

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
জাতীয় রাজস্ব বোর্ড
অভ্যন্তরীণ রাজস্ব সংগ্রহের সক্ষমতা বৃদ্ধিকরণ প্রকল্প
রাজস্ব ভবন, প্লট-এফ ১/এ, আগারগাঁও
শেরে বাংলা নগর, ঢাকা-১২০৭
Webmail: sdrmp@nbr.gov.bd



নথি নং ০৮.০১.০০০০.০০০.১০৭.০৭.০০০১.২৬/ ১০৯

তারিখ: ০৪/০৪/২০২৬

বিষয়: জাতীয় রাজস্ব বোর্ড এর ওয়েবসাইট এ TOR এবং REOI প্রকাশ প্রসঙ্গে।

উপর্যুক্ত বিষয়ের প্রতি আপনার দৃষ্টি আকর্ষণ করছি।

অভ্যন্তরীণ রাজস্ব সংগ্রহের সক্ষমতা বৃদ্ধিকরণ প্রকল্পের Monitoring and Evaluation (M&E) Specialist নিয়োগের লক্ষ্যে প্রস্তুতকৃত TOR এবং REOI আগামী ০৫/০৪/২০২৬ তারিখে জাতীয় রাজস্ব বোর্ডের ওয়েবসাইট এ প্রকাশের প্রয়োজনীয় ব্যবস্থা গ্রহণের জন্য এতদসঙ্গে সংযুক্ত করে প্রেরণ করা হলো।

সংযুক্তি: TOR এবং REOI

(মোঃ মাসুদুর রহমান মাসুদ)

প্রকল্প পরিচালক

অভ্যন্তরীণ রাজস্ব সংগ্রহের সক্ষমতা বৃদ্ধিকরণ প্রকল্প

সিস্টেম ম্যানেজার
জাতীয় রাজস্ব বোর্ড
আগারগাঁও, ঢাকা।

Government of the People's Republic of Bangladesh

Internal Resources Division

National Board of Revenue (NBR)

Strengthening Domestic Revenue Mobilization Project (SDRMP)

Terms of Reference

for

Selection of Monitoring and Evaluation (M&E) Specialist

April 2026



Project Background

The National Board of Revenue (NBR) plans to implement a Domestic Revenue Mobilization (DRM) project under a proposed World Bank-financed SITA operation to strengthen revenue mobilization and tax administration in Bangladesh. The project will support the design and implementation of tax reforms through improved business processes, change management, capacity building, policy analysis, and communications. It will also focus on modernizing tax administration by automating income tax and VAT systems, ensuring interoperability among NBR and other government systems, strengthening IT capacity and enhancing taxpayer services and awareness. In addition, the project will support day-to-day operations, including the engagement of consultants, provision of office equipment, and coverage of necessary operational costs.

Objectives of the Assignment

Monitoring is an important management tool to track progress and achievements by a regular collection of information, helping organizations in making informed decisions, continuously learning to improve the project throughout implementation, ensuring accountability, and achieving results. A full-time monitoring and evaluation (M&E) specialist will be engaged at SDRMP PIU for providing services regarding monitoring and evaluation.

The main objectives of this assignment are:

- To review and assess progress towards objectives, identify problems and suggest remedial measures to achieve results as per plans.
- To Establish a results-based M&E system aligned with PDO (Project Development Objective) indicators and track progress against Results Framework.
- To communicate progress to the Project Director (PD) and, as needed, directly to the World Bank.
- To coordinate with the stakeholders.

Scope of Services /Duties and Responsibilities

Reporting to the PD, the responsibilities of the M&E Specialist include, but not limited to:

- Develop an overall framework for the project M&E and Management Information System (MIS) aligned with project objectives and outcomes.
- Prepare an M&E and MIS plan with particular focus on results as well as providing a framework for identifying, analyzing, documenting, and disseminating lessons learned. In specific it should include:
 - (i) Calendar of M&E and MIS activities and timetable.
 - (ii) Monitoring and evaluation responsibilities of different components and personnel.
 - (iii) Mechanisms for physical and process monitoring of project activities.
 - (iv) Collection of baseline data and ensure that all data have been collected in a timely manner.
 - (v) Implementation arrangement including collection methods, who collects and analyzes data and cost of collection, terms of reference for specific data collection activities and monitoring work plans (including progress reports on coverage or “reach” across beneficiary groups) to achieve the Project Development Objectives (PDO) level indicators and intermediate indicators target.

