



Skills for Employment Investment Program (SEIP)

April 2022

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



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SEIP at a Glance	
Project Title	Skills for Employment Investment Program (SEIP)
Executing Agency	Finance Division, Ministry of Finance
Implementing Agency	Skills Development Coordination and Monitoring Unit (SDCMU), SEIP Project, Finance Division
Location of the Project	All over Bangladesh
Total cost of the Project	US\$ 458.00 million (1 st , 2 nd and 3 rd Tranches) <ul style="list-style-type: none"> o ADB loan - US\$ 350.00 million o SDC grant - US\$ 10.00 million o GoB - US\$ 87.50 million o Industry Associations- US\$ 10.50 million
Project Period	July 2014 to December 2023
Total Target	Skilling and up-skilling of 8,41,680 trainees. Approximately 1,87,430 trainees will be trained through 126 Public Training Institutes. Training centers partnering with PKSf and BB-SME are also there in the process of imparting training under the public sector. The rest of the target will be implemented by different private training institutes/centers under different Industry Associations including BIGM and 04 EDCs.
Priority Sectors	<p>Priority Sectors</p> <ol style="list-style-type: none"> 1. RMG & Textile; 2. ICT; 3. Construction; 4. Light Engineering; 5. Leather and Footwear; 6. Shipbuilding; 7. Healthcare (Nursing and Caregiving); 8. Agro Food Processing; 9. Tourism and Hospitality; 10. Transport (Motor driving). 11. Renewable Energy
Ministries/Divisions Involved	<ol style="list-style-type: none"> 1. Finance Division 2. Secondary and Higher Education Division 3. Technical and Madrasa Education Division 4. Ministry of Industries 5. Ministry of Expatriates' Welfare & Overseas Employment 6. Ministry of Youth and Sports 7. Road Transport and Highways Division 8. Energy & Mineral Resources Division

SEIP at a Glance	
Industry Associations involved in Training Activities	<p>Industry Associations</p> <ol style="list-style-type: none"> 1. AEOSIB 2. BACI 3. BACCO 4. BAPA 5. BASIS 6. BEIOA 7. BGMEA 8. BKMEA 9. BTMA 10. BWCCI 11. LFMEAB 12. REHAB 13. T & H ISC 14. KWT
Public Training Institutes	<p>125 following Public Training Institutes (PTIs) are currently working with SEIP Project:</p> <ol style="list-style-type: none"> (a) 33 Technical School and Colleges (TSCs) & Feni Computer Institute (b) 61 Technical Training Centers (TTCs) and 03 Institutes of Marine Technology under BMET (c) 05 Bangladesh Industrial Technical Assistance Centers (BITAC) (d) 19 BRTC Training Centers/ Institutes (e) Youth Development Training Centers under DYD (Number of TCs to be determined in the future) (f) Trust Technical Training Institute (TTTI) <p>Note: Additional training centers from the Public Sector may be engaged in the future based on requirement.</p>
Other Organizations	Bangladesh Bank SME Department and PKSF.
Total Training Centers Total District Covered so far Components of SEIP Project	<p>Around 450+ training centers including a good number of factories are currently being used for SEIP training</p> <p>All 63 districts of Bangladesh have been covered.</p> <ol style="list-style-type: none"> i) Market Responsive Inclusive Skills Training Delivered ii) Quality Assurance System Strengthened iii) Institutions Strengthened iv) Management and Governance of Skills Training Improved
Social Inclusion	110,000 trainees from socially disadvantaged groups (physically challenged, ethnic minority, people from former enclaves, men and women living below poverty line) are targeted to receive special stipend of Tk. 5,000/ each.

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Abbreviations

ADB	Asian Development Bank
AEPD	Assistant Executive Project Director
AEOSIB	Association of Export Oriented Shipbuilding Industries of Bangladesh
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
BAPA	Bangladesh Agro-food Processors Association
BASIS	Bangladesh Association of Software and Information Services
BEIOA	Bangladesh Engineering Industry Owners' Association
BGMEA	Bangladesh Garment Manufacturers and Exporters' Association
BKMEA	Bangladesh Knitwear Manufacturers and Exporters' Association
BIGM	Bangladesh Institute of Government Management
BITAC	Bangladesh Industrial Technical Assistance Center
BMET	Bureau of Manpower, Employment and Training
BRTC	Bangladesh Road Transport Corporation
BTEB	Bangladesh Technical Education Board
BTMA	Bangladesh Textile Mills Association
BWCCI	Bangladesh Women Chamber of Commerce and Industry
CAG	Comptroller and Auditor General
CAO	Chief Accounts Officer
CGA	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

DYD	Department of Youth Development
EARF	Environmental Assessment and Review Framework
EOI	Expression of Interest
EDC	Executive Development Center
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
KWT	Kumudini Welfare Trust of Bengal (BD) Ltd.
LFMEAB	Leather Goods And 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	Non-Government Organization
NHRDF	National Human Resource Development Fund
NSDA	National Skill Development Authority
NSDC	National Skill Development Council
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
PSC	Project Standing Committee
REHAB	Real Estate and Housing Association of Bangladesh
RF	Resettlement Framework
RMG	Ready-Made Garment
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
SREDA	Sustainable and Renewable Energy Development Authority
SWAp	Sector-Wide Approach
ToR	Terms of Reference

1. Background

- 1.1 The economy of Bangladesh has been growing steadily benefiting from various reforms and increasing openness. However, it is recognized that to take the economic growth to a higher trajectory, Bangladesh needs to convert its large working age population into productive human resources through enhancing their skills level. Skill sets are critical for productivity increase, industrial growth, export diversification and producing high value products.
- 1.2 It is well known that the Total Factor Productivity (TFP) plays a key role in economic growth. In order to increase the TFP, Bangladesh needs to improve its current low level of human capital by enhancing investment in education and skills. An important growth driver is expanding labor force along with their quality. Policies/strategies and plans should be designed in such a way that they can address both the issues of increasing labour supply and their low skills.
- 1.3 Since independence, formation of human capital for sustaining economic growth and poverty alleviation has been a pivotal developmental instrument in Bangladesh. The Eighth Five Year Plan has focused on ‘the new technology change production process’ and the resultant ‘technological unemployment’ and alternate options to the unemployed/redundant workers to be developed through vocational education and skills development. It clearly says ‘For Bangladesh’s transition towards an upper-middle income country, increased investment in TVET will be crucial. Global experiences suggest that TVET sector expand with the development of a country. The academic streams will not be able to absorb all the children and importantly it will not be able to provide every necessary skill that will be demanded in the future.’ It also says ‘to achieve upper-middle income status by 2031 and particularly to take advantage from the fourth industrial revolution, up-gradation of both hard skills and soft skills will be crucial.’
- 1.4 Skills development is also one of the key components of global development agenda of Sustainable Development Goals (SDG). SDG targets 4.3 and 4.4 put emphasis on providing quality, affordable and accessible education with relevant skills including technical and vocational skills for employment of the youth. Aligning with the target, government has taken a comprehensive plan to operationalize the market responsive skills eco-system and delivery mechanism.

- 1.5 Bangladesh is now well placed to enjoy the demographic dividend from its working population. As per the latest census, 18.8 per cent of our population now belongs to age group of 15-24 years and 37.6 per cent to age group of 25-54 years. With a population of more than 160 million and average median age of 25 years, Bangladesh may enjoy the benefits of demographic dividend probably for the next 25-30 years. The government, therefore, has made it a priority to transform the young population of the country into competent and skilled workforce through an innovative approach of skills development initiatives and their implementation.
- 1.6 Many positive developments have been taking place that have streamlined skills development system in the last few years. A National Skills Development Policy (NSDP) was approved by the Government in December 2011 which is still used as the guiding document for skills development. A new skills development policy is going to be finalized expectedly in 2021. The NSDP emphasizes the importance of better alignment of Technical and Vocational Education and Training (TVET) with skills development systems and industry skills demand. Government in the meantime has designed and approved the National Technical & Vocational Qualifications Framework (NTVQF) and the National Skills Quality Assurance System (NSQAS) and associated documentation of regulations, and manuals as per the provisions of NSDP. The Government has taken a number of development projects to enhance the capacity of the new entrants through skills training so that a portion of two million new entrants can receive training before going to the job market.
- 1.7 Skills for Employment Investment Program (SEIP) is being implemented by Finance Division, Ministry of Finance, funded jointly by the Asian Development Bank, Swiss Agency for Development and Cooperation (for Tranche-1 only) and GoB. SEIP Project supports government's reforms in skills development area articulated in the National Skill Development Policy (NSDP). It helps catalyze the private sector in a major way for providing market responsive skills development and forging partnerships with public training institutes to make skills development responsive to emerging labor market needs. SEIP project is also strengthening TVET institutions and quality assurance system to meet future skills needs.

2. Introduction

- 2.1 Bangladesh is making very good progress towards attaining faster economic growth to upgrade the standard of living of the people of all walks of life, and the growth of the economy achieved during the past few years is really commendable. However, growth of the economy and employment opportunities in Bangladesh is still restricted, among others, by skills shortages. The current skills supply systems do not fully meet the skills demand because of 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. It is important to mention that about 23 ministries and divisions are now involved in implementing skills training programs, but they need proper coordination and integration. Different ministries and divisions are following different curricula and different lengths of training which do not, in fact, cater to the industry needs. As those curricula have not been prepared based on industry requirements, the trained graduates are not getting immediately job ready.
- 2.2 Another reality of employment market in Bangladesh is its informal nature. According to the Labour Force Survey (LFS) 2016-17, out of the total 60.83 million employed labour in the country, 85.1 percent work in the informal sector; females are more involved in informal activities (91.8 percent) relative to 82.1 percent for males. In both rural and urban areas, females and youths (aged 15-29) are more likely to be in informal employment. In 2017, a total of 51.7 million people was engaged in informal employment, of them 31.0 percent were 15–29 years old, while 64.9 percent were 30–64 years old, and only 4.1 percent were 65 or older. There exists a clear negative correlation between higher educational attainment and informal employment i.e., highly educated persons are more likely to be in formal rather than in informal employment.
- 2.3 It is seen that nearly half of those who are engaged in informal employment have no schooling while only a small fraction (less than 0.5 percent) has received any vocational/technical/skills development training. Further, protective labour regulations and unions do not cover informal sector employment. This informal market has neither encouraged industry to significantly engage in formal training, apprenticeship or employment nor inspired potential workers to explore formal training to seek employment in domestic and external markets. As a result, the role of the industry sectors has remained largely marginal in this area. 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 projects are encouraged to partner with chambers and Industry Associations to achieve required employment outcomes from their training programs. Having realized the importance of partnership between the government and potential training providers and employers, particularly of private sectors, the government of Bangladesh has undertaken the Skills for Employment Investment Program (SEIP) to promote employment opportunities for workers trained in accordance with the requirements of the industries.

