



# **Skills for Employment Investment Program (SEIP)**

## **At a Glance**

**July 2015**

**Finance Division, Ministry of Finance  
Government of the People's Republic of Bangladesh**



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## Abbreviations

ADB	Asian Development Bank
AEPD	Assistant Executive Project Director
AFR	Annual Fiduciary Review
AOP	Annual Operations Plan
ASPR	Annual Sector Performance Report
AWPB	Annual Work Plan and Budget
BACI	Bangladesh Association of Construction Industry
BACCO	Bangladesh Association of Call Centers and Outsourcing
BASIS	Bangladesh Association of Software and Information Services
BEIOA	Bangladesh Engineering Industry Owner' Association
BGMEA	Bangladesh Garment Manufacturers and Exporters Association
BKMEA	Bangladesh Knitwear Manufacturers and Exporters Association
BITAC	Bangladesh Industrial Technical Assistance Center
BMET	Bureau of Manpower, Employment and Training
BTEB	Bangladesh Technical Education Board
BTMA	Bangladesh Textile Mills Association
CAG	Office of The Comptroller & Auditor General
CAO	Chief Accounts Officer
CGA	Office of The Controller General of Accounts
CSR	Corporate Social Responsibility
DEPD	Deputy Executive Project Director
DG	Director General
DMF	Design and Monitoring Framework
DP	Development Partner
DTE	Directorate of Technical Education
EARF	Environmental Assessment and Review Framework
EC-NSDC	Executive Committee of National Skill Development Council
EOI	Expression of Interest
EPD	Executive Project Director
FAM	Facility Administration Manual
FAPAD	Foreign Aided Project Audit Directorate
FCI	Feni Computer Institute
FD	Finance Division
GAP	Gender Action Plan
GoB	Government of Bangladesh
IA	Industry Association
IR	Involuntary Resettlement
PO	Program Officer
iBAS	Integrated Budgeting and Accounting System

ICT	Information & Communication Technology
IDA	International Development Agency
IFR	Interim (Unaudited) Financial Reports
ISC	Industry Skill Council
KOICA	Korea International Cooperation Agency
LFMEAB	Leather Goods & Footwear Manufacturers' & Exporters' Association, Bangladesh
M&E	Monitoring and Evaluation
MOE	Ministry of Education
MOEWOE	Ministry of Expatriates' Welfare and Overseas Employment
MOF	Ministry of Finance
MOI	Ministry of Industries
MOICT	Ministry of Information and Communication Technology
MPO	Monthly Payment Order
MOU	Memorandum of Understanding
MTBF	Medium-Term Budgetary Framework
NCB	National Competitive Bidding
NGO	Nongovernment Organization
NSDC	National Skill Development Council
NSDC-S	National Skill Development Council Secretariat
NSDP	National Skill Development Policy
NEP	National Education Policy
PBM	Performance-Based Management
PFM	Public Financial Management
PFR	Periodic Financial Request
PKSF	Palli Karma-Sahayak Foundation
PPP	Public Private Partnership
PSC	Program/Project Steering Committee
RF	Resettlement Framework
RMG	Ready-Made Garment
RPL	Recognition of Prior Learning
RTO	Recognize Training Organization
SDC	Swiss Agency For Development and Cooperation
SDCMU	Skills Development Coordination and Monitoring Unit
SDIC	Skill Development Implementation Committee
SDPF	Skills Development Program Framework
SEC	Small Ethnic Community
SECPF	Small Ethnic Communities Planning Framework
SEIP	Skills For Employment Investment Program
SME	Small and Medium Enterprise
SPS	Safeguard Policy Statement
SWAp	Sector-Wide Approach
TOR	Terms of Reference

## Background of the Project

Growth of the economy and employment opportunities in Bangladesh is restricted, among others, by skills shortages. The current skills supply systems do not meet the skill demand because of inadequate throughput and a mismatch between skills supply and skills demand. The current production of skilled workers is not focused on industry demand and is segmented and poorly coordinated. The teacher/instructor training program produces a small number of graduates with inadequate pedagogical and technical skills. The process of selection and deployment of instructors in the public skill training institutions is slow and inefficient. The informal nature of the employment market in Bangladesh, which covers 87.5 percent of employment (LFS 2010), has neither encouraged industry to significantly engage in formal training, apprenticeship or employment nor inspired potential workers to explore formal training so as to seek employment in domestic and external markets. As a result, the role of the industry sectors has remained largely marginal. This requires building networks with a variety of industry sectors, chambers and business houses around the country to motivate and engage them. In this respect, utilizing the services of private sector think tanks and organizations which enjoy solid linkages and the confidence of the private sector and industry are essential for building and sustaining any such partnership between the industry sectors, training institutions, potential employees and the government. The ministries involved in the project are encouraged to partner with chambers and think tanks to achieve the required employment outcomes of their training programs.

A National Skills Development Policy (NSDP) was approved by the Government in January 2012. The NSDP emphasizes the imperative need to improve the supply of human resources with necessary skills and attitudes to meet the industry demand for skilled workers. The NSDP emphasizes the importance of better alignment of Technical and Vocational Education and Training (TVET) with skills development systems and industry skills demand. The NSDP also promotes changes in TVET system management, pedagogy, and certification as well as expansion of the system, along with effective planning, coordination and monitoring of skills development activities by ministries,

development partners, industry, public and private training providers.

Government in the meantime has established the National Technical Vocational Qualifications Framework (NTVQF) and the National Skills Quality Assurance System (NSQAS) and associated documentation of regulations and manuals as per recommendation of NSDP. These developments meet some of the core changes within the skills production system that are necessary to meet the industry demand of the supply of skilled workers.

## **Objectives of the Project**

The overall objective of the project is to qualitatively and quantitatively expand the skilling capacity of identified public and private training providers by establishing and operationalizing a responsive skill eco system and delivery mechanism through a combination of well-defined set of funding triggers and targeted capacity support. Specifically, the objectives are to:

- i) Improve job focused skills along with up-skilling of the existing workforce to enhance productivity and growth of industry sectors;
- ii) Impart skills training linked to gainful employment or self-employment;
- iii) Develop a network of training providers that are endorsed by industry for providing excellence of training to meet the skills needs of employers;
- iv) Establish and implement a strategy to address the special need group specified in the NSDP and ensure their participation in SEIP programs;
- v) Implement a vocational trainer development program for trainers and assessors and a management leadership program for training provider management reflecting NSDP requirements;
- vi) Strengthen capacity of BTEB in approving training providers' registration process, course accreditation and monitoring quality assurance and implementation procedures of training providers;

- vii) Support the training providers for capacity development to ensure quality training delivery mechanism;
- viii) Establish and institutionalize a credible Recognition of Prior Learning (RPL) system;
- ix) Support the NSDC and key government ministries to strengthen institutional arrangements to enable the TVET system to meet policy objectives within a coherent skills development framework; and
- x) Support the establishment and operationalization of a National Human Resources Development Fund (NHRDF).

## Project Details

The ‘Skills for Employment Investment Program’ (SEIP) is being implemented by Finance Division, Ministry of Finance. The project will support training providers to meet industry skill requirements; finance skills training of 260,000 trainees with 182,000 job placement; implement a vocational trainer development program; and implement a skills assessment, certification and quality assurance system. The project activities cover the whole of Bangladesh through both public and private sector training providers. Date of commencement of the Project was July 2014 and date of completion is December 2017.

### Estimated cost of the project

No	Source	Cost (in million taka)	Cost (in million US\$)
1	GoB	1975.00	25.00
2	ADB	7900.00	100.00
3	SDC	790.00	10.00
4	Industry Associations	276.50	3.50
	<b>Total</b>	<b>19041.50</b>	<b>138.50</b>

## Project Components

The project has four components: (I) Market responsive inclusive skills training delivered, (II) Quality Assurance System strengthened, (III) Institutions strengthened, and (IV) Effective program management ensured. The components are detailed below:

## Component 1: Market Responsive Inclusive Skills Training Delivered

Key priority economic growth sectors identified by government have been targeted by the project to improve entry level job skills along with up-skilling of the existing workforce to ensure 'required skills to industry standards'. Training providers are encouraged and supported to work with the industry to address identified skills to enable industry growth and increased employment through the provision of market responsive inclusive skills training programs. Six priority sectors have been identified to adopt a demand driven approach with effective inputs from Industry Skills Councils (ISCs), Employer Associations and Employers. The priority sectors targeted are: (i) Readymade Garments (RMG) & Textile; (ii) Construction; (iii) Information and Technology (IT); (iv) Light Engineering/Manufacturing; (v) Leather and Footwear; and (vi) Shipbuilding.

The project is to support skills training of 260,000 trainees, of which about 70% or 182,000 will be provided with gainful jobs. The training is being provided by institutions under both public and private sector, and also by NGOs. The breakdown of the trainees under different sectors is as follows:

**Estimated cost of the project**

Sectors/Organizations	Number of Trainees
Public	47,400
Industry Associations/Private	192,400
PKSF	10,000
BBSME	10,200
<b>Total</b>	<b>260,000</b>

The following types of institutions are expected to organize the training:

### Public Training Providers

Around 47,400 trainees are to be trained by 32 public training providers under three ministries/departments, out of 32 public training providers,

8 Technical School and Colleges (TSCs) and Feni Computer Institute under the Directorate of Technical Education (DTE), Ministry of Education; 20 Technical Training Centers (TTCs) under the Bureau of Manpower Employment and Training (BMET) under the Ministry of Expatriates' Welfare & Overseas Employment, and 3 Bangladesh Industrial Technical Assistance Centers (BITAC) under the Ministry of Industries. The training institutes have been identified through a survey to assess their capacity to implement the training program.

