication, interpersonal and computer skills.
4.	Procurement Specialist	40 Man-days	<ul style="list-style-type: none"> • Bachelor of Science in Engineering in any discipline or master's in finance, accounting, management, law, procurement, public administration, business administration, economics. • Minimum 10 years of experience in the field of public procurement and development of procurement standard. • S/He has to have knowledge on the eGP procurement process. • Knowledge of the legal, technical and commercial aspects of procurement.

			<ul style="list-style-type: none"> • Strong communication, interpersonal and computer skills.
5.	Junior Staff/Expert 3 (Three) Positions	3 x 90 Man- days	<ul style="list-style-type: none"> • Partial completion of CA/CMA/ACCA/CPA/CIA or equivalent. • At least 5 years' experience of public/private sector, preferably in financial management and audit. • Strong communication, interpersonal and computer skills.

11. EXIT MEETINGS WITH THE SDCMU AND THE IMPLEMENTING PARTNERS: After the completion of the assignment, the audit firm shall hold exit meetings with the implementing partner organizations and the SDCMU regarding the findings and shall prepare a minute of the meeting and revise the report based on the feedback of the meeting.

12. SIGNATURE: The performance audit report should be signed by the Team Leader/Partner of the firm as per national law.

13. TIMING, REPORTING REQUIREMENT AND PAYMENT SCHEDULE:

Reports	Payment schedule	Copies	Submission Time FY 2025-26
Inception Report (IR) including Performance Audit Plan	20% of total contract amount upon submission of the IR	Two copies	01 October 2025
Draft Report (DR)	50% of total contract amount upon submission of the DR	<ul style="list-style-type: none"> • Consolidated Report - One Copy • Each Implementing Partner-wise separate audit report – One Copy of each Implementing Partner 	16 August 2026
Exit meeting			20 August 2026
Final Report (FR) –	30% of total contract amount	• Consolidated Report – 3 copies	30 September 2026

Consolidated Report and Implementing Partner-wise Separate Report	upon submission of the FR.	(including one hard copy for ADB, BRM) • Each Implementing Partner-wise Separate Copy – One hard copy for ADB, BRM, One Copy for SDCMU and One Copy for each Implementing Partner	
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14. **DURATION OF ASSIGNMENT:** The total duration of the assignment will be 6 months intermittently commencing from October 2025. The audit will cover the first year's training implementation. The performance audit activities should be finished by 30 September 2026.

15. **CLIENT'S INPUT AND COUNTERPART PERSONNEL:** The client will provide support for the assignment and will invite the consultant team for regular update and participation in meetings with the key implementing Agency. One AEPD and a Specialist at the SDCMU, SICIP will coordinate and facilitate this assignment.