3. Objectives of the Project

- 3.1 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 market responsive skills eco-system and delivery mechanism through a combination of well-defined set of funding triggers and targeted capacity support. The specific objectives are to
- a. impart job focused skills to ensure gainful employment along with up-skilling of the existing workforce to enhance productivity and growth of the industrial sectors;
 - b. develop a network of training providers which is endorsed by industries for providing quality training to meet the skill needs of the employers;
 - c. establish and implement a strategy to address the special need group specified in the NSDP and ensure their participation in SEIP programs;
 - d. implement a vocational trainer development program for trainers and assessors, and a leadership program for the managers of the training providers to fulfill NSDP requirements;
 - e. support the training providers for capacity development to ensure quality training delivery mechanism;
 - f. support establishment and operationalization of a National Human Resources Development Fund (NHRDF) and National Skills Development Authority (NSDA);
 - g. strengthen institutional capacities for overall quality development of skills training;
 - h. implement industry-specific Executive Development Program for mid

and high-level managers with collaboration between universities and industries;

- i. strengthen quality assurance and monitoring system for quality training delivery;
- j. implement skills training for migrant workers to upgrade their job situation abroad.
- k. implement training on Motor Driving and Basic Maintenance to significantly improve road safety.

4. Project Description

- 4.1 Skills for Employment Investment Program (SEIP) emphasizes improvement of job-focused skills and up-skilling of the existing workforce. The project is supporting training providers to meet industry's skills requirements, finance skills training of 8,41,680 trainees with at least 5,05,008 job placements (60% of the trained workforce), implement a vocational trainer development program and a skills assessment, certification and quality assurance system.
- 4.2 SEIP is a multi-tranche project which will continue to be implemented up to December 2023 - financed jointly by the Asian Development Bank, Swiss Agency for Development and Cooperation (only for the first tranche) and GoB. Eleven priority sectors have so far been identified and included in the SEIP project. They are (i) Readymade Garment and Textile, (ii) Construction, (iii) Information Technology (IT), (iv) Light Engineering and Manufacturing, (v) Leather and Footwear, (vi) Shipbuilding, (vii) Agro-food Processing, (viii) Tourism and Hospitality, (ix) Nursing and Care-giving, (x) Transport (motor driving with basic maintenance) and (xi) Renewable Energy.
- 4.3 The training is being imparted by the institutions under both public and private sectors. SEIP is financing the training programs through four ministries/ divisions and 13 Industry Associations. SEIP is also financing the skills training programs being implemented by Bangladesh Bank SME Department and Palli-Karma-Sahayak Foundation (PKSF).

Table 1 Estimated Cost of the project (up-to Tranche-3)

Sources	Cost (in Million US\$)
1 GoB	87.50
2 ADB	350.00
3 SDC	10.00
4 Industry Associations	10.50
Total	458.00

5 Components of the Project

5.1 The project has the following four components:

- A. Market Responsive Inclusive Skills Training Delivered
- B. Quality Assurance System Strengthened
- C. Institutions Strengthened
- D. Management and Governance of Skills Training Improved.

5.2 Details of the above components are mentioned below:

A. Component 1: Market Responsive Inclusive Skills Training Delivered

A.1 Priority Sectors

A.1.1 SEIP aims to improve job skills of new entrants and the existing workforce in priority industrial sectors identified by the government in order to ensure availability of required skills for the industries. It supports training providers to work with industries to address identified skills needs for industrial growth and foster increased employment through the provision of market responsive and inclusive skills training. Eleven priority sectors have been selected for SEIP training programs. The sectors are:

1. RMG and Textile;
2. Construction;
3. Information Technology (IT)
4. Light Engineering
5. Leather and Footwear
6. Shipbuilding
7. Agro-food Processing
8. Tourism & Hospitality
9. Health Care (Nursing & Care-giving)
10. Transport (motor driving)
11. Renewable Energy

- A.1.2 The training is being provided by institutions under both public and private sectors, and NGOs as well. The breakdown of the trainees under different sectors is as follows:

Table 2 Trainee target by Training Providers (upto Tranche-3 as per RDPP)

Sectors/ Organizations	Number of Trainees
Public Institutes {(BMET (TTC and IMT), DTE (TSC), BITAC, BRTC, DYD, SREDA)}	1,87,430
Industry Associations/Private Entity	4,97,761
PKSF	34,350
BBSME/SME Foundation	11,964
EDC at Universities	3,800
BIGM	975
Other Organizations	51,714
Total	8, 41,680

A.2 Implementing Partners of SEIP Training Program

A.2.1 Industry Associations

- A.2.1.1 The training programs of 4,97,761 trainees (new entrants and up-skilling) are currently being implemented by 13 leading industry associations: Bangladesh Garment Manufacturers' and Exporters' Association (BGMEA), Bangladesh Knitwear Manufacturers' and Exporters' Association (BKMEA), Bangladesh Textile Mills Association (BTMA), Leather Goods & Footwear Manufacturers' & Exporters' Association of Bangladesh (LFMEAB), Bangladesh Association of Construction Industry (BACI), Real Estate and Housing Association of Bangladesh (REHAB), Bangladesh Engineering Industry Owners' Association (BEIOA), Bangladesh Association of Software and Information Services (BASIS), Bangladesh Association of Call Centers and Outsourcing (BACCO), Association of Export Oriented Shipbuilding Industries of Bangladesh (AEOSIB), Bangladesh Agro Processors' Association (BAPA), Bangladesh Women Chamber of Commerce and Industry (BWCCI), and Tourism and Hospitality ISC (T & H ISC) in 11 priority sectors.

Table 3 Trainee target by Training Partners

SL	Name of the Associations/Organizations (T ₁ +T ₂ +T ₃ Together)	Trainee Target
1	Bangladesh Garment Manufacturers' & Exporters' Association (BGMEA)	93,055
2	Bangladesh Knitwear Manufacturers' & Exporters' Association (BKMEA)	61,141
3	Bangladesh Textile Mills Association (BTMA)	73,960
4	Bangladesh Association of Software and Information Services (BASIS)	44,570
5	Bangladesh Association of Construction Industry (BACI)	60,335
6	Association of Export Oriented Shipbuilding Industries of Bangladesh (AEOSIB)	19,605
7	Bangladesh Engineering Industry Owners Association (BEIOA)	26,010
8	Bangladesh Association of Call Centers and Outsourcing (BACCO)	26,785
9	Leather Goods and Footwear Manufacturers & Export Association (LFMEAB)	25,000
10	Bangladesh Women Chamber of Commerce and Industry (BWCCI)	7,800
11	Bureau of Manpower, Employment and Training (BMET), Ministry of Expatriates' Welfare and Overseas Employment	1,30,370
12	Directorate of Technical Education, Ministry of Education (DTE)	34,320
13	Bangladesh Bank-Small and Medium Enterprise (BB-SME)	12,564
14	Bangladesh Industrial Technical Assistance Center (BITAC), Ministry of Industries	13,590
15	Bangladesh Agro-food Processors Association (BAPA)	29,000
16	Industry Skill Council (Tourism & Hospitality)	11,500
17	Palli Karma-Sahayak Foundation (PKSF)	34,350
18	Bangladesh Institute of Governance and Management (BIGM)	975
19	Bangladesh Road Transport Corporation (BRTC)- Motor Driving with Basic Maintenance	45,600
20	Real Estate and Housing Association of Bangladesh (REHAB)	19,000
21	Bangladesh University of Textiles	1080
22	East West University	600
23	BRAC University	900
24	Department of Youth Development (DYD)	5500
25	Kumudini Welfare Trust of Bengal (BD) Ltd.	330
26	Unallocated	67,850*
	Total	841,860

*Note: For the rest of the target, contracts will be signed with the training providers in the future.

A.2.1.2 The above associations and organizations have been delivering training through their own training institutions as well as through partnerships/outsourcing with other relevant training institutions.

A.2.2 Public Training Providers

A.2.2.1 Skills for Employment Investment Program is being implemented through public and private training institutes. At the moment 126 Public Training Institutes (PTIs) are engaged with SEIP Project. Among them 35 Technical School and Colleges (TSCs) & Feni Computer Institute under the Directorate of Technical Education (DTE), 62 Technical Training Centers (TTCs) and 3 Institutes of Marine Technology (IMT) under BMET & 05 Bangladesh Industrial Technical Assistance Centers (BITAC), and 19 BRTC Training Center/Institute.

A.2.2.2 The training institutes under public training providers have been identified through a survey to implement the training programs. The criteria used to assess the institutes include: (i) annual skilling capacity, (ii) number and quality of courses linked to priority sectors recognized by industries, (iii) capacity to start training program immediately and condition of training facilities, equipment and training materials, (iv) incremental expansion capacity, (v) employment achievements of the graduates, (vi) existence of job placement unit, career counseling, and linkages with industries, (vii) status of trained teachers and assessors, (viii) status of partnerships with industries, and (ix) delegation of power to engage guest instructors and job placement officers etc. . The PTIs are conducting skills training on different market responsive occupations – approximately 24 trade courses.

A.2.3 Partners Implementing Motor Driving Training with Basic Maintenance

A.2.3.1 As a part of dynamic approach, SEIP Project has taken up Transport Sector for skills training. Under this sector PTIs specifically TTCs under BMET, TSCs under DTE, TI/TC under BRTC and TTTI under Bangladesh Army Welfare Trust have been engaged for imparting training on Motor Driving with Basic Maintenance for producing skilled drivers and providing professional licenses by Bangladesh Road Transport Authority (BRTA). SEIP Project has estimated to produce 100,000 skilled drivers through PTIs by 2023.