A 3-Year business plan has been developed by each public training institute, which includes a road map with objectives and targets to achieve in 1st tranche of SEIP. The plan will be updated annually on a rolling basis. The training institutes are being provided with financial grants disbursed on the basis of achievement of key performance targets and results specified in the business plan. The training operation cost includes stipend of the trainees, cost of training materials, contracted industry trainers and job placement officers, database and tracer studies, placement activities, etc.

### **Palli Karma-Shahayak Foundation (PKSF)**

PKSF partner NGOs are being used to provide training through their well-established arrangements. Around 10,000 persons will be trained with a view to ensure gainful employment or self-employment through PKSF partner NGOs and their livelihood programs.

### **Bangladesh Bank**

Bangladesh Bank, the Central Bank of Bangladesh, helps flourish the development of the small and medium enterprises of Bangladesh through its SME & Special Programs Department (SME-SPD). SEIP project signed an MOU with this SME-SPD of Bangladesh Bank to provide skills training for 10,200 trainees on the basis of the skills required for small and medium enterprises. BBSME is going to impart training through carefully selected firms and such trained workforce will get gainful employment in and with the help of the SMEs.

### **Industry Associations**

Around 192,400 (new entrants and up-skilling) trainees will be trained in 6 priority sectors through 8 leading industry

associations - Bangladesh Garment Manufacturers' and Exporters' Association(BGMEA), Bangladesh Knitwear Manufacturers' and Exporters' Association (BKMEA), Bangladesh Textile Mills Association (BTMA), Leather and Footwear Manufactures' & Exporters' Association, Bangladesh (LFMEAB), Bangladesh Association of Construction Industry (BACI), Bangladesh Engineering Industry Owners' Association (BEIOA), Bangladesh Association of Call Centers and Outsourcing (BACCO), Bangladesh Association of Software and Information Services (BASIS) and Shipbuilders' Association. 6 (Six) associations with whom the Grant Contracts have been signed are delivering training through their own training institutes as well as through partnerships with other relevant training institutes. The Industry Skills Councils (ISCs), which are being established under the 6 sectors, will coordinate training, job placement and facilitate partnerships between training providers and employers. ISCs are expected to provide leadership and strategic advice on skills development issues including the development of standards, identification of critical skill-gaps and ensure providing quality training aligned to industry development plans and productivity improvement.

### **Training Courses**

Initially, public training providers and associations are offering the courses available with them to achieve the training target specified in the business plans that they have submitted to the SDCMU. Courses will be gradually reviewed and updated that involve combinations of skill competencies aligned to competency based standards (CBT) reflecting NTVQF requirements. Training courses are to ensure compliance with industry endorsed standards, government policies and regulations. Laws and regulations concerning occupational health and safety, workplace relations and employment conditions, life skills including teamwork, communication, technology usage, will be integrated into specific modules in all training courses. Industry endorsement of the training courses is a condition for receiving financial assistance from the project. A self-employment package is also integrated to support those working in industries that rely on contractors.

## Target Groups

The project is going to establish and implement a targeting strategy to address the special needs of disadvantaged groups prioritized by the NSDP and ensure their participation according to NSDP targets and requirements. About 40,000 trainees (80% through associations, BB-SME, PKSf and 20% by public training providers) are planned to be supported under the project with additional stipends in supporting key target groups and innovative projects. The project will also develop mechanisms to introduce vouchers. Candidates for vouchers will be based on NSDP criteria which include 40% women, rural and remote communities, ethnic minorities and people with disabilities. Vouchers support will be linked to at least 80% attendance and 70% achievement in competency assessments.

## Component 2: Strengthening of Quality Assurance System

### Accreditation of Skills qualifications and Registration of Institutions

Thirteen CBT standards have been developed under the 6 priority sectors through the TVET Reform Project and Skills Development Project (SDP). These thirteen CBT courses will be implemented after packaging of job-focused competencies and endorsement of ISCs and BTEB. Another five standards will be developed during 1st tranche aligned with the needs of the five priority sectors. Each training package will include standards, learning materials and assessment tools aligned with levels of the National Technical & Vocational Qualifications Framework (NTVQF) and the standards to be accredited with BTEB. The training packages comprise ‘off the job’ and ‘on the job’ training.

Twenty five new modular courses will be developed to impart training to increase individuals’ employability and ability to adapt to the changing technology in industry. These modular courses will be developed under each ISC. Forty training institutions from public and private entities will be registered with BTEB as RTOs. These registered training institutions will deliver competency based training from the third year of the project period. The project is to enhance the capacity of key stakeholders (ISCs, BTEB, and selected NGOs) to develop skills

qualifications and training packages. The project will further provide support to improve quality and relevance through the TVET system to ensure that TVET graduates get gainful employment following the training.

### **Instructors, Assessors, Managers and Work Place Trainers**

The project has a plan to help train vocational trainers and assessors to deliver training in priority sectors. The current TVET teacher/instructor training programs produce small numbers of graduates with inadequate pedagogical and technical skills. About 320 trainers, 50 industry assessors and 32 principals/managers are targeted to be trained to assist public training institutes to meet requirements of ISCs, BTEB and the NTVQF. In addition 1,000 trainers, 250 industry assessors and 60 managers for the sector associations and private training providers will also be trained. The project will support the engagement of external contractors to manage the delivery of training for these teachers/instructors and managers of public and private training providers to develop a network of certified trainers and assessors, including work-based trainers and assessors. The project will implement a twinning program to help pool expertise through a network of institutions (ISCs, training providers, other technical institutes, and enterprises).

The professional development programs include the following activities:

- Sector planning and performance management of selected training providers;
- Capacity strengthening of TVET managers to implement the project effectively and efficiently;
- Strengthening the standards-based training and assessment capacity of TVET trainers and assessors in selected training providers in selected priority industry sectors;
- Establishing performance systems to provide on-going support to the trainers and assessors delivering standards-based assessment;
- Strengthen standards for trainers and assessors and ensure training programs are linked to attainment of endorsed trainer and assessor standards;

- Implement ‘return to industry’ programs to upgrade the technical skills of trainers and teaching staff to ensure they can deliver industry endorsed training;
- Introduce allowances for trainers that meet industry standards and demonstrate quality provision of revised training programs.

The project will develop capacity of BTEB in developing, approving and monitoring a quality assurance framework, and implementing procedures and quality assurance manuals for training institute registration and course accreditation. Support to BTEB will target: (i) training institute registration and course accreditation systems and procedures; (ii) assessment and certification system and procedures; (iii) quality assurance, review and regular maintenance of training program procedures; (iv) quality auditing and verification of results from assessment and certification system and procedures; (v) upgrading staff to perform functions; (vi) skills certification benchmarking and mutual recognition agreements established with key labor migration destinations.

### **Improvement of Training Facilities**

The project is going to support the sequenced improvement of training facilities. A review of training facilities and utilization in 6 priority sectors will be carried out initially to have an overview of the location and condition of training centers and the linkage between the programs they deliver and local, national and overseas employment opportunities. A PPP modality will be followed to bring together public and private training providers to work within a sector framework to maximize enrolments, share facilities and resources and address industry skills needs.

The project has a plan to assist industry associations to network and coordinate with well performing public and private institutions to develop into centers of excellence that specialize in skills development relevant to key industry sectors. The project has also a target of helping to develop internationally comparable facilities and staff to offer high quality programs in priority sectors. These institutions will lead networks of training institutions in addressing industry skills needs and improving

employability of trainees. The project is also going to identify teacher training institutions to partner with industry to ensure technical skills training requirements are met through ‘back to industry’ programs for selected teachers and trainers. In ‘back to industry’ programs a teacher will be supported to return to the industry to undertake ‘on the job training’ and update technical skills, awareness of work place organization and technology and update training materials to reflect industry requirements.

### **Implementation of Assessment & Certification System and RPL Program**

This sub-component is expected to support the establishment of: (i) systems and procedures to implement assessment and certification activities in the priority sectors under the guidance of BTEB and through the ISC network; (ii) implement a skills assessment and certification system including recognition of prior learning (RPL); and (iii) implement national quality assurance system to ensure consistency and standardization in the priority sectors. Assessment of systems will be licensed to quality training providers, enterprises and industry experts to ensure skills are certified to industry standards.

### **Recognition of Prior Learning (RPL)**

RPL is a system to assess, evaluate and formally recognize the skills and knowledge acquired through work and other life experiences without access to formal education or training. The project has already started the process of establishing and institutionalizing a credible RPL system in Bangladesh. A total of 20,000 persons will be served through RPL system during the project. In order to implement the RPL system, 20 assessment centers will be selected from the existing training centers and upgrade them to assess and train the prospective beneficiaries. In addition, 200 RPL trainers and 200 RPL assessors will be trained under the project.

SDCMU will select 20 assessment centers based on certain criteria and trainers will also be identified and selected among the selected 20 RPL centers to impart need based training. An external agency with the involvement of ISCs, industry experts and SDCMU will select 20,000 people from informal economic sector and 200 assessors from priority sectors for RPL program. Identification of assessors, training mobilization at the selected

centers and arrangements of certification will be managed by the external agency in close supervision of SDCMU. Certification will be made by BTEB/ISCs. The capacity of BTEB/ISCs will be strengthened to facilitate RPL program smoothly.

