

TERMS OF REFERENCE (ToR)

Short-term Consultancy: Training needs assessment for capacity building for air quality management in Bangladesh

Action Area: Air

Strategic Group: Climate and Environmental Risks

ToR

About ICIMOD

The Hindu Kush Himalaya (HKH) region stretches 3,500km across Asia, spanning eight countries – Afghanistan, Bangladesh, Bhutan, China, India, Myanmar, Nepal, and Pakistan. Encompassing high-altitude mountain ranges, mid-hills, and plains, the zone is vital for the food, water, and energy security of up to two billion people and is a habitat for countless irreplaceable species. It is also acutely fragile and vulnerable to the impacts of the triple planetary crisis of climate change, pollution, and biodiversity loss.

The International Centre for Integrated Mountain Development (ICIMOD), based in Kathmandu, Nepal, is an international knowledge organisation focused on the HKH region, working since 1983 to deliver greener, more inclusive, and climate-resilient development. Our work is guided by our [Strategy 2030](#), [Medium-Term Action Plan V \(2023–2026\)](#) and the associated Results Framework, and our various [policies](#). Learn more on our [website](#).

Consultancy overview

Air pollution is one of the most pressing environmental and public health challenges, contributing to premature deaths, environmental degradation, and economic loss. Effective air quality management (AQM) requires strong institutional capacity, skilled human resources, and coordinated efforts among government agencies, academia, civil society, and the private sector.

To strengthen national and local capacities, it is essential to identify existing gaps in technical knowledge, institutional frameworks, and operational practices. A training needs assessment (TNA) report will help design a comprehensive capacity-building programme to improve air quality management and promote cleaner air initiatives.

The aim of the consultancy is to develop a comprehensive training needs assessment report that identifies existing capacities and capacity strengthening needs for air quality management in Bangladesh.

Aim and specific objective

The primary aim of this consultancy is to develop a comprehensive and demand-driven capacity-building TNA for stakeholders engaged in air quality management in Bangladesh. The assignment aims to strengthen institutional, technical, social, and operational capacities to enhance the effectiveness and sustainability of air quality management in Bangladesh.

The specific objectives are:

- Identify and map key institutions and actors involved in air quality management in Bangladesh.
- Assess institutional, technical, and operational capacity gaps among relevant stakeholders through structured consultations, review of existing policies and frameworks, and analysis of current technical and regulatory practices.



- Develop and recommend targeted training programmes, delivery methods, and learning materials tailored to the identified needs and priorities.
- Organise stakeholder validation workshop to present preliminary findings, gather feedback, and verify recommendations to ensure alignment and ownership before finalisation of the training package.

Scope of work

To achieve the TNA report, the consultancy/firm will undertake the following key activities in close coordination with ICIMOD:

Task 1: Stakeholder mapping and engagement

- Identify, map, and categorise key stakeholders involved in AQM, including government agencies, academic and research institutions, non-governmental organisations, private sector entities, and community-based organisations.
- Develop and implement an inclusive stakeholder engagement approach.

Task 2: Capacity gap analysis

- Assess institutional, technical, and operational capacity gaps at national and sub-national levels.
- Cover technical and policy dimensions of AQM (for e.g. emission inventories, modelling, data systems, continuous emission monitoring systems (CEMS), policy planning, finance and monitoring and evaluation(M&E) frameworks).
- Cover social and policy dimensions relevant to the AQM (for instance; occupational and health safety (OHS) measurement for male and female workers informal and pollution intensive private sectors. Conduct surveys, key informant interviews (KIIs), and focus group discussions (FGDs) to identify strengths, weaknesses, and priority gaps.
- Identify priority training areas and prepare a concise training gap analysis report as a part of the TNA.

Task 3: Recommendations for capacity-building interventions

- Develop a structured capacity-building roadmap (short- and long-term, with suggested mentoring approaches).
- Recommend regional knowledge exchange and exposure programmes to promote cross-country learning and adoption of best practices.
- Propose partnerships with academic, technical, and research institutions to support curriculum development and sustained technical assistance.
- Identify requirements for Training of Trainers (ToT) programmes to ensure long-term sustainability of capacity-building efforts.
- Outline resource requirements and potential financing mechanisms for implementing the recommended interventions.

Task 4: Validation of findings

- Organise and facilitate a stakeholder validation workshop to present preliminary findings and obtain feedback, verification, and additional inputs for refinement.

Task 5: Final training needs assessment report

- Prepare and submit a comprehensive final report incorporating stakeholder feedback, clearly documenting the methodology, analytical findings, identified gaps, and stakeholder category-wise recommendations, along with a phase-wise training implementation calendar for strengthening institutional and technical capacities for air quality management.

Deliverables

Phase	Deliverables	Timeline (2026)
Phase 1: Inception and stakeholder mapping	Inception report including methodology, workplan, stakeholder mapping framework, and data collection tools	05 April 2026
Phase 2: Data collection and capacity gap analysis	Interim technical note summarising preliminary findings on capacity gap analysis and consultation progress	15 April 2026
Phase 3: Analysis and draft TNA report	Draft TNA report, including preliminary recommendations based on identified gaps	30 April 2026
Phase 4: Validation and stakeholder consultation	Validation workshop summary report	05 May 2026
Phase 5: Final reporting and submission	Final TNA report with stakeholder category-wise recommendations and implementation roadmap	15 May 2026

Expected outcomes

Outcome 1: Developed a demand-driven training roadmap addressing institutional, technical, and operational gaps in air quality management in Bangladesh.

Outcome 2: Validated demand-driven TNA through stakeholder engagement, policy review, and analytical evaluation.