A.2.4 Partners Implementing Certification by City & Guilds

A.2.4.1 With a view to increasing the quality of training programs and having acceptability of certificates in overseas job markets, SEIP Project with BMET has taken initiatives to affiliate TTCs with international accreditation body, City & Guilds – a UK based international Certificate awarding authority. In order to get affiliation from City & Guilds, six TTCs (BKTTTC, Dhaka, BKTTTC, Chattogram, BGTTC, Dhaka, SFMM TTC, Dhaka, Sylhet TTC, Rangpur TTC) have been selected for five trades (Housekeeping, Electrical, Bricklaying, Plumbing, Scaffolding) since 2016. Currently they are imparting training on the above training. Under SEIP Project 5400 trainees will be certified by City & Guilds by 2023. SEIP Project has a plan to launch one-year Diploma Program for three occupations namely Food Production, Housekeeping and Electrical.

A.2.5 Palli Karma- Sahayak Foundation (PKSF)

A.2.5.1 PKSF has been established by the Government of Bangladesh as a ‘not-for-profit’ organization. The main objective of this organization is to reduce poverty through employment generation. PKSF provides financial and technical assistance to the disadvantaged and underprivileged groups through various non-government organizations, voluntary agencies and societies selected through a rigorous screening process. Along with different types of financial and technical support, PKSF also assists in education, health services, skill training, employment generation and livelihood improvement programs. The PKSF is, thus, contributing to poverty eradication and sustainable development.

A.2.5.2 With its credentials PKSF has conducted skills training on 13 different trades through its 51 selected training institutes under three tranches for 24,350 trainees with the financial assistance of Skills for Employment Investment Program (SEIP). In this backdrop, the contract with PKSF has been extended to 31 December 2023.

A.2.6 Bangladesh Bank –Small and Medium Enterprise (BB-SME) Department

A.2.6.1 Bangladesh Bank has its own Small and Medium Enterprise Department that is involved in regulating credits to SMEs giving special focus on promoting women entrepreneurs. Taking this strength of Bangladesh Bank into consideration Skills for Employment

Investment Program (SEIP) signed Memorandum of Understanding (MoU) with Bangladesh Bank with the purpose of providing training to the target people and to support 60% of the successful trainees for employment including 40% of self-employment. As per agreement the trainee target to be reached is 11,964.

A.2.7 Additional Public Training Institutes (PTIs)

- A.2.7.1 Additional PTIs have been selected to reach trainee targets allocated to them. The public training institutes have been identified through a survey by assessing their capacity to implement the training program. The criteria used to assess the institutions are the same as mentioned in sub para 5.1.5.
- A.2.7.2 Additional training institutes under the Department of Youth Development (DYD), Ministry of Youth and Sports will be selected to train approximately 5,500 youths on practical job-related skills. More training centers of BMET, DTE and BITAC will also be included in the future for delivery of training based on requirements.
- A.2.7.3 SEIP Project has been supporting public training providers to meet industry skill requirements through grants based on the successful achievement of outputs and targets specified in approved business plans. A business plan is developed by each public institute which specifies how training providers will contribute to the achievement of the NSDP road map, objectives and targets. Plans will be updated annually on a rolling basis. Fund is disbursed on the basis of achievement of key performance targets and results specified in the business plan. SEIP Project is supporting the PTIs with training operation and capacity development cost. The training operation cost includes conveyance of the trainees, training materials, salary of the trainers and job placement officers, honorarium of regular trainers of TVET, support staff and principals/head of institutes, cost for data entry, tracking activities, job placement activities, etc. On the other hand, equipment, furniture, repair and maintenance and capacity development are provided separately.

A.2.8 Partners Implementing Executive Development Program (EDP)

- A.2.8.1 Considering the lack of adequate education and required skills among technical and non-technical managers working at different factories, SEIP Project is implementing managerial training programs for four priority sectors/subsectors. SEIP Project has already started supporting collaboration between industries and some reputed universities to

develop industry-specific mid and high-level managers through EDP. This program aims at improving technical, managerial, and soft skills of the managers who will play a key role in enhancing industry performance through innovation, and moving the industries into a higher growth trajectory. About 2,000 existing industry managers and university graduates are receiving mid to higher level managerial training under Tranche-2 and Tranche-3.

- A.2.8.2 Four leading universities are providing training which have been selected based on the following criteria: (i) scope of their business management programs, (ii) capacity to design the industry-specific managerial training program, (iii) physical capacity to accommodate the managerial development program and (iv) research or other existing activities linked to priority sectors. Based on initial screening criteria and consultations, the universities selected for the purpose are –(i) Institute of Business Administration (IBA) of the University of Dhaka, (ii) Bangladesh University of Textiles (BUTEX), (iii) BRAC University and (iv) East West University. The universities will focus on four priority areas: readymade garment, knitwear, textiles, and leather & footwear. Additional universities will be identified, consulted and selected for managerial training in other priority sectors during project implementation.
- A.2.8.3 IBA, Dhaka University has been given the responsibility to conduct managerial training for RMG sub-sector, BUTEX has been selected for textile sub-sector, BRAC for knitwear sub-sector and East West University for leather & footwear sector.
- A.2.8.4 These universities have been engaged for the proposed managerial training program through MOUs and Contracts signed with SEIP project. In consultation with the industry experts, they have developed the curricula and are operating the program. This is a nine-month Post Graduate Diploma Program being executed by the universities.

A.2.9 Partners Implementing Policy Analysis Course

- A.2.9.1 SEIP project is providing assistance to Bangladesh Institute of Governance and Management (BIGM), an institute affiliated with Dhaka University to train mid to senior level officials from Civil Service, NGOs and Private Sector on the Policy Analysis Course. That will enable them to formulate effective and efficient policies both in the Public and Private sectors that fosters sustainable growth of the country. A total of 375 officials from Civil Service, NGOs and Private

Sector are receiving this skill training on Policy Analysis over a period of three years under Tranche-2. Of them at least 30% trainees are from NGOs and Private Sector. The course started in September, 2017 and is planned to end in mid-2021. Another 600 target has been set for Tranche-3 program.

- A.2.9.2 The main objective of the Policy Analysis Course is to create competent and efficient professionals equipped with policy analysis skills to serve the GO-NGO and industry sectors. It will also build self-confidence in the personnel to take up the challenges in their workplace. Duration of training is 10 weeks of which six weeks in BIGM under classroom situation and four weeks for case study at their work place and final presentation. At the end of the class room sessions, trainees analyze one policy document and prepare a case study under the guidance of distinguished mentors which forms the basis of their final assessment and certification.

A.3 Training Courses and Methodology

- A.3.1 The training programs on a large number of courses/occupations are being implemented through CBT system endorsed by SEIP and BTEB. Training courses ensure compliance with industry endorsed standards and requirements, government policies and regulations. Rules concerning occupational health and safety, workplace relations and employment conditions, life skills including teamwork, communication and technology usage have also been integrated into the modules in most of the training courses. Around 140 trade courses are currently being run by SEIP Project (Appendix-F).

B. Component 2: Quality Assurance System Strengthened

- B.1 The second component of the SEIP project is to gradually improve the quality of training. SEIP Project believes that if the training is of quality, the trained graduates will easily get a gainful employment. The training quality is being ensured in the following ways:
- i) Curricula developed by the industry associations, endorsed by SEIP Project and approved by BTEB/ NSDA are being strictly followed. It is worthwhile to mention that all curricula are being developed based on industry requirements.
 - ii) Recruitment of qualified trainers has been ensured;
 - iii) Trainer-trainee ratio is being strictly maintained – two trainers for a class of more or less 25 to 30 trainees;

- iv) Ratio between theoretical and practical (20:80) sessions is being maintained;
- v) Supply of sufficient teaching-learning materials is being ensured;
- vi) Assessment by independent industry assessors is being done using SEIP Project developed assessment tools. The assessors have been trained by the SEIP team;
- vii) Training equipment and furniture has been supplied to the selected public training institutions and industry associations;
- viii) Rigorous monitoring of the training program is being done by the SDCMU officials, industry associations and the independent monitoring firm engaged by the SEIP project;
- ix) Follow-up actions are being taken on the findings of the monitoring reports as immediately as possible;
- x) Job tracing is being done by the independent Monitoring Firm every month on a regular basis. More than 400 trained graduates are being traced every month by the independent monitoring firm. A comprehensive tracer study has already been done by DPDS with 6,000 sample graduates and the study results have already been disseminated. The second tracer study will be conducted with greater sample size.
- xi) SEIP project is developing Competency Standards (CS), CBLMs and Assessment Tools by engaging individual consultants, SEIP's own consultants, Quality Assurance Officers, 03 Industry Skills Councils (ISCs) supported by SEIP Project and external firms;
- xii) TVET trainers are being trained locally and overseas on pedagogy and technical skills to further enhance their capacity;
- xiii) TVET managers are being trained locally to enhance their administrative and management capacity;
- xiv) Training on Occupational Health & Safety(OHS)has also been given to a large number of trainers;
- xv) A pool of Master Trainers with 200 highly qualified SEIP trainers is being developed to use them for further training of the trainers locally.