### **Component 3: Strengthening of Institutions for Skills Development System**

#### **Establishment of Institutions for Planning, Management and Monitoring**

The implementation of the NSDP will require organizational and policy changes to achieve the coherent and coordinated reform of skills development system. Key reform areas to be supported by the project will include:

- i) TVET policy and planning systems including LMIS established and strengthened through the NSDC and ISC network. Initially an LMIS will be established covering 5 priority sectors;
- ii) A common and integrated MIS system will be developed to monitor sector performance including data on training providers and their achievement;
- iii) TVET implementation will be coordinated through a single authority, a new National Skills Development Authority;
- iv) An institutional framework will be created for service delivery through partnerships between training institutes and industry.

#### **Public-Private Partnership (PPP)**

The project has a plan support the establishment of partnerships between employers, industry associations, ISCs, and selected training providers to facilitate placement linked training and improved graduate employment outcomes.

The value and status of skills training need to be upgraded and enhanced. Skills based education and training can no longer be considered as a second class option for students and workers (NSDP). A new partnership between government, associations and social partners will facilitate SEIP to raise the status of skills-based training and education. A partnership with the Ministry of Information will be established for a continuous advocacy program during implementation of SEIP to promote skills based education and training.

## **National Human Resource Development Fund (NHRDF)**

A National Human Resource Development Fund (NHRDF) will be established and operationalized based on the experience from other relevant funds in Bangladesh and in other relevant countries (India, Malaysia, Singapore etc.) to catalyze the private, public and NGO sectors. It will be managed by professional fund managers and will channel funds to training providers on the basis of agreed criteria, procedures and approvals from the institutional arrangements to be set up under the MOF/NSDC. NHRDF will provide two windows through which (i) industry bodies; and (ii) industry partnered accredited training providers can access grants for skills development initiatives. The first window will be the private sector window for employers and employer associations in priority sectors. The second window will be for training providers partnering with industry associations and employers. The skills grants will be allocated on a competitive basis, based on project proposals to be evaluated using agreed indicators and criteria. The indicators, criteria and application process will be detailed in the Standard Operating Procedures Manual.

## **National Skills Development Authority**

A National Skills Development Authority will be established by the Government through which the TVET implementation will be integrated, coordinated and managed. Once the new Skills Development Authority is established, the administration of NHRDF will be placed under the new Authority based on an agreed institutional arrangement.

## **Delegation of Power to Public Training Institutions**

The project emphasizes on strengthening training institutions to make them more flexible and able to respond to the needs of employers, students and provide quality flexible training services on the assumption that the NSDP would create conducive policy environment through which the Government can strengthen the institutional capacity of key training providers. The selected 32 public training providers are being delegated the following additional powers:

- (i) Engagement of guest industry experienced trainers and job placement officers to facilitate market inclusive skills training programs and job placement activities;
- (ii) Implement market responsive flexible training programs.

Each public training provider (TSCs & FCI, TTCs and BITAC) is entitled to select one guest industry experienced trainer for each course to be offered and one guest job placement officer for each institution on competitive basis. Selection committees comprising the members of the institution, representative of the directorate/organization and one member from outside the requiring body are being formed by the PTIs. Each guest trainer and Job Placement Officer (JPO) will get BDT 1500 per day which will be paid by the institutions from their grants.

### **Strengthening of Industry linkages, Job Placement and Career Counseling**

The SEIP will contract a specialist agency to coordinate and pilot 3 approaches to job placement and employment services. The first will facilitate enrolment and establish job placement services unit in training institutions of public and private sector to: (i) facilitate on the job training, (ii) liaise with employers to facilitate job placement and create networking between employers and institutions, (iii) work with employers to improve the responsiveness of training programs to local employer needs and to facilitate training solutions to these identified needs, and (iv) work with the associations and public training institutions to deliver training programs in flexible ways to meet employer needs. The second approach is to support intermediary agencies that specialize in job placement and employment services and are specifically funded based on the number of graduates they place into employment. And a third approach is to work with employer associations and ISCs to fund placement services through major employer networks to ensure industry skills gaps are filled. These models will be monitored and reported to guide future policy development by the NSDC and key ministries that could be taken to scale in Tranche 3 and 4 of the SEIP.

Job placement officers have already been selected at the sector associations, and will be selected at PTIs, BB-SME and PKSF to facilitate job placement activities, establish linkages with industry and career counseling. A network of these units including external agencies for facilitating and ensuring jobs for trainees are being established to share knowledge and experience among the training institutions to enhance the relevance and

effectiveness of career counseling and placement services. The project will reward training institutions for placement of students – both in terms of completing on the job training requirements and job placements. A firm will be contracted to provide initial support for the establishment of job placement units and support job placement officers to establish and develop links with employers.

## **Component 4: Effective Program Management Ensured**

### **Implementation of Evidence-based Planning, Budgeting and Monitoring**

Results based monitoring system will be established and implemented to guide and monitor program performance in meeting NSDC priorities.

#### **MIS System**

Strong data processing and monitoring system will be established to improve data accuracy. This data processing center will be located in NSDC Secretariat with a well-defined technical support. A system of validation and compliance monitoring will be established. SEIP is already in consultation with NSDC-S regarding the manner and mode of support that can be provided for this matter.

### **Strengthening of Sector Planning and Financing**

#### **MTBF**

The project will strengthen sector planning by providing support to NSDC to review MTBF allocation for skills development for all sector ministries and improve NSDC coordination of activities and results monitoring. A framework for sector wide approach (SWAp) to skills development will be developed and approved to support a common policy, sector financing and monitoring and coordination framework and mechanism.

### **Governance and risk management capacity**

The project will undertake Annual Fiduciary Risk Assessment to ensure that the project is implemented effectively, that value for money is ensured, that key results areas are monitored and verified, and that areas for improvements are identified and monitored closely for continuous improvements. This will also support annual post procurement audit and financial audit that will be reported to record progress and improvement in overall accountability. The annual report will also cover compliance reporting on safeguards, environmental aspects and social and gender action plan.

## Effective Management of Program implementation

A team of consultants along with project personnel for project implementation and monitoring are formed to ensure effective implementation of the project. To fast track development, training programs from overseas will be adapted and adopted which can be used to address critical skills needs in Bangladesh through a twinning program. Selected training providers, BTEB and the ISC network will be supported through the proposed twinning arrangement to meet initial priority skills needs. Government will establish a partnership with external training authorities to secure training programs and adapt these for use in Bangladesh. Further twinning is proposed to facilitate support to strengthen the role of BTEB to assure quality of training providers and training programs. ISCs, training providers and BTEB can ‘retro-fit’ existing courses as CBT qualifications and ensure that all programs developed meet national and international standards in priority sectors.

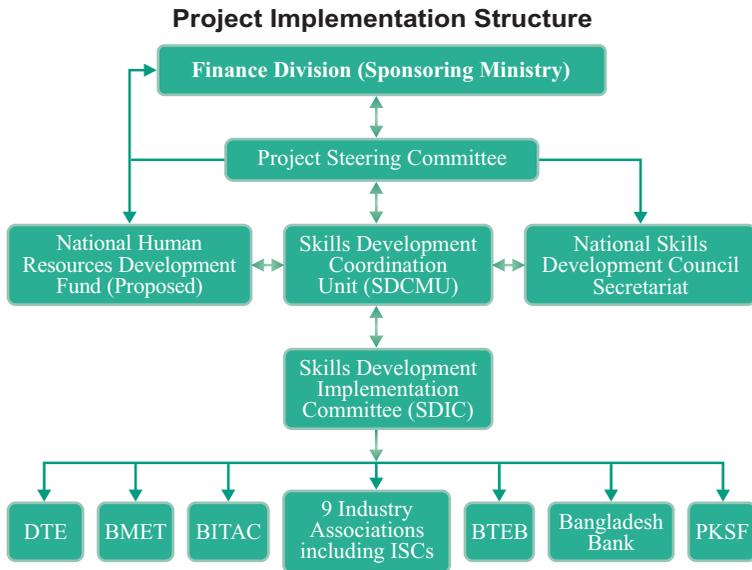
Strong monitoring is being undertaken to ensure that training providers are able to meet the training and job placement targets and funding is linked to performance as per the design. A firm will also be contracted to ensure strong monitoring of the training programs of public and association-run training providers.

## Project Management Setup

Finance Division of the Ministry of Finance is the sponsoring ministry as well as the executing agency of the project. There are five agencies under various ministries who are responsible for implementation of the project. The agencies are: (i) Directorate of Technical Education (DTE); (ii) Bureau of Manpower, Employment & Training (BMET); (iii) Bangladesh Industrial and Technical Assistance Centre (BITAC); (iv) National Skills Development Council Secretariat (NSDCS); and (v) Bangladesh Technical Education Board. Besides, Bangladesh Bank, Palli Karma-Shahayak Foundation and 9 Industry Associations (BGMEA, BTMA, BKMEA, LFMEAB, BACI, BEIOA, BACCO, BASIS and Shipbuilders Association) of 6 priority sectors are also involved in the project implementation.