Reporting and supervising

The consultant will work closely with ICIMOD’s Action Area Air’s Bangladesh Focal Person, Action Area Air Lead, and Intervention Manager – Air Pollution Mitigation. All deliverables will be reviewed and approved by the project team before finalisation.

Qualifications and experience

Proven experience in designing TNA, methodology development, work planning, and stakeholder mapping with the following team composition.

1. Team Leader / Senior Air Quality Specialist

- Advanced degree (master’s or PhD) in Environmental Science, Atmospheric Science, Environmental Engineering, or related field.
- At least 10 years of professional experience in air quality management, including monitoring, modelling, emission inventories, and source apportionment.

2. Policy and Institutional Specialist

- Advanced degree in Education, Environmental Management, Public Policy, or related field.
- Minimum seven years’ experience in training needs assessments, curriculum development, and adult learning methodologies.
- Experience in designing technical capacity-building programmes for government agencies, research institutions, and community stakeholders.
- Familiarity with developing sustainable training roadmaps, Training of Trainers (ToT) programmes, and mentoring initiatives.
- Knowledge of incorporating gender equality and social inclusion (GESI) considerations into training programmes and participatory approaches.
- Experience in data collection, analysis, and synthesis, leading to high-quality draft assessment reports and identification of capacity gaps.

Technical evaluation criteria

The technical proposal will be evaluated on a 100-point scale. A minimum score of 60% is required to qualify for financial evaluation.

Criteria	Max score	Details
Quality of proposal and approach	30	<ul style="list-style-type: none">• Clarity of proposed TNA methodology, analytical framework, data collection tools (surveys, KIIs, FGDs), and understanding of Bangladesh's AQM challenges. Soundness of approach for translating identified gaps into actionable recommendations.

Criteria	Max score	Details
Organisational experience	25	<ul style="list-style-type: none"> Proven experience in conducting TNAs, institutional capacity assessments, and multi-stakeholder engagement in environmental or air quality management contexts.
Human resources	25	<ul style="list-style-type: none"> Qualifications and relevant experience of proposed team members. Complementarity of team skills and prior experience in Bangladesh or comparable South Asian contexts.
Proposed timeline and deliverables	10	<ul style="list-style-type: none"> Feasibility of completing all tasks within the April-May 2026 timeframe.
Management and operational plan	10	<ul style="list-style-type: none"> Clarity of the internal management structure. Coordination with ICIMOD. Quality control mechanisms for internal peer review of reports.

The consultant will be selected based on the highest cumulative scores obtained in the technical and financial proposals using the following formula:

- Technical score = Score obtained based on technical proposal (total 100).
- Financial score = Score obtained based on financial proposal (total 100)
- Total weightage score = 60% of technical proposal + 40% of financial proposal

The consultant scoring the maximum weightage score based on the criteria will be awarded. However, the service provider should score at least 60% in the technical proposal.

Duration and timeline

The contract period for this assignment is for two months (eight weeks).

Budget

The budget for this consultancy will be determined based on the scope of work and deliverables agreed upon.

Terms of payment

Payments will be made upon satisfactory completion of deliverables as follows:

Milestone	Payment (%)
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Approval of the inception and stakeholder mapping report	30%
Final TNA report (the stakeholder mapping report, the training gap analysis report, training needs assessment) with stakeholder category-wise recommendations and implementation roadmap	70%

Method of application

The completed proposal should be submitted through email to consultancy.int@icimod.org by 6 pm (Nepal Standard Time, UTC+05:45), on 27 March 2026. Eligibility for this assignment is restricted to firms registered and working in Bangladesh as per the rules and regulations of the Government of Bangladesh. Two separate files of technical and financial proposals should be submitted along with the valid legal documents as follows:

- Company registration certificate
- Tax registration certificate (i.e. VAT/PAN/TPIN registration)
- Tax clearance or annual tax return of the last fiscal year
- Audit report of the last three years

For further inquiries or to submit proposals, please contact:
consultancy.int@icimod.org +977-1-5275222 | ICIMOD | Kathmandu, Nepal.

ICIMOD's core values

Our core values are integrity, neutrality, relevance, inclusiveness, openness, and ambition. These values are an expression of our culture and are central to the guiding beliefs and principles of our work and behaviour. Our core values will lie at the heart of ICIMOD operations and delivery. They will underpin everything we do and frame how we work with our partners. They reflect our founding intentions and the balances we seek to hold, while equipping ourselves for the future.



Diversity, equity, inclusion, and safeguarding

ICIMOD's human resource selection process is based on the qualifications and competence of the applicants. As an employer, ICIMOD is committed to promoting diversity, equity, and inclusion, and offers equal opportunities to applicants from all backgrounds and walks of life, including but not limited to gender, age, national origin, religion, race, caste, ethnicity, sexual orientation, disability, or social status. ICIMOD strongly encourages applications from all eligible applicants, especially women, from all parts of the HKH region.

ICIMOD is dedicated to establishing and upholding a safe and nurturing work environment, where all its employees can participate fully and meaningfully without fear of violence, harassment, exploitation, or intimidation. Any type of abuse or harassment, including sexual misconduct [including child abuse], by our staff, representatives, or stakeholders is not condoned or tolerated.

Our commitment to the prevention of sexual harassment

ICIMOD is committed to the prevention and redressal of sexual harassment in the workplace and promoting the welfare of children, young people and adults and expects all staff, consultants, and volunteers to honour this commitment. ICIMOD will do everything possible to ensure that only those who are suitable to work within our values are selected to work for us.