C. Component 3: Institutions for Skills Development Strengthened

C.1 Skill Development Institutions

C.1.1 In order to give a permanent shape of the skills development training across the country to meet local and international demand, SEIP Project has been implementing a number of activities to develop sustainable skills development institutions. The following are the institutions SEIP Project has been working on:

a) National Human Resource Development Fund (NHRDF)

a.1 With a view to developing a permanent setup to generate skilled workforce in a systematic and continuous way to feed industries, National Human Resource Development Fund (NHRDF) has already been established (May 16, 2017) under Finance Division, Ministry of Finance as a company registered under the Company's Act 1994. It has been registered as a "not for profit entity". The Fund will ensure additional financial support to the good quality public and private training institutes so that they can continue delivery of market responsive skills training to create skilled workforce in line with the demand of domestic and international markets. In order to make NHRDF fully operational MoUs have been signed between SEIP Project and NHRDF under which SEIP Project will support NHRDF until October 2023. The fund is expected to be fully operational by 2022. Recruitment of officials and staff has already started since February 2021. BDT400 crore has already been deposited in the NHRDF account from the budgets of FY2016-17 to FY2020-21. The fund will be administered by the Board of Directors already constituted under the Ministry of Finance.

b) National Skills Development Authority (NSDA)

b.1 National Skills Development Authority (NSDA) has already been established under Prime Minister's Office to coordinate, integrate and administer the skills development activities being implemented by more than 23 ministries/ divisions. The NSDA bill was passed by the 10th Parliament on 18 September 2018 at its 22nd Session and became law on 01 October 2018. Rules and Operational Modalities to make NSDA fully operational have been finalized. Postings of high officials including the Executive Chairman have already been done on deputation. The NSDA has by this time developed and published quite a good number of guidelines and modalities. The main functions of NSDA are as follows:

- i) Formulate National Skills Development Policies, Strategies and Action Plans;

- ii) Develop Key Performance Indicators (KPIs) and uniform training Standards for public and private training institutes with a view to developing skilled human resource for domestic and overseas markets, and integrate, coordinate and monitor implementation of the above activities;
- iii) Publicize information relating to the demand forecast of national domestic and international labour markets and establish sector-wise skills database;
- iv) Recognize Prior Learning(RPL) in applicable cases that fall within the purview of this law;
- v) Monitor and coordinate all skills development related programs and projects;
- vi) Arrange up-gradation of the standards of training, certification and mutual recognition;
- vii) Establish Industry Skills Councils (ISCs) and provide necessary support to them;
- viii) Strengthen industry linkages;
- ix) Undertake any other programs in order to develop skilled human resource at its own discretion;
- x) Perform any other responsibilities assigned by the government and its governing board.

c) Industry Skills Council

c.1 In addition to the above, Industry Skills Councils (ISC) are being supported to upgrade the quality of training in line with continuous technological changes and needs of the industry. SEIP project is supporting three ISCs to make them fully operational- one in Construction sector, another in RMG & Textile sector and the other in Light Engineering sector. The Industry Skills Councils (ISC) mainly accomplish the following tasks:

- i) Make periodic assessment of the industrial units to understand their current status and capacity;
- ii) Develop competency standards, curricula, assessment tools etc. for the occupations under the sectors and get the map proved by the competent authority;
- iii) Develop a pool of assessors and master trainers for the sector;
- iv) Conduct skills gap analysis on a regular basis;
- v) Give technical advice to the training institutes to constantly improve their training quality;

- vi) Conduct independent assessment of the trainees being trained by different training institutes under the sector;
 - vii) Other regulatory functions delegated to them by NSDA.
- c.2 The three ISCs being supported by SEIP have started delivering their outputs set for them in the Business Plans signed with SEIP Project.

C.2 Establishment of Training Centers

C.2.1 SEIP Project has a plan to establish several training centers for some industry associations as a part of permanent institution development for skills training. Currently SEIP Project has started the process of constructing a training center for Bangladesh Association of Construction Industry (BACI). The sectors have been selected based on their contribution to GDP and employment generation home and abroad. The construction work has already started after issuance of the work orders.

C.3 Upgrading Capacity of Existing Training Centers

C.3.1 As a part of institutional development and the process of quality training delivery, capacity of the training centers both under private and public sectors are being developed and upgraded by supplying appropriate training equipment, improving capacity of the trainers and assessors etc. SEIP Project has supplied training equipment, furniture and training materials to a significant number of public and private training institutions belonging to the industry associations. SEIP Project is planning to cover more training institutions to develop their capacities under the third tranche. Through this process, SEIP Project will develop a wide network of training providers across the country that will be able to cater to the requirements of industrial growth taking place in the future. Currently 03 TTCs under BMET and BITAC, Dhaka are under the process of modernization. In addition, 05 more TTCs along with 8 training centres of DYD have been planned to be upgraded under Tranche3. SEIP will also provide required equipment to DYD training centres.

C.3.2 The existing implementing partners will continue which include Industry Associations, Ministry of Education, Ministry of Expatriates' Welfare and Overseas Employment, Ministry of Industries, Road Transport and Highways Division, BB-SME, DYD and PKSf. So far, thirteen industry associations, three industry skills councils, BB-SME and PKSf have been contracted to implement training programs in eleven priority sectors. SEIP Project is exploring partnership opportunities with new potential partners to widen its skills development training coverage.

D. Component 4: Management and Governance of Skills Training Improved

D.1 Management Unit for Project Implementation

D.1.1 SEIP Project has established and operationalized a strong Skills Development Coordination and Monitoring Unit(SDCMU) led by a qualified and experienced Executive Project Director. The unit is supported by qualified executives and consultants in key positions, such as procurement, monitoring & evaluation, financial management and technical specialists having knowledge and wide experience in skills development.

D.1.2 The SDCMU supports an Annual Fiduciary Risk Assessment to ensure that SEIP Project is being implemented effectively and key results are as are being monitored and verified. Besides, areas of improvements are identified and remedial measures are taken. This also supports annual post-procurement audit and financial audit that are required to help report progress and improvement in overall accountability. The annual report also covers compliance reporting on safeguards, environmental aspects and social and gender action plan(GAP).

D.2 Trainee Management System (TMS)

D.2.1 A robust Training Management System (TMS) has been established to manage the massive trainee target of SEIP project and to track specific performance of the training partners. TMS is, as a web-based online system, linking all training partners with the SEIP data management system, which captures detailed information on enrollment, assessment, certification, and job placement of trainees against each training program. The TMS is also covering trainers' and training centers' information. The TMS information is being used by all the training providers, SEIP officials and the fund management unit of SEIP for verifying milestone claims before making the payment. An external firm has already been contracted to undertake M&E of training activities and validation of TMS data including job placement status. Most of the SEIP activities including milestone payments are linked to the TMS data and information. In order to prepare QPR and DMFs for ADB for progress reporting TMS data are mainly used. It is now so comprehensive and robust that it captures almost all the information and data required for project monitoring and generating reports of any kind. With the help of this system, SEIP and other stakeholders are checking the authenticity of data. It also helps avoid overlapping and duplication of trainee data. SEIP project is gradually

trying to make it more robust, reliable and effective over time so that it can be replicated by other skills projects of Bangladesh and elsewhere.

D.2.2 The TMS dashboard exhibits very important training information at a glance that gives an overall picture of the training outcomes targeted in the project documents. An Image of the dashboard of TMS is shown below (Chart 1):



Skills for Employment Investment Program (SEIP)
Status of Training Activities



Status of Training Activities							
As of (Last Update time : 21-04-2022 12:00 pm)							
SL.	Industry Association/Organization	Total Target (As Per Contract)	Enrollment		Certification	Job Placement	
			Total	O/W Female		Total	% on Certified
A) Tranche-1							
1	AEOSIB	7,565	7,328	298	6,164	4,786	77.64
2	BACCO	5,785	5,785	1,964	5,645	3,747	66.38
3	BACI	13,110	13,110	1,075	12,700	9,967	78.40
4	BASIS	23,000	23,000	3,468	22,979	15,013	65.33
5	BBSME	10,964	10,884	3,367	10,664	8,010	76.11
6	BEIOA	8,340	8,354	94	8,185	6,933	84.70
7	BGMEA	42,315	40,148	24,810	39,423	28,815	73.09
8	BITAC	3,240	3,275	438	2,894	2,326	80.37
9	BKMEA	23,971	23,980	9,491	23,411	21,492	91.80
10	BMET	34,740	34,057	8,745	30,441	22,487	73.87
11	BTMA	31,500	31,500	11,798	30,821	29,744	96.51
12	BWCCI	1,100	1,100	1,100	1,086	772	71.09
13	DTE	10,800	10,598	3,368	8,510	5,453	64.08
14	LFMEAB	4,860	4,860	2,708	4,592	4,394	95.69
15	PKSF	10,000	10,011	1,608	9,882	7,916	80.11
Sub-Total Tranche-1		2,31,290	2,27,990	74,332	2,17,387	1,71,845	78.05
B) Special Programs without Job Placement Target (Tranche-1)							
1	BMET	9,720	9,718	368	8,777	83	0.96
2	BRTC	14,700	12,959	450	12,442	-	-
3	DTE	2,760	2,674	138	2,418	2	0.08
Sub-Total Special Programs (Tranche-1)		27,180	25,331	956	23,637	85	0.36
Total Tranche-1 (A+B)		2,58,470	2,53,321	75,288	2,41,024	1,71,930	71.33
C) Additional Tranche-1							
1	BACI	10,000	9,825	921	9,707	7,683	79.15
2	BASIS	6,570	6,570	1,335	6,541	4,022	61.49
3	BBSME	600	600	302	582	449	77.15
4	BWCCI	1,500	1,525	1,525	1,506	1,242	82.47
5	PKSF	2,350	1,800	245	1,791	1,298	72.47
6	REHAB	6,000	6,107	847	5,879	5,038	85.89
Sub-Total Additional Tranche-1		27,020	26,427	6,175	26,006	19,732	76.87
Total Tranche-1 (A+B+C)		2,85,490	2,79,748	80,463	2,67,040	1,91,662	78.74



Skills for Employment Investment Program (SEIP)
Status of Training Activities



Status of Training Activities							
As of (Last Update time : 21-04-2022 12:00 pm)							
Sl.	Industry Association/Organization	Total Target (As Per Contract)	Enrollment		Certification	Job Placement	
			Total	O/W Female		Total	% on Certified
D) Tranche-2							
1	AEOSIB	5,000	5,000	347	4,467	3,224	72.17
2	BACCO	11,000	11,256	4,164	10,719	6,907	64.44
3	BACI	17,225	16,800	1,897	16,561	13,609	82.17
4	BAPA	11,000	10,994	5,387	10,645	10,630	99.86
5	BEIOA	10,660	10,675	726	10,234	8,987	87.82
6	BGMEA	25,740	25,728	15,991	23,382	17,856	76.37
7	BITAC	2,520	2,555	400	2,234	1,770	79.23
8	BKMEA	14,640	15,138	10,026	14,290	11,871	83.07
9	BMET	39,990	39,485	11,451	33,985	21,456	63.13
10	BTMA	13,000	13,292	5,700	12,941	12,832	97.61
11	DTE	9,720	9,694	3,685	6,335	4,408	69.58
12	Kumudiri	330	120	115	-	-	-
13	LFMEAB	10,140	11,101	6,420	9,605	8,983	93.52
14	PKSF	12,000	12,005	2,266	11,765	8,169	69.43
15	REHAB	5,000	5,099	817	4,974	4,106	82.55
16	T and H ISC	4,000	4,106	764	3,875	3,140	81.03
Sub-Total Tranche-2		1,91,965	1,90,047	70,156	1,76,012	1,37,748	78.28
E) Special Programs without Job Placement Target (Tranche-2)							
1	BIGM	375	376	101	370	-	-
2	BMET	7,320	7,360	322	4,735	1	0.02
3	BRTC	8,100	7,043	384	4,638	-	-
4	DTE	2,760	2,631	190	2,468	-	-
5	EDC BRACU	450	540	53	463	316	68.25
6	EDC BUTEX	540	535	40	439	418	95.22
7	EDC EWU	300	330	61	268	196	73.13
8	EDC IBA	450	290	19	-	-	-
9	TTTI	960	960	7	897	-	-
Sub-Total Special Programs (Tranche-2)		21,285	20,065	1,177	14,278	931	6.52
Total Tranche-2 (D+E)		2,13,220	2,13,112	71,333	1,90,290	1,38,679	72.88
F) Additional Tranche-2							
1	BAPA	2,000	2,006	896	1,863	1,863	100.00
2	BKMEA	2,520	2,612	2,126	2,455	2,204	89.78
Sub-Total Additional Tranche-2		4,520	4,618	3,022	4,318	4,067	94.19
Total Tranche-2 (D+E+F)		2,17,740	2,17,730	74,355	1,84,608	1,42,746	78.16