High level policy, inter-agency coordination and program oversight for the project is provided by an inter-ministerial Project Steering Committee (PSC), chaired by Secretary, Finance Division, Ministry of Finance (MOF). The PSC is responsible for overseeing all aspects of project implementation, review project progress, approve annual work plan and budgets, as well as making policy decisions related to inter-ministerial policy and implementation matters. Representatives, not below the rank of Joint Secretary of Planning Commission

(Programming Division and Concerned Sector), IMED, ERD, Ministry of Education, Ministry of Labor and Employment, Ministry of Expatriates' Welfare and Overseas Employment, Ministry of Industries, Chief Executive Officer of NSDC, Bangladesh Bank, Palli Karma-Shahayak Foundation (PKSF) and Representatives of the 6 priority sector associations are members of the PSC.

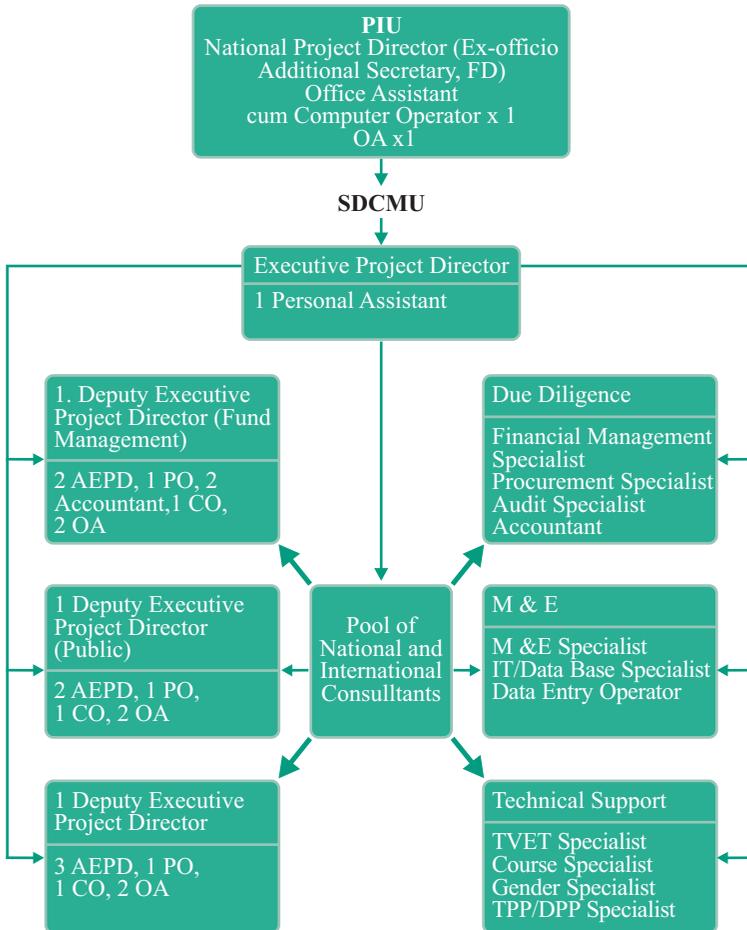


Representatives of development partners are also included in the committee as observers.

A Project Implementation Unit (PIU) is set up for providing policy decision, review and releasing of funds. National Project Director (NPD) is the head the PIU. The Additional Secretary of Finance Division is the ex-officio NPD of PIU.

The SDCMU is headed by an Executive Project Director of the level of an Additional Secretary to the government. The Executive Project Director is supported by 3 Deputy Executive Project Directors and 7 Assistant Executive Project Directors, other supporting staff and a number of consultants. There is a Skills Development Implementation Committee (SDIC) with the Executive Project Director (EPD), PIU as the head and Chief Project Coordinators from the implementation unit of associations as members.

## Organogram of PIU and Skills Development Coordination & Monitoring Unit (SDCMU)



AEPD - Assistant Executive Project Director, PO - Project Officer, CO - Computer Operator, OA - Office Attendant, TVET-Technical, Vocational and Besides, Project Implementation Cells (PICs) are being established in 3 public sector implementing agencies, Bangladesh Bank, Palli Karma-Shahayak Foundation and industry associations at their respective headquarters. The PICs are constituted at the associations, BBSME and PKSF from amongst the existing officials to be deputed and also hired personnel from outside on competitive basis. The head of the PICs are responsible

for implementation and coordination of the activities of the entities mentioned above. In case of DTE, BMET and BITAC, one officer is acting as focal point of SEIP implementation of the concerned directorate/organization. The focal point is responsible for implementation and coordination of the SEIP project.

The SDCMU is responsible for procurement of all consultants' services, equipment & furniture, civil works and awarding work contracts following the ADB guidelines on behalf of the implementing agencies.

The SDCMU has entered into output-based tripartite MOUs with the 32 public training providers and respective directorates in the case of DTE, BMET and BITAC. Similarly, the SDCMU has entered into output based performance Contracts with 6 Industry Associations, PKSF and BBSME. The MOUs/Contracts indicates four mile stones for performance and spending: (i) enrollment of targeted trainees in identified skills areas and priority sectors as committed in the business plan (annual work plan and budget); (ii) successful completion of training; (iii) job placement of training completers within 6 months; and (iv) retention in jobs for 6 months. The MOUs or Contracts also include business plan and annual work plan and budget. The contracts with the associations also indicate the fund disbursement procedure based on course-wise unit cost to be finalized by SDCMU. The training unit cost includes teaching training materials, cost of trainers, managers, persons involved in monitoring, evaluation, job placement activities, training center hiring (if required), stipend or training allowances for trainees (maximum of BDT 3000 per month), job placement cost, tracking and data base cost etc. specified in the business plans submitted by the associations.

Funds from SDCMU are being allotted to the public sector implementing agencies for onward transmission to the 32 training institutes in the beginning of the financial year for meeting the training expenditure based on unit cost and approved business plan on the basis of annual key performance targets. After the 3rd quarter of the fiscal year, accounts will be reconciled and allotment for the 4th and for the entire fiscal year will be finalized and allotted. The unit cost for public training providers

includes training teaching materials, cost of guest trainer and job placement officer (JPO), stipend for trainees (BDT 1000 per month per trainee and during OJT BDT 1500 per month per trainee), enrollment cost, job placement cost, tracking and data base cost, allowances of trainers, principals and staffs for working in the 2nd shift based on business plans etc. The furniture, equipment and civil maintenance work is being procured by SDCMU.

The Project does not pay the salaries of full time principals and instructors of the 32 public training providers, whose pay has already been covered by the Government budget. It, however, provides a BDT 12,000 per month per person allowance for principals and a BDT 3000 allowance per month per person for supporting staff (not exceeding 10 members per institute). There is also an allowance of BDT 7000 per month for fulltime instructors, who are engaged to impart training in both shifts. An amount of BDT 1500 is to be allocated for each member of Employer's Committee for active participation to the Employers Committee meeting to be held every six month to ensure better contribution from their end. Institutions also need to budget for student assessment. It is estimated that they will pay approximately BDT 2,000 for each student certification and the amount also includes the consumable materials used during the assessment process. All the costs are to be borne from the grants based on unit cost.

Funds for the Industry Associations including ISCs, Bangladesh Bank and PKSF are being disbursed through advances on a quarterly basis based on course wise unit cost to meet their initial projected expenditure. Subsequent replenishment is subject to liquidation of advances and on the basis of key performance targets and results as specified in the approved business plan for meeting the training costs. At the end of each quarter, accounts are being reconciled and allocation for the next quarter will be disbursed. The unit cost includes trainers cost, training teaching materials, training allowance @ BDT 3000 per month, implementation staffs cost, venue rent enrollment, job placement and tracking cost utilities etc. In case of BTMA and BEIOA, training allowances are BDT 1560 per month and BDT 1950 per month respectively. Since the target groups of PKSF are

vulnerable, food and lodging costs are being provided and in case of BBSME, only food cost is being provided. The equipment, furniture and civil maintenance for association-run training centers are being procured by SDCMU.

The cost for assessors to be involved in training assessment process is being borne by SDCMU. For each student assessment purpose, assessor is to be paid BDT 1000 and it is estimated that about 150,000 trainees' achievements in skills enhancement after training will be assessed. Assessors' involvement will be ensured by external firms to be contracted by SDCMU. If associations face delays due to delays in the involvement of assessors from the external firm recruited by SDCMU after training is complete, they may directly involve certified assessors with the cost at BDT 1000 per trainee assessment and the cost for this will be reimbursed by SDCMU on submission of invoice.

Disbursement are being made quarterly (July, October, January and April) on a reimbursement basis based on milestones (progress) achieved as per the MOUs and Contracts including certified number of trainees at each milestone. For each quarter, each implementing agency is required to submit expenditure statement along with bank statement to the Executive Project Director. Each implementing agency is also required to submit quarterly progress reports and expenditure reports in format that has been developed by SDCMU. From the second year, those performing better will get more funds compared to others in order not to hold the funds. Performance will be based on the progress made against agreed milestones. There will also be annual progress review to ascertain this. The SDCMU will cause the detailed consolidated project financial statements for GOB entities to be audited by FAPAD and the consolidated project financial statements of the Associations to be audited in accordance with the Government's audit regulations, by an independent external auditor acceptable to ADB.