- (vi) Support PIU in developing the implementation Completion Report (ICR). Also help the PIUs to prepare a report regarding Mid Term Review aligned with IMED and World Bank criteria.
 - (vii) Conduct Review as necessary for the project within the set timelines identified by World Bank.
 - (viii) Prepare Monthly Progress Reports, Quarterly Results Framework Reports, Mid-Term Review Report, Final Completion Report, M&E Framework, MIS Design, etc.
 - (ix) Capacity building needs to implement the M&E and MIS plan; and
 - (x) Process to identify, analyze, document, and disseminate lessons learned.
- Organize training in M&E for project staff and primary stakeholders with a view to developing local M&E capacity. The training will specifically focus on the fundamentals of M&E within the overall project M&E plan and promote a results-based approach to M&E, emphasizing result and impacts.
 - Develop qualitative and quantitative reports, Gantt Charts or others to monitor the project's progress.
 - In coordination with other PIU staff, compile relevant data and prepare the regular M&E reports, progress reports (monthly, quarterly, semi-annual, annual), and support the PD in preparing the annual work plan and budget, as required by the POM. Those reports will be submitted to the World Bank, Project Implementation Committees and Project Steering Committee (PSC) through the PD.
 - Make a presentation on the performance during the monthly/quarterly meeting of the project with the World Bank and PSC, respectively.

Institutional Arrangement

The M&E Specialist will be located with the Project Implementing Unit (PIU) of SDRMP with required field visits to project sites as instructed by the PD. The M&E Specialist will work under direct control and will report directly to the PD with close collaboration with other officials of the project. The M&E Specialist shall be accountable to the PD for his/her day-to-day activities.

Reporting Obligations

- **Monthly Progress Report:** To be presented in meeting with World Bank.
- **Quarterly Progress Report:** To be submitted to the World Bank and PSC with the approval of PD. This report includes detailed information on the progress in the results framework.
- **Special Types of Reports:** Any Reports related to the SDRMP project as per requirements of PD, World Bank and other relevant stakeholders, and database management etc.

Qualifications

Academic:

Masters in Statistics, Economics, Environment, other Social Science/MBA/ Engineering or relevant subjects. Must have experience in M&E work and MIS; higher studies in project management or MIS will be given preference.

Experience:

The suitable candidate should have at least 10 (ten) years of experience with:

- The logical framework approach and other strategic planning approaches.
- At least 5 years in M&E methods and approaches (including qualitative and participatory).
- Planning, design, and implementation of M&E system.
- Training in M&E and MIS development and implementation and/or facilitation learning-oriented analysis sessions of M&E data with multiple stakeholders.
- Systematic analysis of data & information, report writing, establishment of MIS.
- At least 3 years in experience in multilateral development agency funded development projects will be additional qualification.

Other Criteria:

- The candidate must have the ability to frequently visit the project areas.
- Strong communication skills in presenting, discussing, and resolving difficult issues. Ability to work efficiently and effectively in a multidisciplinary team.
- Fluency in written and spoken both English and Bangla.
- Excellent computer skills including MS Office.

Place of Work:

Primarily at SDRMP office with field visits all over Bangladesh if required.

Duration of Employment:

24 months, with possibility of extension depending on performance of the consultant, availability of budget and business needs. However, the duration may be extended with the extension of Project Period (if this occurs).

Commencement of Service:

1 June 2026 (Indicative).

Performance indicators:

- Timeliness of reports
- Quality of analysis
- Accuracy of data
- Stakeholder coordination

Selection Method:

Selection of the consultant will follow the World Bank's procedures for the Open Competitive Selection of Individual Consultants or through CV comparison as described in the World Bank Procurement Regulations for IPF Borrowers (6th Edition, February 2025).