**Skills for Employment Investment Program (SEIP)
Status of Training Activities**



Status of Training Activities							
As of (Last Update time : 21-04-2022 12:00 pm)							
SL.	Industry Association/Organization	Total Target (As Per Contract)	Enrollment		Certification	Job Placement	
			Total	O/W Female		Total	% on Certified
G) Tranche-3							
1	AEOSIB	6,000	90	8	-	-	-
2	BACCO	10,000	2,275	1,176	1,407	513	36.46
3	BACI	18,000	6,991	1,152	4,533	3,344	73.77
4	BAPA	16,000	6,300	2,583	5,230	4,862	92.96
5	BASIS	7,450	1,798	444	926	327	35.31
6	BBSME	1,000	25	22	25	-	-
7	BEIOA	7,030	25	-	-	-	-
8	BITAC	3,840	1,017	134	527	335	63.57
9	BKMEA	15,000	3,181	2,353	2,066	1,411	68.30
10	BMET	56,370	7,500	2,319	227	16	7.05
11	BTMA	13,000	862	436	295	139	47.12
12	BWCCI	5,300	2,650	2,650	1,648	1,054	63.96
13	DTE	7,560	1,974	803	699	339	48.50
14	LFMEAB	10,000	640	392	307	-	-
15	PKSF	14,800	3,317	684	1,802	963	31.24
16	REHAB	10,000	4,376	1,498	3,454	2,051	59.38
17	T and H ISC	6,000	2,306	621	1,382	651	47.11
Sub-Total Tranche-3		2,07,350	45,327	17,275	24,528	15,605	63.62
H) Special Programs without Job Placement Target (Tranche-3)							
1	BIGM	360	94	30	94	-	-
2	BMET	17,080	2,456	109	-	-	-
3	BRTC	17,700	2,631	209	-	-	-
4	DTE	7,560	2,210	164	215	-	-
5	EDC BRACU	330	69	18	-	-	-
6	EDC BUTEX	360	127	22	-	-	-
7	EDC EWU	300	146	37	-	-	-
8	EDC IBA	540	-	-	-	-	-
9	TTTI	1,680	360	10	-	-	-
Sub-Total Special Programs (Tranche-3)		45,910	8,093	599	309	-	-
Total Tranche-3 (G+H)		2,53,260	53,420	17,874	24,837	15,605	63.62
Grand Total (All Tranches)		7,56,490	5,50,898	1,72,692	4,86,485	3,50,013	78.08

D.3 Monitoring & Evaluation

D.3.1 Monitoring is one of the most important tools of project management to ensure proper, timely and successful implementation of a project. It is an act that helps the management to know whether the project is on track or not in terms of physical achievement and financial progress as well as quality assurance. The project has built a strong monitoring system to reach its goal in time because it gives the management an opportunity to know early the challenges of project implementation and take necessary actions to overcome the challenges. SEIP Project is a large project in the area of skills development. The uniqueness of this project lies in the fact that his project not only provides training to the targeted people, but it also supports them to have gainful employment through industry associations and other training partners. Another unique feature of this project is that the SEIP Project provides market responsive trainings through the Industry Associations and other Partner Organizations in the style of Public Private Partnership (PPP). As there are many players and stakeholders working for SEIP Project, monitoring activities are of paramount importance to synchronize the processes and policies of this project across the providers.

D.3.2 For SEIP Project's output monitoring, five types of monitoring are currently being done at different levels which are as follows:

- i. Monitoring by the SDCMU Executives and Consultants,
- ii. Monitoring by Financial Management Team of SDCMU
- iii. Monitoring by the Quality Assurance Officers,
- iv. Monitoring by external monitoring firm,
- v. Monitoring by the PIU staff and Standing Committee members.

D.3.3 SEIP Project has already circulated Monitoring Guideline which outlines the frequency of monitoring visits at different levels, reporting period etc. The Guideline also outline show the compliance with findings of the monitoring visits will be ensured exclusively for quality assurance point of view. SEIP Project has constituted a quality assurance team consisting of nine engineers who are working as Quality Assurance Officers (QAOs) and some specialized consultants. They are looking deeply into the quality aspects of the training program by making regular visits to training centers/institutes. They are also following up the progress of compliance ensured by the industry associations and training centers visited. The M&E Specialist supports the program team to ensure compliance with the findings of other monitoring visits made by SDCMU officials and PIU staff. In order to further improve the quality

of project implementation SDCMU has developed and circulated the Monitoring & Evaluation Manual and also Self-Appraisal Guidelines for the training providers. SDCMU is also using TMS as a major tool for monitoring. In order to prepare Quarterly Progress Report (QPR) and DMFs for all three Tranches SDCMU uses TMS data and information. Other reports such as Gender Progress Report, Environmental and Social Safeguard Reports are also prepared based on the TMS data as well.

6 Innovative Approaches of the Project

6.1 Social Inclusion

- 6.1.1 Following the guidelines of NSDP, SEIP Project has taken initiatives for the skill development of the poor and disadvantaged, and for accelerating their job skills by making them skilled workforce as per the guidelines of NSDP. Women as an integral part of the process have also been duly considered with priority by the project in order to leverage greater benefits from employment in the mainstream of the economy. SEIP has a target of incorporating at least 30% female in its training programs. SEIP project has established a strategy to reach disadvantaged, vulnerable and special group of people. The special target group of people includes poor women, people from ethnic minority groups, people from former enclaves, people with disabilities and people living below the poverty line. A total of 1,00,000 trainees from this target group shall be granted with special stipend of BDT 5,000 each –out of whom at least 40,000 will be female. SEIP project has developed a Strategy for Gender Development and Social Inclusion for regular reporting to ADB.

6.2 Executive Development Program (EDP) at Four Universities

- 6.2.1 As mentioned earlier, in order to reduce dependence on foreign managers in different priority sectors and with a view to building up a pool of skilled mid and higher level managers and to meet future industrial requirements, SEIP project has got in to collaboration with 04 reputed local universities. This collaboration will reduce the gap between industry and academia. Based on industry needs appropriate curricula have been developed, and executive development training is now being implemented by 03 universities to develop high quality mid-level managers for three sectors. IBA Dhaka University is going to start its training program very soon. It is expected that through this process, 4,000 mid-level managers will be developed in the next three years i.e. by 2023.

6.3 International Certification

- 6.3.1 One of the major innovative approaches of SEIP project is to arrange international certification for the SEIP trainees for certain occupations.

As a result of this certification, opportunities for employment have been widened at home and abroad for the trainees holding such certificates. SEIP has taken the following innovative measures forth is certification:

- 6.3.2 SEIP Project has engaged DNV-GL and Bureau Veritas to accredit the 'Welding and Fabrication' course, assess the trainees and issue international certificates straight from Germany and France respectively under Ship Building Association. The certified welders are now able to find jobs within and outside Bangladesh. By this time, more than 100 welders have got the opportunities of getting overseas employment.
- 6.3.3 With a view to increasing the quality of training programs and having acceptability of certificates in overseas job markets, SEIP Project with BMET has taken initiatives to affiliate TTCs with international accreditation body, City & Guilds – a UK based international Certificate awarding authority. In order to get affiliation from City & Guilds, six TTCs (BKTTTC, Dhaka, BKTTTC, Chattogram, BGTTTC, Dhaka, SFMM TTC, Dhaka, Sylhet TTC, Rangpur TTC) have been selected for five trades (Housekeeping, Electrical, Bricklaying, Plumbing, Scaffolding). Under SEIP Project 5400 trainees will be certified by City & Guilds by 2023.
- 6.3.4 SEIP is also working with Bureau Varitus to award international certificates for welding course being implemented by the Shipbuilding Association. Bureau Veritas (BV) is an international organization. It serves their clients to meet the challenges of safety, the environment and product or service quality all along the chain. The Association of Export Oriented Shipbuilding Industries of Bangladesh (AEOSIB) signed anMoU with Bureau Veritas (BV) on 12 July 2019 for providing international certification on the course titled 'Welding and Fabrication'. Bureau Veritas (BV), with its mandate to provide the competency standard, assessment & certification of trainees for effective implementation of the training program. The existing trainers employed by AEOSIB-SEIP conduct the training program based on competency standards of Bureau Veritas (BV). After completion of the training program, the assessors of BV assess the trainees' performance. Based on the assessment, BV issues the international certificates by their standard. Under Tranche 2 BV so far provided certificates for 476 trainees.

6.4 Parallel Financing by Chevron

- 6.4.1 Having been convinced with the effectiveness and quality of SEIP training, Chevron expressed their interest in working with SEIP. This is the first time a multinational company participated in a collaborative

activity with a government Project through its CSR. Two Tri-partite MoUs were signed—one between SEIP, BACI and Chevron and the other between SEIP, BEIOA and Chevron to carry out training programs on Construction and Light Engineering trades with a target of 700 trainees. The training started in 2017 and ended in 2018. BACI and BEIOA already implemented the training program sponsored by Chevron in greater Sylhet region. Training was imparted on 5 occupations (Plumbing, Tiles and Marble Works, Electrical Installations, Machinist and Welding). Chevron also financed the English language training for BACCO trainees.