## **Monitoring and Evaluation**

M&E is to focus in the following five areas. First, a tracking system, namely Trainee Tracking System has been established under SEIP (i) to track trainees from enrollment to gainful employment and (ii) to track performance of institutions against

agreed indicators. Second, an institution will be engaged to track institutions and trainees to monitor whether the training institutions are delivering their training programs as per agreed criteria and standards and whether the trainees are able to complete their training within the prescribed time and are able to get gainful employment. Third, the PMU with support from an M&E specialist from its core staff will prepare quarterly report to track progress in different results areas included in the results framework including the targets wherever applicable. Fourth, the SDCMU will engage a firm to undertake tracer studies to ascertain whether the trainees are getting meaningful employment and whether the employers are satisfied with the performance of the trainees. Fifth, SEIP will provide consultants to support NSDC and ISCs to undertake skills-gap analyses by sector for domestic and overseas markets.

## Capacity Building

The SEIP is implementing an integrated capacity development strategy that includes professional development, institutional strengthening and results focused service facilitation to key implementing agencies in line with the provisions of the NSDP. Service facilitation includes establishing partnerships between Industry (employers, industry associations and ISCs), BTEB and training providers (public, private and NGO) to: (i) develop and implement 15 training packages (one per priority sector, starting with 5 in tranche 1); (ii) implement RPL, skills assessment and certification; (iii) ensure ‘on the job’ training and job placement systems led to clear employment outcomes (70% employment or self-employment within 3-6 months of completion of training); (iv) develop industry centers of excellence which license quality providers, trainers and assessors to deliver training to industry requirements.

Institutional strengthening will ensure that (i) agencies are professionally equipped to perform functions as per their mandate; (ii) have management information system (MIS), monitoring and reporting systems operating; (iii) can access relevant labor market information system (LMIS) data validated by employers and have resources that can be targeted to ensure that skills gaps are addressed and all members of the community can access these opportunities; (iv) business planning systems are

operational to support institution development and accountability in meeting SEIP targets and NSDP policy objectives; (v) delegation of power approved to engage specialist staff and deliver programs flexibly and be responsive to employer and trainees' needs; and (vi) specialist agencies will mentor business and strategic planning and support training providers to meet NSDP requirements. The NSDC-S will be supported to: (i) monitor and guide implementation of the NSDP; (ii) strengthen ISCs; and (iii) support training provision alignment informed by LMIS data validated by ISC constituents.

BTEB will be strengthened to fast track registration of training institutions and accreditation of industry endorsed training packages, and improving the quality and image of skills development throughout Bangladesh. BTEB will also be supported to develop skills recognition to support skilled migrant workers to access higher paying jobs abroad. SEIP will establish assessment centers and facilitate improved industry linkages to assist BTEB to guide quality assurance of an expanded TVET system within the NSDP framework. ISCs will be operationalized in 15 sectors through service contracts to perform designated functions of licensing of training providers, trainers and assessors, developing standards and approving aligned training courses, facilitating job placement services and skills matching. Training providers will have access to funds for equipment and workshop improvement in programs supported by industry and which have high employment opportunities.

SEIP is extending technical and management development programs to equipping managers, trainers and assessors with skills to perform functions and achieve key performance indicators (KPIs). Management will be mentored through a series of modules linked to their revised roles and responsibilities by a national training institution. Trainer development will ensure alignment with BTEB requirements and include technical skills upgrading through on job return to industry programs. Assessors will be trained to conduct assessments and support skills certification. International and National technical assistance are included to enable implementing agencies to fast track implementation of NSDP provisions. Strategic selection of international assistance including twinning with international agencies is proposed where this can add value and fast track implementation (industry standards, learning materials, recognition of skills in labor migration destinations).

## Funds Flow

ADB fund is reimbursed to a government’s bank account opened at the Bangladesh Bank (consolidated funds). The government’s funds is channeled through the consolidated funds for three specific purposes: (i) to finance 32 public training providers under 3 ministries; (ii) to finance proposals accepted from 7 associations/6 ISCs in 6 sectors, Bangladesh Bank’s SME training program, and PKSf; and (iii) to finance specific transactions related to SDCMU and technical assistance. For the public training providers, SEIP follows the standard procedures applied for public institutions. For the private sector, Bangladesh Bank, SME training program and PKSf, quarterly advances are being provided to meet their initial projected expenditures. Subsequent replenishment is subject to liquidation of advances in line with the output based contracts and MOUs between the SDCMU and the public and private agencies for delivering skills training programs. In order to minimize delays in liquidation and subsequent release of advances, Finance Division will closely review the funds flow and take timely measures to facilitate the process.

## Costing and Financing

The total cost of SEIP for the entire period (2014-2021) is currently estimated at \$1,605 million. For tranche 1, the total cost is estimated at \$138.5 million. The breakdown will be further firmed up to show GoB and DP contributions. The private sector’s contributions come in the form of cost sharing in the skills training programs supported by SEIP. Based on the ongoing discussions with GoB, interested DPs and private sector, it is anticipated that it will be possible to leverage significant funds for skills development given that it is a major priority of most of the stakeholders. The cost breakdown is provided in Table 2 below.

### Financing Plan

(US\$ in millions)

Source	Tranche 1	Tranche 2	Tranche 3	Total	Share of Total (%)
ADB	100.0	125.0	125.0	350.0	32.71%
Government of Switzerland	10.0	10.0	10.0	30.0	2.80%
GoB	25.0	75.0	100.0	200.0	18.70%
DPS	-	200.0	200.0	400.0	37.38%
Private Sector	3.5	26.5	60.0	90.0	8.41%
<b>Total</b>	<b>138.5</b>	<b>436.5</b>	<b>495.0</b>	<b>1,070</b>	<b>100%</b>

## Donor collaboration

Several development partners are either already supporting skills development or are keen to join. SEIP envisages supporting a transition to a sector wide approach (SWAp) to facilitate interested DPs to support skills development.

### Contribution from Associations (Taka in million)

S.L	Name of Association	Amount
1	Leather (LFMEAB)	57.26
2	BASIS	47.00
3	BGMEA	58.84
4	BKMEA	78.18
5	BTMA	35.22
<b>Total</b>		<b>276.50</b>

**Note:** Estimated contribution of associations is targeted at 10% of the training grants. This contribution covers salary, trainers' fees, materials development, rent etc. which has been specified in the respective contracts/business plan.

## Internal and External Audit

An internal audit mechanism is being established through a combination of outsourcing and enhancing the capacity of the SDCMU. For external audit, FAPAD will audit the accounts of public institutions and the expenditures incurred by the SDCMU. The audit of the associations/ISCs, Bangladesh Bank SME training and PKSF will be done by external auditors acceptable to the government and ADB. All the agencies receiving funds from SEIP will maintain their accounts in agreed banks as per agreed formats, frequency and procedures.

## Corporate Social Responsibility (CSR) Initiative

The SEIP program has been engaging companies that have an interest in skills development and who have indicated a willingness to invest CSR funds to leverage benefits from the proposed SEIP program. Chevron, AML Enterprises and Standard Chartered have all indicated a willingness to support government efforts through the SEIP Program. Chevron is considering collaborative parallel financing to support poor communities to access SEIP training providers and employment services. They are also interested to support SEIP trainees with self-employment opportunities through their existing partners MAWTS and UCEP,

two of the most successful training providers. The SEIP will develop MOUs with corporate partner funded programs to align and leverage outcomes that (i) increase participation in the program by poor and disadvantaged groups; (ii) expand partnerships to share experience and build on successful initiatives that achieve high employment outcomes; and (iii) improve resource sharing aligned with achieving SEIP result areas.

## **Gender and Social Development**

There are three major issues relating to women's participation in Technical and Vocational Education and Training (TVET) in Bangladesh. First, women participation is strikingly imbalanced and generally low, ranging from 9% to 13% in public institutions and 33% in private institutions. Second, there are certain trades (sewing, tailoring, housekeeping, some computer training and electronic assembling) that are dominated by women while there are other trades (automobile repair, welding, machine operation, electrical repairs, construction related courses, etc.) where women participation is very low. Third, technical and vocational training options are limited for women in Bangladesh as they lack information on existing opportunities. The SEIP will support the public and private training providers to address these issues systematically in line with NSDP.

## **Safeguards**

The SEIP is supporting training needs in 6 priority sectors to support public and private training providers to meet emerging labor market needs. Except for some minor repairs and maintenance, no new construction has been planned under tranche 1. Therefore, there is no need for any land acquisition, nor there is any implication on displacement of people from any intervention of the project works. No one is losing any of their regular income generating activities due to implementation of any component of the project. As a result, there is no adverse impact related to Involuntary Resettlement (IR) safeguards. Similarly, no adverse impact is envisaged on the small ethnic communities of Bangladesh. Tranche 1 is categorized as category

"C" for both IR and small ethnic communities' (SEC) safeguards. However, as the program will have some positive impact on the small ethnic communities spread all over the country, a brief small ethnic community's planning framework (SECPF) would be prepared to correlate welfare of SEC with the projects outcome. Similarly a resettlement framework would be prepared to cater any future intervention of civil works, which might lead to physical or economical displacement of project affected people.

## **Environment**

Considering that the SEIP is expected to have limited and minor environmental impacts, the Tranche 1 of this project is designated as 'Category C' for environment. The planned civil works, repair and maintenance of the project, sub-project and/or components will be built on already available land and there is no such structure on ecologically sensitive areas or any of nature reserve. Except for minor repairs and maintenance, no major construction is planned.