Evaluation Criteria:

The most experienced and best qualified individual among the candidates and fully capable of carrying out the assignment shall be selected and invited for negotiation. The evaluation shall be based on the relevant qualifications and experience of the individual Consultant.

Conflict of Interest:

The consultant shall not have any actual, potential or perceived conflict of interest as defined under the World Bank procurement regulations (IDA).

Ethical Standard:

The Monitoring and Evaluation (M&E) Specialist shall adhere to the highest standards of professional ethics, transparency and accountability consistent with the policies and guidelines of the World Bank.

Termination:

If the performance is not satisfactory, then the employer has the right to terminate the contract following the provisions of contract.

Government of the People's Republic of Bangladesh
National Board of Revenue
Strengthening Domestic Revenue Mobilization Project (SDRMP)
Rajashwa Bhaban, Plot-F 1/A, Agargaon
Sher-E-Bangla Nagar, Dhaka-1207
Webmail: sdrmp@nbr.gov.bd

File No-08.01.0000.000.107.04.0003.26/108

Date: 04 May, 2026

Request for Expressions of Interest (REOI)
For

Individual Consultant Service as Monitoring and Evaluation (M&E) Specialist
Strengthening Domestic Revenue Mobilization Project (SDRMP) part of Strengthening Institutions
for Transparency and Accountability (SITA).

Assignment Title: Providing Individual Consultant Service as Monitoring and Evaluation (M&E) Specialist for Strengthening Domestic Revenue Mobilization Project (SDRMP).

Reference Number: SDRM/PIU/S-4

1. The Government of the People's Republic of Bangladesh (GOB) has received financing from the World Bank for implementing Strengthening Domestic Revenue Mobilization Project (SDRMP), a part of Strengthening Institutions for Transparency and Accountability (SITA). The National Board of Revenue (NBR) will implement the project. It intends to apply a part of the proceeds of this credit for the services of an individual Consultant as Monitoring and Evaluation (M&E) Specialist.
2. The broad scope of consulting services ("the Services") includes but not limited to carrying out following in the project.
 - Develop an overall framework for the project M&E and Management Information System (MIS) aligned with project objectives and outcomes.
 - Prepare an M&E and MIS plan with particular focus on results as well as providing a framework for identifying, analyzing, documenting, and disseminating lessons learned. In specific it should include:
 - (i) Calendar of M&E and MIS activities and timetable.
 - (ii) Monitoring and evaluation responsibilities of different components and personnel.
 - (iii) Mechanisms for physical and process monitoring of project activities.
 - (iv) Collection of baseline data and ensure that all data have been collected in a timely manner.
 - (v) Implementation arrangement including collection methods, who collects and analyzes data and cost of collection, terms of reference for specific data collection activities and monitoring work plans (including progress reports on coverage or "reach" across beneficiary groups) to achieve the Project Development Objectives (PDO) level indicators and intermediate indicators target.
 - (vi) Support PIU in preparing the implementation Completion Report (ICR). Also support the PIUs to prepare a report regarding Mid Term Review aligned with IMED and World Bank criteria.
 - (vii) Conduct Review as necessary for the project within the set timelines identified by World Bank.

- (viii) Prepare Monthly Progress Reports, Quarterly Results Framework Reports, Mid-Term Review Report, Final Completion Report, M&E Framework, MIS Design, etc.
 - (ix) Capacity building needs to implement the M&E and MIS plan; and
 - (x) Process to identify, analyze, document, and disseminate lessons learned.
- Organize training in M&E for project staff and primary stakeholders with a view to developing local M&E capacity. The training will specifically focus on the fundamentals of M&E within the overall project M&E plan and promote a results-based approach to M&E, emphasizing result and impacts.
 - Develop qualitative and quantitative reports, Gantt Charts or others to monitor the project's progress.
 - Performing any other responsibilities described in the Terms of Reference (TOR).
3. The expected date for commencement of the services is 15 June 2026 and the tentative duration of the entire assignment is about 24 (Twenty-four) man-months. Detailed Terms of Reference (TOR) and other information will be available upon request from the address provided below either through email or in person. The TOR can be found at www.nbr.gov.bd.
4. The National Board of Revenue (NBR) under Internal Resources Division, Ministry of Finance, Government of Bangladesh now invites eligible individuals to indicate their interest in providing the Services. Interested individual should provide information demonstrating that they have the required qualifications and relevant experience to perform the services.