6.5 Development of Women Entrepreneurs

- 6.5.1 SEIP project signed a contract with Bangladesh Women Chamber of Commerce & Industry (BWCCI) on 02-03-2020 for developing 5,300 female entrepreneurs on five occupations. The training program includes skills and entrepreneurship training with a linkage to bank credit. For ensuring credit facilities to the certified trainers, BWCCI has signed MoU with some commercial banks to provide credit to the trained graduates. The training courses being run by BWCCI include are: i) Beautification and entrepreneurship development, ii) Fashion designing, product development and entrepreneurship development, iii) Food and beverage production and services and entrepreneurship development, iv) IT freelancing and Entrepreneurship Development and v) Mobile Phone servicing and Entrepreneurship Development. The project has so far developed 1859 entrepreneurs through BWCCI.

6.6 Delegation of Power to Public Training Institutions

- 6.6.1 The project emphasizes strengthening training institutions to make them more flexible and able to respond to the needs of employers and trainees, and provide quality flexible training services. The selected public training providers are being delegated with additional powers to engage industry-experienced guest trainers and job placement officers to facilitate market responsive skills training programs and job placement services. Each public training provider (TSCs, TTCs, BRTC and BITAC) has been authorized to select required industry experienced guest trainers for each course being offered and one job placement officer for each institution on competitive basis. Selection committee comprising the members of the institution, representative of the directorate/ organizations and one member from outside the institute has been formed by the PTIs. Now the PTIs can hire guest trainers according to their requirements.

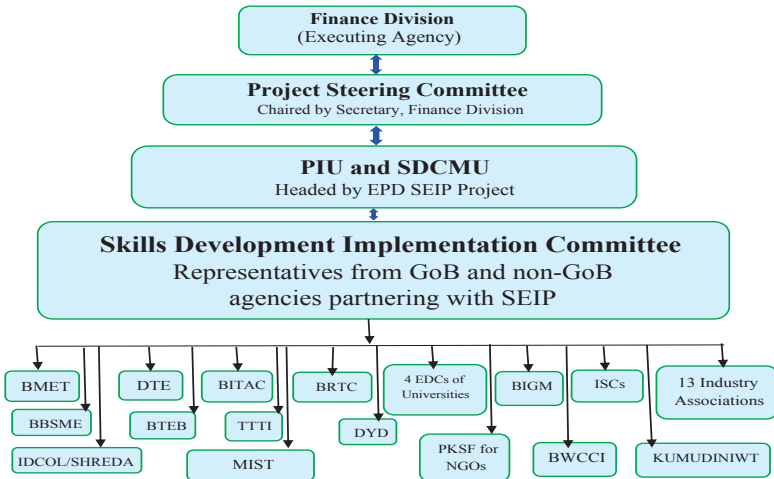
7 Project Management Setup

7.1 Finance Division, Ministry of Finance is the sponsoring ministry as well as the executing agency of the project. There are six agencies under various ministries that 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 Technical Assistance Centre (BITAC);
- (iv) Bangladesh Technical Education Board (BTEB);
- (v) Bangladesh Road Transport Authority (BRTC) and
- (vi) Directorate of Youth Development (DYD);

7.2 Besides, Bangladesh Bank Small and Medium Enterprise (BB-SME), PKSF and 13 Industry Associations (BGMEA, BTMA, BKMEA, LFMEAB, BACI, BEIOA, BACCO, BASIS, BAPA, BWCCI, Hospitality and Tourism ISC, REHAB and AEOSIB linked to ten priority sectors) are also involved in project implementation.

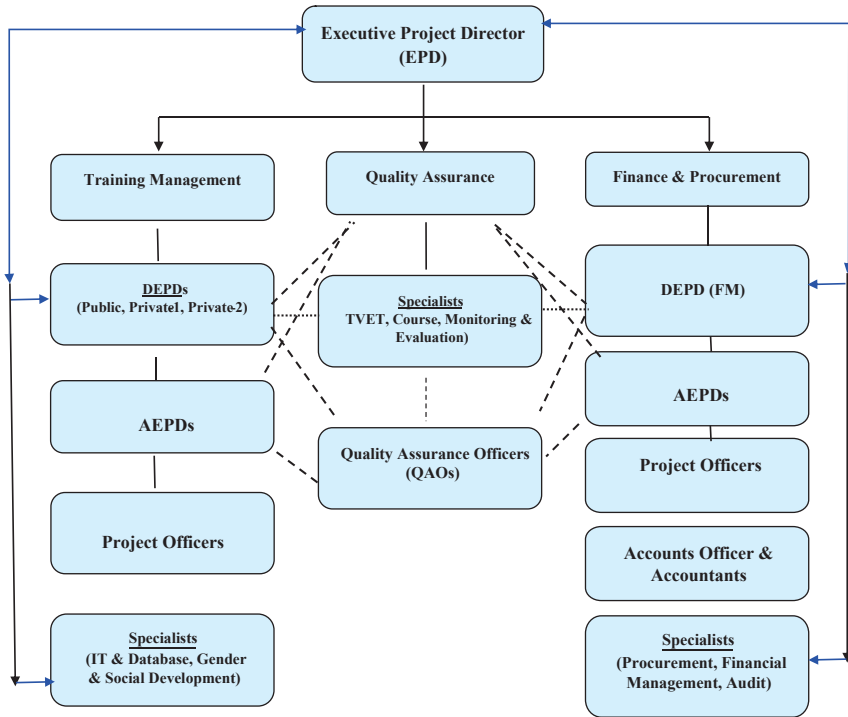
Chart 1: Project Implementation Structure



BMET = Bureau of Manpower, Employment and Training, BTEB = Bangladesh Technical Education Board, BB-SME = Bangladesh Bank Small and Medium Enterprise Department, BITAC = Bangladesh Institute for Technical Assistance Center, BRTC = Bangladesh Road Transport Corporation, BIGM = Bangladesh Institute of Governance Management, BWCCI = Bangladesh Women Chamber and Commerce and Industries, DTE = Directorate of Technical Education, DYD = Directorate of Youth Development, IDCOL = Infrastructural Development Company Limited, ISCs = Industrial Skills Council, NSDA = National Skills Development Authority, GoB = Government of Bangladesh, ISC = industry skills councils, NGO = nongovernment organization, PKSF = Palli Karma Sahayak Foundation, PIU = Project Implementation Unit, SDCMU = Skills Development Coordination and Monitoring Unit, EPD = Executive Project Director, TTTI = Trust Technical Training Institute, MIST = Military Institute of Science and Technology.

- 7.3 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 budget as well as making policy decisions related to inter-ministerial policy issues and their implementation matters. Representatives, not below the rank of Joint Secretary of Planning Commission (Programming Division and Concerned Sector), Implementation Monitoring and Evaluation Division, Economic Relations Division, Ministry of Education, Ministry of Labor and Employment, Ministry of Expatriates' Welfare and Overseas Employment, Ministry of Industries, Ministry of Youth and Sports, Roads Transport and Highways Division, Bangladesh Bank, PKSF and representatives of the 10 priority sector associations are members of the PSC.
- 7.4 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 of proposals and release of funds. National Project Director (NPD) is the head of the Project Implementation Unit (PIU) located at Finance Division. The Secretary/Additional Secretary of Finance Division is the ex-officio NPD of the PIU.
- 7.5 The SDCMU (see chart 2) is headed by the Executive Project Director (EPD) of the rank of an Additional Secretary of the government. The Executive Project Director is supported by four Deputy Executive Project Directors (DEPDs) and 10 Assistant Executive Project Directors (AEPDs), other support staff and a number of consultants. There is also a Skills Development Implementation Committee (SDIC) with the Executive Project Director (EPD) as the Chair and the Chief Coordinators of the implementation units of associations as members to review the progress of the project on a regular basis. There are, of course, other members on the Committee.

Chart 2: Functional Chart of Skills Development Coordination and Monitoring Unit (SDCMU)



EPD = Executive Project Director, DEPD = Deputy Executive Project Director, AEPD = Assistant Executive Project Director, IT = Information Technology, TVET = Technical and Vocational Education and Training, FM = Fund Management, PO = Project Officer, QAO = Quality Assurance Officer

Source: Asian Development Bank

7.6 Besides, Project Implementation Cells (PICs) have been established in four public sector implementing agencies, Bangladesh Bank, PKSf and industry associations at their respective head quarters. The PICs are constituted at the associations, BBSME and PKSf with officials from among the existing setup and also hired 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 for SEIP activity implementation at the concerned directorate/organization. The focal point is responsible for implementation and coordination of the SEIP project.

- 7.7 The SDCMU has entered into output-based tripartite MOUs with the public training providers and respective directorates. Tripartite MOUs have been signed with more public training providers if required. Similarly, the SDCMU has entered into output-based performance contracts with twelve Industry Associations, PKSf and BB-SME. The MOUs/contracts indicate the following three milestones of performances for disburse of fund and spending: (i) enrollment of targeted trainees, (ii) assessment of trainees; (iii) job placement of certified trainees and their retention in jobs for at least three months. The contracts with the associations also indicate the fund disbursement procedures based on course-wise unit cost finalized by SDCMU. The training unit cost includes teaching and training materials; honorarium of trainers, managers, persons involved in monitoring, evaluation; rent of the training centers; stipend/training allowances/conveyance for trainees; job placement cost; tracking and database management cost etc. as specified in the business plans. Funds from SDCMU are being allotted to the public sector training institutes at the beginning of the financial year for meeting the training expenditure based on unit cost and approved business plans from GoB allocated fund.
- 7.8 Funds for the Industry Associations including ISCs, BB-SME and PKSf are disbursed from ADB loan money through advances as grants based on course-wise unit cost to meet their estimated expenditure. Subsequent replenishment is subject to liquidation of advances and on the basis of achievement of targets as specified in the approved business plan. At the end of each quarter, accounts are reconciled and allocation for the subsequent quarter is made. Each implementing agency submits expenditure statement along with bank statement to the EPD, SEIP project. Agencies also submit quarterly and monthly progress reports and expenditure reports in formats developed by SDCMU. There is also annual progress review to ascertain the progress reported earlier. The SDCMU gets the financial statements/documents of the training partners audited by FAPAD and independent external auditors engaged by SEIP. Apart from the audits, periodic fiduciary reviews are conducted to establish financial discipline in the project.