# APPENDICES



## Appendix-A

### List of Public Training Institutes

SL	Institutions	Directorate/Ministry	No. of Courses
1	Technical School and College, Barisal	DTE, Ministry of Education	4
2	Technical School and College, Rangpur	DTE, Ministry of Education	4
3	Technical School and College, Sherpur	DTE, Ministry of Education	5
4	Technical School and College, Narshingdi	DTE, Ministry of Education	5
5	Technical School and College, Jhalakathi	DTE, Ministry of Education	5
6	Technical School and College, Manikganj	DTE, Ministry of Education	4
7	Technical School and College, Habiganj	DTE, Ministry of Education	2
8	Technical School and College, Panchagarh	DTE, Ministry of Education	4
9	Computer Institute, Feni	DTE, Ministry of Education	3
10	Bangladesh-Korea Technical Training Centre, Dhaka	BMET, Ministry of Expatriates' Welfare & Overseas Employment	7
11	Bangladesh-German Technical Training Centre, Dhaka	BMET, Ministry of Expatriates' Welfare & Overseas Employment	7
12	Technical Training Centre, Jhenaidah	BMET, Ministry of Expatriates' Welfare & Overseas Employment	4
13	Technical Training Centre, Comilla	BMET, Ministry of Expatriates' Welfare & Overseas Employment	6
14	Technical Training Centre, Rangamati	BMET, Ministry of Expatriates' Welfare & Overseas Employment	4
15	Technical Training Centre, Noakhali	BMET, Ministry of Expatriates' Welfare & Overseas Employment	6
16	Technical Training Centre, Laxmipur	BMET, Ministry of Expatriates' Welfare & Overseas Employment	5
17	Technical Training Centre, Khagrachari	BMET, Ministry of Expatriates' Welfare & Overseas Employment	5
18	Technical Training Centre, Faridpur	BMET, Ministry of Expatriates' Welfare & Overseas Employment	6
19	Technical Training Centre, Tangail	BMET, Ministry of Expatriates' Welfare & Overseas Employment	5

SL	Institutions	Directorate/Ministry	No. of Courses
20	Technical Training Centre, Khulna	BMET, Ministry of Expatriates' Welfare & Overseas Employment	7
21	Technical Training Centre, Kushtia	BMET, Ministry of Expatriates' Welfare & Overseas Employment	7
22	Technical Training Centre, Rajshahi	BMET, Ministry of Expatriates' Welfare & Overseas Employment	6
23	Technical Training Centre, Pabna	BMET, Ministry of Expatriates' Welfare & Overseas Employment	5
24	Technical Training Centre, Dinajpur	BMET, Ministry of Expatriates' Welfare & Overseas Employment	6
25	Technical Training Centre, Chapainawabganj	BMET, Ministry of Expatriates' Welfare & Overseas Employment	6
26	Technical Training Centre, Sylhet	BMET, Ministry of Expatriates' Welfare & Overseas Employment	6
27	Technical Training Centre, Lalmonirhat	BMET, Ministry of Expatriates' Welfare & Overseas Employment	6
28	Sheikh Fazilutunnesa Mujib Women Technical Training Centre, Dhaka	BMET, Ministry of Expatriates' Welfare & Overseas Employment	7
29	Bangladesh-Korea Technical Training Centre, Chittagong	BMET, Ministry of Expatriates' Welfare & Overseas Employment	5
30	Bangladesh Industrial Technical Assistance Centre, Dhaka	BITAC, Ministry of Industries	3
31	Bangladesh Industrial Technical Assistance Centre, Khulna	BITAC, Ministry of Industries	3
32	Bangladesh Industrial Technical Assistance Centre, Bogra	BITAC, Ministry of Industries	3

## Appendix-B

### List of Training Providers to be used by Industry Associations

Industry Association	SL	Training Providers	
BGMEA	1	BGMEA Training Institute, Dhaka	
	2	Bangladesh University of Fashion Technology, Dhaka	
	3	Youth Training Centre, Gopalganj	
	9	Technical Training Centre, Bogra	
	10	Youth Training Center, Rangpur	
	11	Youth Training Center, Kurigram	
	12	Technical Training Centre, Mymensingh	
	13	Technical Training Centre, Natore	
	14	Technical Training Centre, Faridpur	
	15	Technical Training Centre, Rangamati	
	16	Technical Training Centre, Comilla	
	17	BIFT, Chittagong	
	18	Technical Training Centre, Bandarban	
	19	Factories for up-skilling programs	
	BKMEA	1	Institute of Apparel Research and Training, Dhaka
		2	Institute of Apparel Research and Training, Narayanganj
		3	Worker's Training Institute, Narayanganj
		4	Worker's Training Institute, Comilla
		5	BKMEA Training Institute, Chittagong
6		Training Center in Industry for Upskilling, Different Locations	
BTMA	1	National Textile Engineering and Research (NITER), Dhaka	
LFMEAB	1	Center for Excellence for Leather Skill Bangladesh, Gazipur	
	2	Center for Excellence for Leather Skill Bangladesh, Chittagong	
	3	Training Center for Up-skilling, Different Locations of the Country	
BEIOA	1	Center of Excellence in Light Engineering, Center-1, Dhaka	
	2	Center of Excellence in Light Engineering, Center-2, Dhaka	

Industry Association	SL	Training Providers
	3	Center of Excellence in Light Engineering, Center-3, Dhaka
BACI	1	BACI Training Center, Dhaka
	2	Montage Training Center, Gazipur
	3	MAWTS, Dhaka
	4	Bangladesh Foundry and Engineering Works, Dhaka
BACCO	1	Center of Excellence for BPO Sector, Dhaka
BB	1	Bangladesh Bank Training Academy, Dhaka
	2	Bangladesh Computer Council, Dhaka
	3	Bangladesh Small and Cottage Industries Corporation (BSCIC), Dhaka
	4	Small and Cottage Industry Training Institute (SCIT), Dhaka
	5	Regional offices of BB
PKSF	1	Training Centers (to be operated by partner NGOs), Located in 7 Divisions
BASIS	1	BITM, Dhaka
	2	7 regional training centers, BASIS

- BGMEA = Bangladesh Garment Manufacturers' and Exporters' Association
- BKMEA = Bangladesh Knitwear Manufacturers' and Exporters' Association,
- BTMA = Bangladesh Textile Mills Association
- LFMEAB = Leather and Footwear Manufactures' & Exporters' Association
- BACI = Bangladesh Association of Construction Industry
- BEIOA = Bangladesh Engineering Industry Owners' Association
- BACCO = Bangladesh Association of Call Centers and Outsourcing
- BASIS = Bangladesh Association of Software and Information Services

## Appendix-C

### Trainee Targets by Institutions

Institutions	Tranche 1	Tranches 2 & 3	Total
<b>Public Training Institutions</b>	<b>47,400</b>	<b>277,600</b>	<b>325,000</b>
DTE	10,800		
BMET	33,900		
BITAC	2,700		
<b>Sector Associations/ISCs</b>	<b>192,400</b>	<b>867,400</b>	<b>1,060,000</b>
BGMEA	43,800		
BKMEA	41,310		
BTMA	30,960		
Leather and Footwear	16,385		
BACI (Construction)	13,005		
BEIOA (Light Engineering)	8,940		
BASIS	23,000		
Shipbuilding	10,000		
BACCO	5,000		
<b>BB SME Department</b>	<b>10,200</b>	<b>30,000</b>	<b>40,000</b>
<b>PKSF</b>	<b>10,000</b>	<b>65,000</b>	<b>75,000</b>
<b>Total</b>	<b>260,000</b>	<b>1,240,000</b>	<b>1,500,000</b>

# Appendix-D

## Project Steering Committee

1	Secretary, Finance Division (FD)	Chairman
2	Representative, Planning Commission (PAMSTEC Wing)	Member
3	Representative, Planning Commission (Programming Division)	Member
4	Representative, Economic Relations Division (ERD)	Member
5	Representative, Implementation Monitoring & Evaluation Division (IMED)	Member
6	Representative, Ministry of Education (MoE)	Member
7	Representative, Ministry of Labor and Employment (MoLE)	Member
8	Representative, Ministry of Expatriates' Welfare and Overseas Employment (MoEWOE)	Member
9	Representative, Ministry of Industries (MoI)	Member
10	Executive Director, National Skills Development Council (NSDC)	Member
11	Representative, Bangladesh Bank (BB)	Member
12	Representative, Palli Karma-Shayak Foundation (PKSF)	Member
13	Representative, Bangladesh Garment Manufacturer's Association	Member
14	Representative, Bangladesh Knitwear Manufacturer's and Exporter's Association	Member
15	Representative, Bangladesh Textile Manufacturer's Association	Member
16	Representative, Leather and Footwear Manufactures & Exporters Association(LFMEAB)	Member
17	Representative, Bangladesh Association of Construction Industry (BACI)	Member
18	Representative, Bangladesh Engineering Industry Owners' Association (BEIOA)	Member
19	Representative, Bangladesh Association of Call Centers and Outsourcing (BACCO)	Member
20	Representative Bangladesh Association of Software and Information services (BASIS)	Member
21	Representative, Shipbuilders Association of Bangladesh	Member
22	National Project Director(NPD),SEIP	Member
23	Executive Project Director, SDCMU	Member-Secretary

- B. Representatives of Development Partners will attend committee meetings as observers.
- C. The PSC may co-opt other members as necessary.
- D. SDCMU will provide secretarial services to the committee.