The selection criteria are:

(a) Education

- Masters in Statistics, Economics, Environment, other Social Science/MBA/ Engineering or relevant subjects. Must have experience in M&E work and MIS; higher studies in project management or MIS will be given preference.

(b) Experience

The suitable candidate should have at least 10 (ten) years of experience with:

- The logical framework approach and other strategic planning approaches.
- At least 5 years in M&E methods and approaches (including qualitative and participatory).
- Planning, design, and implementation of M&E system.
- Training in M&E and MIS development and implementation and/or facilitation learning-oriented analysis sessions of M&E data with multiple stakeholders.
- Systematic analysis of data & information, report writing, establishment of MIS.
- At least 3 years in experience in multilateral development agency funded development projects will be additional qualification.

(c) Other Criteria:

- The candidate must have the ability to frequently visit the project areas.
- Strong communication skills in presenting, discussing, and resolving difficult issues. Ability to work efficiently and effectively in a multidisciplinary team.
- Fluency in both written and spoken English and Bangla.
- Excellent computer skills including MS Office.

5. The attention of interested Consultants is drawn to Section III, paragraphs 3.14, 3.16 and 3.17 of the World Bank Procurement Regulations for IPF Borrowers (February 2025, Sixth Edition) setting forth the World Bank's policy on conflict of interest.
6. A Consultant will be selected following the Individual Consultant Selection through open competitive national market approach, as agreed in the approved Procurement Plan/STEP set out in the World Bank Procurement Regulations for IPF Borrowers (February 2025, Sixth Edition). Shortlisting will be done based on qualifications and experience relevant to the assignment. Shortlisting/evaluation will be based on disclosed criteria and detailed scoring approved by the Evaluation Committee.
7. Interested consultants are invited to submit their Expressions of Interest along with updated Curriculum Vitae (CV) demonstrating their qualifications and experience relevant to the assignment. Further information can be obtained at the address below during office hours (09:00 AM to 05:00 PM Bangladesh Standard Time).
8. The Procuring Entity reserves the right to accept or reject any or all EOIs in accordance with applicable procurement rules/regulations.
9. Consultants shall not be under suspension or debarment by the World Bank. Interested individuals should submit a signed declaration on conflict of interest, eligibility, debarment/suspension, and accuracy of CV.
10. Expressions of Interest must be delivered in written form (in person, by mail, or by email) to the address below by 01:00 PM (Bangladesh Standard Time), 25th May, 2026.

 08/02/2025

Md. Masudur Rahman Masud
Project Director
Strengthening Domestic Revenue
Mobilization Project (SDRMP)
Room No. 430, Rajashwa Bhaban, Plot-F 1/A
Agargaon Sher-E-Bangla Nagar, Dhaka-1207
Email: sdrmp@nbr.gov.bd

Copy forwarded for kind information/action:

1. System Manager, National Board of Revenue (He is requested to publish this notice on NBR website).
2. Senior System Analyst, BPPA, IMED, Ministry of Planning, Sher-e-Bangla Nagar, Agargaon, Dhaka-1207 (He is requested to publish this notice on website).
3. PS to Chairman, National Board of Revenue, Agargaon, Dhaka (For kind information of the Chairman, NBR).
4. The Manager (Advertisement), The Daily Star. [He is requested to Publish this notice for 1 (one) Day in inner page, before 05 May, 2026 (Size as small as possible but not less than 15" x 3" Column)].

5. The Manager (Advertisement), The Daily Prothom Alo. [He is requested to Publish this Notice for 1 (one) Day in inner page, before 05 May, 2026 (Size as small as possible but not less than 15" x 3" Column)].



08/05/2025

Md. Masudur Rahman Masud
Project Director
Strengthening Domestic Revenue
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Agargaon Sher-E-Bangla Nagar, Dhaka-1207
Email: sdrmp@nbr.gov.bd