8 Financial Management

8.1 Funding Source

- 8.1.1 SEIP is a ten-year long multi-tranche program with an estimated cost of Taka 3712.33 crore (USD 458 million) funded by GoB - 699.44 crore, Project Aid (PA) - 2928.89 crore and contribution of Industry

Associations (IAs) - 84.00 crore. In terms of million Dollars, USD 466.5 million estimated cost consists of USD 350 million soft loan by ADB, GoB USD 87.5 million, Govt. of Switzerland USD 10 million grants, other co- financing USD 8.5 million (not coming into project accounts) and Industry Associations (IAs) USD 10.5 million.

- 8.1.2 ADB is lending USD 350 million over 10-years through three overlapping tranches: Tranche 1 (2014–2020) - \$100 million equivalent at loan negotiations and currently \$90.42 million based on expenditure made so far), \$100 million for Tranche 2 (2017–2022) and \$150 million for Tranche 3 (2020–2024). Reimbursement of ADB fund is subject to government’s submission of related periodic financing requests (withdrawal applications), execution of the related loan and project agreements for each tranche and fulfillment of terms & conditions and undertakings set forth in financing agreement. The table below exhibits tranche wise funding sources.

Table 3 Tranche wise funding source (US\$ million)

Source	Type	Tranche 1	Tranche 2	Tranche 3	Total
Asian Development Bank	Loan	100.0	100.0	150.0	350.0
Govt. of Switzerland	Grants	10.0	-	-	10.0
Government of Bangladesh	GOB	25.0	25.0	37.5	87.5
Industry Association’s Contribution	Private fund	3.5	3.5	3.5	10.5
Total		138.5	128.5	191.0	458

8.2 Purpose of fund

- 8.2.1 Fund received from ADB utilized for four specific purposes: (i) to finance training programs being implemented by the public training providers; (ii) to finance training programs being carried out by the industry associations, Bangladesh Bank's SME Department and PKSF, (iii) to finance motor Driving and Basic Maintenance program and (iv) to finance specific transactions related to SDCMU operation, technical assistance and other activities.

8.3 Funds Flow

- 8.3.1 ADB reimburses funds to the government’s consolidated fund through Imprest Accounts of SEIP with Bangladesh Bank. Finance Division issues authorization to Bangladesh Bank to facilitate fund transfer from imprest account to operating bank account of SEIP with commercial Bank. Imprest Account is replenished periodically (monthly) through withdrawal application from SDCMU.

8.3.2 Training grants to industry associations, BB-SME, PKSF, universities, and other implementing partners are channeled and paid through designated advance accounts which are subject to replenished periodically by milestone payments. On the other hand, Government fund is used to finance training programs by public training institutes under BMET, DTE, MOI, and MYD. For public training institutes, Finance Division will channel the funds following the standard budgetary procedures installed in the iBAS++ based on approved agreements for specific training programs in the MOUs. Tranche wise separate bank accounts are created for SEIP by all training providers.

8.4 Fund disbursement and Milestone payment

8.4.1 All funds are disbursed based on approved training grants contracts (or MOUs) customized for all SEIP training programs endorsed by ADB. The contracts/MOUs include details of the training programs, cost estimates, implementation plans, release schedules, and management structure in the form of the business plan.

8.4.2 Milestones are tied to key training performance and results e.g. enrollment, assessment and employment. Based on the approved annual budget and target number of trainees agreed in the business plans, a unit cost per trainee per course is fixed for all training providers.

8.5 Cost Estimation

8.5.1 According to standard templates of business plan, unit cost consists of three categories of cost/ expenditures: (i) training operational costs at the training provider level; (ii) training-related costs at the project implementation unit (PIU) (e.g., recruitment or job placement activities); and (iii) PIU operational costs (e.g., salaries for PIU staff). (Ref. Para 94, FAM).

8.5.2 Unit costs per trainee is calculated based on estimated training and related overhead expenditure consisting of i) direct cost such as salary of trainers, training materials, stipends, utilities, venue rent and ii) indirect cost such as administrative salary, monitoring expenses, survey, workshops. Unit costs are presented in details in business plan. Contingency, which is 1% of total training related cost, is excluded from unit cost from tranche-3. Similarly, capital expenditure such as equipment cost is also excluded from the unit cost. Total cost is a combination of training cost, capital expenditure (furniture & equipment cost) and contingency.

8.5.3 Trainees are not charged any fees for training.

8.6 Payment Modalities

8.6.1 Payments are made on milestone basis as per agreed unit cost per trainee per course stated in release schedule of the business plan. To start training activities, mobilization advance (e.g. 5% or 10% of training cost, excluding contingency and Capital expenditure) is paid to Training Provider, Industry Association etc. These advances are liquidated mainly from the third (or last) milestone claims. If required, such advances may be adjusted at any time by SDCMU. No provision of mobilization advance is there for Public Training Institute and BITAC.

8.6.2 Industry Associations and BB-SME

8.6.2.1 Industry Associations (Private Training Institutes) and BB-SME's Source of fund is ADB loan, and it is provided as training grants. To start the training activities 5% mobilization advance of the training cost is released to IAs. Three Milestone payments are made to IAs as per the following schedule:

Table 4 Milestone payment schedule for IAs and BB-SME

Training types	Milestone	Tranche 1 & 2	Tranche 3
New Entrants	1st Milestone (after enrollment)	40%	50%
	2nd Milestone (after certification)	40%	30%
	3rd Milestone (after 60% job placement within 3 months and 3 months' retention in job)	20%	20%
Up skilling	1st Milestone (after enrollment)	30%	30%
	2nd Milestone (after certification)	30%	30%
	3rd Milestone (after 90% workforce remain in job for at least 3 months)	40%	40%

8.6.2.2 For those training providers who do not achieve the target of 60% job placement in 6 months, the third payment is released when the job placement and retention target is achieved on a cumulative basis even after the expiry of 06 months (Ref. para 91, FAM).

8.6.3 Public Training Institutes (PTIs)

8.6.3.1 Source of fund is GoB. Payments for program implementation are made from GoB source following the Treasury System, where budget is released quarterly through iBAS++. After incurring expenditure, PTIs submit bills in local CAO/ DAO / UAO office for adjustment. Milestone

structures for remuneration/honorarium payment for the principals and regular trainers for the PTIs like TTC, TSC, etc. are as follows:

- i. Milestone-1: 50% of the remuneration of Principals, regular trainers and support staffs is paid after certification of the trainees for each batch;
- ii. Milestone-2: Remaining 50% of the remuneration of principals, regular trainers and support staffs is paid, after job placement and 3 months of retention of at least 60% of enrollees based on No Objection Certificate from SDCMU.
- iii. To encourage training providers to achieve higher job placement targets, incentive (as per approved incentive schemes) is given to the training providers who meet the original target of 70% for new entrants.

8.6.3.2 For the job placement-linked payment, public institutes under one ministry (except BITAC) may be treated as a single unit, i.e. job placement is calculated on a cumulative basis throughout all public institutions under a particular ministry. (para 93, FAM).

8.6.4 BIGM & Motor Driving Training Providers

8.6.4.1 To start the training activities 10 % mobilization advance to BIGM and 5% mobilization advance of the training cost to Motor Driving and Basic Maintenance Course (BRTC, DTE & BMET) are released (Ref. Para 89. FAM). The source of fund is ADB loan, and two Milestone payments for these institutes are as follows:

Table 5 Milestone payment for BIGM and Driving TPs

Milestones	(%)
1st Milestone (after enrollment)	70%
2nd Milestone (after certification or licensing)	30%

8.6.4.2 License fee for motor driving course of BRTC, BMET & DTE is paid from GOB source through iBAS++. For TTTI, driving license fee is paid from ADB loan.

8.6.5 License Fee for Motor Driving Course

8.6.5.1 License fee for BRTC is provided by check from CAO, Finance as BRTC is a corporation while DTE and MBET's payment is provided in treasury system through iBAS++.

8.6.5.2 BRTC as an off-budget organization cannot submit bills directly to the treasury. So license fee for BTRC is provided as “Grants in Aid” through Checks by CAO, Finance. BRTC submits bills for license fee to SDCMU with necessary documents. After scrutiny, SDCMU sends sanction and bill (in TR-36 form) to CAO, Finance office for payment.

8.6.5.3 For the Public Training Institutes under DTE, BMET, MOI and MYD, SEIP claims “License Fees” through bills submitted to local DAO/UAO/ CAO office under the treasury System.

8.6.6 Executive Development Center (EDC)

8.6.6.1 To start the training activities 10% mobilization advance is paid to Executive Development Centers (EDCs). Three Milestone payments are made to the EDCs as per the following schedule:

Table 6 Milestone payment for EDCs

Milestone Payment	(%)
1 st Milestone (after enrollment)	40%
2 nd Milestone (after the 1st. term on the basis of 80% attendance)	40%
3 rd Milestone (after three months' tracking of the graduates)	20%

8.7 Online Training Management System

8.7.1 The Online Training Management System (TMS) tracks both training and financial information. Each training provider requires to upload and update course/batch-wise data of the trainees in the system to track trainee's positions.

8.7.2 The IAs require to submit the list of trainees from TMS as supporting document for each milestone achieved. Each IA is to maintain detailed attendance records for trainees. The IAs are also required to upload Milestone billing information in TMS before submission of Milestone claims to SDCMU.

8.7.3 The SDCMU checks and verifies at random the data uploaded by different training institutes to ensure reliability and authenticity of the uploaded data and related reports generated by the system. The SDCMU also verifies and settles milestone payments based on the information of the trainees and billing information available in the system.

8.7.4 No milestone payment is made, if required information of trainees and bills have not been uploaded in the TMS.

8.8 Chart of Accounts

- 8.8.1 The chart of accounts is a classification system which enables segregation of accounts heads in a systematic manner. The chart of accounts of Industry Associations, Private Training Providers, BB-SME and PKSF should be in accordance with the heads of accounts as delineated in their respective business plan.
- 8.8.2 The SDCMU and Public Training Providers use GoB expenditure codes as chart of accounts for recording expenditure. Besides, Public Training Providers book training expenditure following the training budget (head of expenditure) as delineated in their respective business plans.