**TOR:** The committee will discharge the following functions;

- Oversee project implementation of SEIP ;
  - Help solve policy-related issues that may arise;
  - Review project progress;
  - Approve the project annual work plan and budget;
  - Approve all reports, including DSHE Monitoring;
  - Ensure oversight and guidance of PPP activities;
  - Monitor the implementation of GAP
  - Ensure adequate funding (including human resources) to support agreed project initiatives;
  - Facilitate coordination and ensure timely decisions in critical inter-ministerial policy and implementation issues to remove any implementation bottlenecks;
  - Provide operational guidance to ensure project remains within the scope;
  - Ensure the activities implemented are in accordance with EARF, RF and SECPF
  - Approve Project Progress Reports.
- E. The PSC will meet every three months.

## Appendix-E

### Skills Development Implementation Committee (SDIC)

1	<b>Executive Project Director, SDCMU, SEIP</b>	<b>Chairman</b>
2	Director-General, Directorate of Technical Education (DTE)	Member
3	Director -General, Bureau of Manpower, Employment and Training	Member
4	Director-General , Bangladesh Industrial Technical Assistance Center (BITAC)	Member
5	Chief Coordinator, PIC, Bangladesh Technical Education Board (BTEB)	Member
6	Chief Coordinator, PIC, National Skills Development Council (NSDC)	Member
7	Chief Coordinator, PIC, Bangladesh Bank (BB)	Member
8	Chief Coordinator, PIC, Palli Karma Shayak Foundation (PKSF)	Member
9	Chief Coordinator, PIC, Bangladesh Garment Manufacturer's Association	Member
10	Chief Coordinator, PIC, Bangladesh Knitwear Manufacturer's and Exporter's Association	Member
11	Chief Coordinator, PIC, Bangladesh Textile Manufacturer's Association	Member
12	Chief Coordinator, PIC, Leather and Footwear Manufactures & Exporters Association(LFMEA)	Member
13	Chief Coordinator, PIC, Bangladesh Association of Construction Industry (BACI)	Member
14	Chief Coordinator, PIC, Bangladesh Engineering Industry Owners' Association (BEIOA)	Member
15	Chief Coordinator, PIC, Bangladesh Association of Call Centers and Association of CALL Centers and Outsourcing (BACCO)	Member
16	Chief Coordinator, PIC, BASIS	Member
17	Chief Coordinator, Shipbuilders Association	Member
18	Deputy Executive Project Director (Public), SDCMU	Member
19	Deputy Executive Project Director (Private), SDCMU	Member
20	Deputy Executive Project Director, SDCMU	Member-Secretary

- A. The committee may co-opt other members as necessary.
- B. DEPD (Fund), SDCMU will provide secretarial services to the committee.

**TOR:** The committee will discharge the following functions;

- prepare annual work plan and budget (AWPB) of the project in consultation with implementing agencies;
  - manage and coordinate implementation of all project activities including supporting implementing agencies and training providers;
  - review project implementation progress;
  - manage the M&E including trainee tracking system to provide SEIP data for reporting;
  - support implementation and M&E of the PPP activities;
  - collect and compile progress reports for the PSC meetings;
  - prepare documents as required to support reporting arrangements;
  - prepare the Interim (unaudited) Financial Reports (IFR); and
  - implement, monitor, and report on the Gender Action Plan (GAP), Environmental Assessment and Review Framework (EARF), and Small Ethnic Communities Planning Framework (SECPF).
- C. The committee will meet once a month.

# Appendix-F

## Institution-wise Course Mapping (Public Sector)

### Directorate of Technical Education (DTE)

Entry level Qualification (Age & Qualification): 15+ years and VIII grade

Course Duration: Six months (360 hours) including one month OJT

Capacity per Course: 30 trainees

SL	Institutes	Name of the Courses	Total no. of Trainees
1	Rangpur TSC	(i) Graphics Design (ii) IT Support Technician (iii) Welding (iv) Electrician	1200
2	Sherpur TSC	(i) Sewing Machine Operator (ii) Mid-Level Supervisor (iii) Graphics Design (iv) IT Support Technician (v) Electrician	1500
3	Manikganj TSC	(i) Graphics Design (ii) IT Support Technician (iii) Welding (iv) Electrician	1200
4	Habiganj TSC	(i) Refrigeration and Air-Conditioning (ii) Welding	600
5	Narsingdi TSC	(i) Graphics Design (ii) IT Support Technician (iii) Mason (iv) Plumbing & Pipe fitting (v) Electrician	1500
6	Panchagarh TSC	(i) Sewing Machine Operator (ii) Electrician (iii) IT Support Technician (iv) Mid-level supervisor	1200
7	Jhalakathi TSC	(i) Sewing Machine Operator (ii) Mid-level Supervisor (iii) Graphics Design (iv) Electrician (v) IT Support Technician	1500
8	Feni Computer Institute	(i) Graphics Design (ii) Web Design (iii) IT Support Technician	900
9	Barisal TSC	(i) Graphics Design (ii) Welding (iii) IT Support Technician (iv) Electrician	1200
	<b>Total</b>	<b>36 Courses</b>	<b>10,800</b>

\* TSC: Technical School and College

## Appendix-G

**Institution-wise Course Mapping (Public Sector)**  
**Bureau of Manpower, Employment and Training (BMET)**  
**Entry level Qualification (Age & Qualification): 15+ years and VIII grade**  
**Course Duration: Six months (360 hours) including one month OJT**  
**Capacity per Course: 30 trainees**

SL	Institutes	Name of the Courses	Total no. of Trainees
1	Bangla-Korea TTC, Dhaka	(i) Graphics Design (ii) Web Design (iii) Welding (iv) Electrical Installation and Maintenance (v) Mid-Level Supervisor (vi) Quality Control Supervisor (vii) Machine Shop Practice/Machinist	2100
2	Bangla-German TTC, Dhaka	(i) Welding (ii) Mid-Level Supervisor (iii) Graphics Design (iv) Refrigeration and Air-Conditioning (v) Quality control Supervisor (vi) Plumbing and Pipefitting (vii) Electrician	2100
3	Sheikh Fazilatunnesa Mujib Women TTC, Dhaka	(i) Sewing Machine Operator (ii) Graphics Design (iii) Web Design (iv) Mid-Level Supervisor	1200
4	Khagrachari TTC	(i) Sewing Machine Operator (ii) Mid-Level Supervisor (iii) Graphics Design (iv) Welding (v) Electrician	1500
5	Sylhet TTC	(i) Graphics Design (ii) IT Support Technician (iii) Mason (iv) Plumbing (v) Electrical (vi) RAC	1800
6	Pabna TTC	(i) Sewing Machine Operator (ii) Electrical (iii) Graphics Design (iv) Mid-Level supervisor (v) Plumbing & pipe fitting (vi) Welding	1800

SL	Institutes	Name of the Courses	Total no. of Trainees
7	Khulna TTC	(i) Quality control Supervisor (ii) Graphics Design (iii) Electrical (iv) Welding & Fabrication (v) Plumbing & pipe fitting (vi) Machine Tools operation/ Machinist (vii) Rod Binding and Scaffolding	2100
8	Comilla TTC	(i) Graphics Design (ii) CAD (2D & 3D) (iii) Plumbing & pipe fitting (vi) Rod Binding and Scaffolding (v) Welding (vi) Electrical	1800
9	Rangamati TTC	(i) Plumbing & pipe fitting (ii) Graphics Design (iii) Welding (iv) Electrical	1200
10	Chapainawabganj TTC	(i) Sewing Machine Operator (ii) Mid-Level Supervisor (iii) Graphics Design (iv) Mason (v) Plumbing & pipe fitting (vi) Rod Binding	1800
11	Kushtia TTC	(i) Graphics Design (ii) Mason (iii) Plumbing & pipe fitting (iv) Electrical (v) Sewing Machine Operator (vi) Mid-level Supervisor	1800
12	Rajshahi TTC	(i) Refrigeration and Air Conditioning (ii) Mason (iii) Plumbing & pipe fitting (iv) Mid-level Supervisor (v) Electrical	1500
13	Laxmipur TTC	(i) Sewing Machine Operator (ii) Graphics Design (iii) Electrical (iv) Welding & fabrication (v) Mid-Level Supervisor	1500
14	Jhenaidah TTC	(i) Sewing Machine Operator (ii) Mason (iii) Plumbing & pipe fitting (iv) Electrical	1200

SL	Institutes	Name of the Courses	Total no. of Trainees
15	Faridpur TTC	(i) Plumbing & pipe fitting (ii) Graphics design (iii) Mason (iv) Welding (v) Electrical (vi) Machine Tools Operation/ Machinist	1800
16	Tangail TTC	(i) Sewing Machine Operator (ii) Graphics Design (iii) Web Design (iv) Welding (v) Electrical	1500
17	Lalmonirhat TTC	(i) Electrical (ii) RAC (iii) Mason (iv) Graphics Design (v) Welding	1500
18	Dinajpur TTC	(i) Sewing Machine Operator (ii) Graphics Design (iii) IT Support Technician (iv) Mason (v) Plumbing & pipe fitting (vi) Electrical	1800
19	Bangla-Korea TTC, Chittagong	(i) Welding (ii) Machine tools Operation/ Machinist (iii) Electrical (iv) Industrial Facilities (RAC) (v) Quality control Supervisor (vi) Mechanical fitter (vii) IT Support Technician	2100
20	Noakhali TTC	(i) Welding (ii) Graphics Design (iii) Web Design (iv) IT support Technician (v) Electrical (vi) Refrigeration and Air- Conditioning	1800
	<b>Total</b>	<b>113 Courses</b>	<b>33,900</b>

\* TTC: Technical Training Center

## Appendix-H

**Institution-wise Course Mapping (Public Sector)**  
**Bangladesh Industrial and Technical Assistance Center (BITAC)**  
**Entry level Qualification (Age & Qualification):** 15+ years and VIII grade  
**Course Duration:** Three months (360 hours) plus one month OJT  
**Capacity per Course:** 30 trainees

SL	Institutes	Name of the Courses	Total no. of Trainees
1	Dhaka BITAC	(i) Welding (ii) Electrical (iii) Machine Tools Operation/Machinist	900
2	Khulna BITAC	(i) Welding (ii) Electrical (iii) Machine Tools Operation/Machinist	900
3	Bogra BITAC	(i) Welding (ii) Electrical (iii) Machine Tools Operation/Machinist	900
	<b>Total</b>	<b>9 Courses</b>	<b>2,700</b>

\* BITAC: Bangladesh Industrial and Technical Assistance Center

# Appendix-I

## Institution-wise Course Mapping (BBSME)

Institutes	Name of the Courses	Course Duration in months	Total no. of Trainees
BB-SME	Certificate course in Dress Making & Tailoring	3	1250
BB-SME	Certificate Course in Merchandising	6	500
BB-SME	Certificate Course in Quality Control Management in RMG	3	1000
BB-SME	Lathe Operation	3	750
BB-SME	Automobile Mechanic	6	450
BB-SME	Industrial electrical maintenance	3	1250
BB-SME	Web Site Design and Development	6	625
BB-SME	Professional Freelancing	6	375
BB-SME	Graphics design	6	500
BB-SME	IT Maintenance and Servicing (Support service)	6	500
BB-SME	Professional Freelancing	3	1500
BB-SME	Graphics design	3	1500
<b>Total</b>	<b>12 Courses</b>		<b>10,200</b>

## Appendix-J

### Institution-wise Course Mapping ( PKSF)

Institutes	Name of the Courses	Course Duration in months	Total no. of Trainees
PKSF	Outsourcing (ICT)	3	1000
PKSF	Web Design & Graphic Design	6	750
PKSF	It Support Service	6	650
PKSF	Plumbing & Pipe Fitting	3	950
PKSF	Fashion Garments	3	1000
PKSF	Automobile Mechanics	6	575
PKSF	Mobile Servicing	3	1000
PKSF	Small Engineering & Metal Working	3	800
PKSF	Electronics & Eletrical Work	6	1000
PKSF	Rod Binding/Steel Fixer	3	700
PKSF	Leather Making & Leather Goods	3	600
PKSF	Mechanical Agricultural Farming	3	75
PKSF	Welding & Fabrication	6	900
<b>Total</b>	<b>13 Courses</b>		<b>10,000</b>

## Appendix-K

### Institution-wise Course Mapping (Private Sector)

Association	Sector	Course Name	Course Duration in months	Total no. of Trainees
BACI	Construction	1. Mason	3	1530
		2. Plumber	3	1912
		3. Painter	3	1530
		4. Construction Electrician	3	1913
		5. Rod Binder & Scaffolding	3	1913
		6. Tiles and Mosaic Setter	3	1913
		7. Aluminum Fabricator	3	1530
		8. Project Proposal Preparation	2	190
		10. Supply Chain Management	2	190
		11. Quality Control	2	192
		12. CAD [2D & D]	3	192
		BASIS	IT	1. Web Design Course
2. Graphic Design Course	3			2100
3. Digital Marketing Course	1			1500
4. Web Application Development- PHP	3			2250
5. Web Application Development- Dot Net	3			2250
6. Practical SEO	1			3000
7. Mobile Application Deve (Android)	3			1500
8. Server Admin. & Cloud Management	2			600
9. IT support Technical	3			900
10. Affiliate Marketing & E-commerce	3			1400
11. Customer Support & Service	1			750
12. IT Sales Management	1			750
13. English Communication	1			1500
14. Business Communication	1			1500

Association	Sector	Course Name	Course Duration in months	Total no. of Trainees
BEIOA	Light Engineering	1. Lathe Machine Operation	6	240
		2. Milling Machine Operation	6	240
		3. Welding	6	240
		4. Engineering Drawing	3	240
		5. Master Craftsmanship	0.5	7200
		5. CAD and CAM Design	6	90
		6. CNC Operation	12	60
		7. Business Accounting	6	240
		8. Business Management	6	210
		9. Overseas Trading	6	180
BGMEA	RMG	1. Sweater Machine Operation	2	6000
		2. Woven Machine Operation	2	15600
		3. Knit Machine Operation	1	6000
		4. Industrial Eng. & Manufacturing System	3	1800
		5. production planning & control	1	1800
		6. Inventory & Control Management	1	1800
		7. Production management	1	1440
		8. Quality Control & textile testing	1	840
		9. Cutting technology & fabric optimization	1	1440
		10. Fire Safety & Compliance	1	2520
		11. Apparel Merchandising	6	360
		12. Pattern & Marker Design with CAD Software	1	240
		13. Garments Maintenance	1	1440
		14. Lean Manufacturing	4	990
		15. Quality System	1	1530
BKMEA	RMG	1. Lean Manufacturing System	2	1500
		2. Industrial Engineering	2	1680

Association	Sector	Course Name	Course Duration in months	Total no. of Trainees		
		3. Garments Quality Assurance System	2	2250		
		4. Fabric Optimization & Cutting Technology	1	900		
		5. Fire Safety Management & Risk Assessment	1	10800		
		6. Social Compliance Norms	1	13500		
		7. Apparel Merchandising		360		
		8. Social Compliance & CSR Issues	6 6	540		
		9. Industrial Engineering & Lean Manufacturing	4	780		
		10. Production Planning & Supply Chain Management	3	780		
		11. Textile Testing & Lab Management	2	420		
		12. Fire Safety Management & Risk Assessment	2	900		
		13. Market Analysis & Export Promotion (MAEP)	1.5	600		
		14. Tactics of Commercial Activities	1	1440		
		15. Skill Training Program- Operator Training	1	4860		
		BTMA	Textile	1. Fundamentals of Yarn Manufacturing	1	1080
				2. Blowroom: Basics and Operations	1	1080
3. Carding: Basics and Techniques	1			1080		
4. Ring Frame: Basics and Techniques	1			1080		
1. Quality Control in Spinning	1			1080		
2. Weaving Fundamentals	1			1080		
3. Basic Woven Structure	1			1080		
4. Knitting Fundamentals	1			1080		
5. Working with Circular Knitting Machine	1			1080		
6. Working with Vee Bed Knitting Machine	1	1080				

Association	Sector	Course Name	Course Duration in months	Total no. of Trainees
		7. Working with Weaving CAD	1	1080
		8. Preparatory Process in Weaving	1	1080
		9. Fundamentals of Dyeing	1	1080
		10. Fundamentals of Printing	1	1080
		11. Quality Management in Dyeing and Printing	1	1080
		12. Shades and Shade Assessment	1	1080
		13. ETP: Fundamentals and Operation	1	1080
		14. Pattern and Marker Making Fundamentals	1	1080
		15. Sewing Basics and Sewing Machines	1	1080
		16. Working with Garments CAD	1	1080
		17. Yarn Manufacturing Technology	2	960
		18. Fabric Structure and Design	2	960
		19. Weaving Technology	2	960
		20. Knitting Technology	2	960
		21. Wet Processing Technology	2	960
		22. Finishing Technology	2	960
		23. Garments CAD: From Pattern to Marker	2	960
		24. Apparel Merchandising Basics	2	960
		25. Modern Tech in Yarn Manufacturing	0.25	420
		26. Modern Technology in Weaving	0.25	420
		27. Modern Technology in Knitting	0.25	420
		28. Modern Technology in Wet Processing	0.25	420

- BGMEA = Bangladesh Garment Manufacturers' and Exporters' Association  
 BKMEA = Bangladesh Knitwear Manufacturers' and Exporters' Association,  
 BTMA = Bangladesh Textile Mills Association  
 LFMEAB = Leather and Footwear Manufactures' and Exporters' Association  
 BACI = Bangladesh Association of Construction Industry  
 BEIOA = Bangladesh Engineering Industry Owners' Association  
 BACCO = Bangladesh Association of Call Centers and Outsourcing  
 BASIS = Bangladesh Association of Software and Information Services

# Memory of Training Activity under Skills for Employment Investment Program (SEIP)

Chief Guest : Mr. Abul Maal A Muhith, 10<sup>th</sup> Honorable Minister for Finance  
Special Guest : H.E. Mr. Christian Martin Farrell, Ambassador of Ireland in Bangladesh  
Mr. Greg Tonkonopikova, Acting Country Director, ADB-2010  
Chairperson : Mr. Matzoub Ahmet, Senior Secretary, Program Director, Ministry of Finance

Tuesday, 21 March 2010  
10:00 AM onwards at Technology House, Dhaka

Ministry of Finance  
Program Director, Skills for Employment Investment Program (SEIP)



## Skills for Employment Investment Program (SEIP)

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