8.9 Transaction Procedures

- 8.9.1 Payment are made after deduction of VAT and Tax at source. The following table shows the standard procedures of transaction:

Table 7 Standard Procedures of Transaction

S.N.	Head of expenses	Mode of payment
1.	Salary/ remuneration/ allowance	A/C payee cheque or bank transfer
2.	Teaching Training Materials	A/C payee cheque
3.	Guest Trainers and Guest Job Placement Officers	A/C payee cheque.
4.	Assessment and certification	A/C payee cheque
5.	Stipends/ Conveyance Allowance	Bank transfer / banking channel
6.	Refreshment	A/C payee cheque
7.	Advertisement	A/C payee cheques as per PPR
8.	Enrollment	As per business plan or as per PPR
9.	Rent	A/C payee cheque
10.	Utilities	A/C payee cheque or as per provisions of PPR
11.	Job placement cost	A/C Payee Cheque or as per provisions of PPR.
12.	Repair and Maintenance	A/C payee cheque
13.	Printing and stationeries	A/C payee cheque
14.	Meeting / Seminar / Workshop	A/C payee cheque
15.	Course content development or update	A/C payee cheque
16.	Fixed assets	A/C payee cheque

8.9.2 Government payment procedures are followed by all Public Training Institutes.

8.10 Accounts and Financial Reporting

8.10.1 Every cost center (private and public) is to maintain separate Bank Account for SEIP fund and prepare monthly Statement of Expenditure (SOE). Private training providers (including PIU) keep accounts following accrual basis of accounting while Public Training Institute (PTIs) keep accounts following cash basis of accounting.

8.10.2 SDCMU consolidates accounts of all cost centers and prepare a consolidated financial statement based on cash basis of accounting. This consolidated Financial Statement (FS) includes statement of source and use of fund (Ref. Para 109, FAM).

8.11 Audit and Fiduciary Review

8.11.1 Four types of organizations namely – i) FAPAD, a statutory body of audit of the Government, ii) SDCMU - nominates Chartered Accounting Firms for external audit, iii) ADB - nominates Chartered Accounting Firms for Fiduciary review and iv) Office of Anticorruption and Integrity (OAI) of ADB - conducts audit and review of SEIP expenditure.

8.11.2 FAPAD conducts audit of SDCMU expenditure and formulates an overall audit opinion on whether Financial Statement (FS) gives a true and fair view of SEIP receipts and expenditure. Besides, FAPAD raises observations on whether – i) loan proceed has been utilized as intended, ii) Interim Financial Reports (IFR) used as the basis of withdrawing funds from the development partners and iii) Imprest accounts and statement of expenditure procedures were used properly. FAPAD submit this report to SDCMU and ADB where SDCMU takes necessary action and follows up to settle audit observations.

8.11.3 Chartered Accounting firms conducts audit of financial statement (FS) prepared by Industry Association (Private Organization) and other off-budget organizations (e.g. BB-SME, PKSf) and reports to SDCMU. Fund management section of SDCMU has established follow up procedure, and takes necessary actions to settle audit findings. Done

8.11.4 ADB conducts semiannual and annual fiduciary reviews (SAFR/AFR) by focusing on specific risk areas along with post-procurement reviews and submits report to SDCMU and ADB. The SDCMU and ADB is to agree on actions to be taken based on recommendations from SAFR/AFR, and periodically update the financial management action plan.

- 8.11.5 The Office of Anticorruption and Integrity (OAI) of ADB, conducts audit of ADB funded expenditure and report directly to EPD, SEIP.
- 8.11.6 An audit committee has been established to deal with all audit issues with the consent of EPD.

8.12 Complaints and Breaches

- 8.12.1 Finance Division, Ministry of Finance reserves the right to commence disciplinary procedures if a person, to whom this policy applies, breaches this policy.

8.13 Conflict of Interest

- 8.13.1 Conflict of interest is a situation in which a person, who is in a position of trust, has a competing professional or personal interest. Such competing interests can make it difficult to fulfill his or her duties impartially. A conflict of interest exists even if no unethical or improper act results. Examples are as follows:

- Purchase/renting piece of land/space from a trustee or his/her relative.
- Appointing Chief Functionary's spouse as a consultant.
- Obtaining service from relatives of key persons responsible for obtaining the service.
- Program Officer making payment to training institute where he is one of the members.
- Same person registered as trainee, trainer and assessor.
- Owner of private Training Institute is also a member of concerned association.

8.13.2 Minimizing a Conflict of Interest

- Disclosure of Interest: All persons in key positions should voluntarily disclose involvement of their close relatives in organizations which has significant financial transactions with the Project;
- Establish an organization-wide policy on what constitutes a conflict of interest and how these should be identified and treated.

9.0 Gender and Social Development

- 9.1 The initiatives of the Government to enhance skill levels of men and women to ensure equal participation in job markets have been reflected in the SEIP projects. SEIP has primarily targeted at least 30% female out of 8,41,860 trainees to be trained on market responsive inclusive skills training programs that linked to the job placement support services. The

project has also addressed the issue of women participation in the pool of trainers to meet the target of 15% of total trainers set by SEIP. In order to provide more equitable access to training programs being implemented across the country, special efforts have been taken. More specifically, the SEIP project is providing special stipend to address special needs of the disadvantaged groups in order to increase the participation of women, rural and remote communities, ethnic minorities and people with disabilities in the skills training programs.

- 9.2 In addition, SEIP is putting its efforts into creating female friendly training facilities (toilet and women corner). Community awareness and information dissemination is an important focus of the project to increase the participation of women and other backward sections of the population. SEIP has also been implementing promotional activities across the country through a social marketing firm. Monitoring and research is another key area of the project by which it is constantly looking at the progress achieved as well as the impact of the project especially on women and small ethnic communities.

10.0 Study and Analysis

10.1 BIDS Study

- 10.1.1 Skills for Employment Investment Program (SEIP) commissioned Bangladesh Institute of Development Studies (BIDS) in 2016 to conduct a research on labour market and skills gap analysis in Bangladesh (Macro and Micro Level studies). These studies were conducted in the nine priority sectors of SEIP project. One macro level and 9 micro level studies were conducted by BIDS. In formulating concrete skills development plans and projects for the medium and longer terms requirements of the economy, a proper assessment of the demand for labour and current skills situations along with a projection of training needs was made. These two levels of studies covered overall economic and sector-wide overviews of labour supply and demand, and future skill needs in priority sectors.
- 10.1.2 Based on the findings of this report, SEIP has designed the 2nd tranche of the project. Besides, this report will help researchers, planners, policy makers and development partners to plan for the future skills programs, projects and to create a platform for the supply of skills labour force and reduce skills mismatch. The following table gives us a picture of labour demand and gap between labour supply and demand from 2016 to 2050 projected by BIDS:

Table 8 Labour market projection by BIDS

Year	Labour Supply (million)	Labour Demand (million)	Supply- Demand Gap (million)
2016	64.80	63.56	1.24
2017	66.86	65.74	1.12
2018	69	68.06	0.94
2019	71.19	70.52	0.67
2020	73.47	73.15	0.32
2021	75.81	76.02	-0.21
2022	77.52	79.00	-1.48
2023	79.28	82.10	-2.82
2024	81.07	85.31	-4.24
2025	82.91	88.66	-5.75
2030	92.99	107.35	-14.36
2040	111.25	157.38	-46.13
2050	128.16		-102.57

10.1.3 BIDS report also shows the projected training needs by sectors from 2016-2050 to meet skill requirement. (Ref: Table 1.6 and 1.7, Page 14 & 15 of the BIDS Study Report: Labour Market and Skill Gap in Bangladesh).

Table 9 Training need projection by BIDS (numbers in thousand)

Sector	2016	2018	2020	2025	2030	2040	2050
Agro-food	13	14	15	21	30	55	99
Healthcare	51	45	41	25	31	45	65
Hospitality and tourism	5	6	9	14	23	66	201
RMG	1,235	138	1,547	2,117	2,850	5,485	9,902
Textile	309	344	387	829	626	1,371	2,476
Leather	87	96	108	149	207	385	693
IT	617	690	773	106	1,482	2,743	4,951
Construction	383	431	488	635	813	12,022	1,543
Light engineering	247	276	309	423	592	1,098	1,980
Shipbuilding	31	35	39	53	74	138	248
Others	1,437	1,569	1,716	1,881	3,026	4,557	7,317
Domestic (Total)	4,416	4,886	5,433	7,207	9,755	17,143	29,475

10.1.4 SEIP has commissioned Bangladesh Institute of Development Studies (BIDS) again for the second time to conduct a research on labour market and skills gap analysis on labor supply and demand over the next 10-year period (2020-2030). BIDS will complete their study by August 2021.

10.1.5 The main objective of this study is to assist the government and the private industry to better plan the capacity and quality of skills training according to the evolving skills/trade/market demands from rapidly growing industry sectors, especially in view of structural transformation in line with Bangladesh 4.0. The second objective of the assignment is to determine sector priorities, assess skills gap by sector, analyze sector-wise occupational composition of employment (including gender composition of employment), assess occupation-wise training requirement by sector and trade, and identify sector-wise training capacity including the skill training capacity for disabilities (public, private, NGO and industry driven training facilities).

10.2 Tracer Study

10.2.1 SEIP is endeavoring to trace the graduates to find out their employment status, the income they receive and their performance level at workplaces. With a view to doing this, several small tracer studies are being conducted regularly by SEIP. The independent Monitoring Firm is also conducting tracer study every month for approximately 500 SEIP graduates. Besides, a comprehensive tracer study was conducted with 6000 sample SEIP graduates who completed their training under Tranche 1 during the period from 2016 to 2017 and subsequently entered into job market. The study was completed and the final report was submitted in April 2019.

10.2.2 Major findings of the Tracer Study are as follows:

- **Relevance of Training:** About 73.2% respondents found the course was relevant to their jobs and 75.2 percent found it useful;
- **Quality of training:** 74.8% mentioned that the skills helped them to increase their productivity;
- **Time required to get Job:** Overall 75.3 % graduates got job within 3 months after completion of their training; The newly employed graduates applied 3.26 times to get a job;
- **Nature of Job:** Around 74.3 percent of newly employed graduates are regular employees and the rest are working in contractual basis or other;
- **Effectiveness of training:** 90.1% respondent mentioned after training they are performing their job better than earlier while 94.0 percent think that after graduation productivity had increased. 99.6 % agreed that the level of confidence increased;
- **Salary After training:** Overall increment rate of salary was found at

27.7%. Average monthly salary of New Entrant was BDT 12,907, up skilled BDT 17,188 and self-employed BDT 12,791;

- **Level of satisfaction:** Around 93.1 percent of up-skilled employee mentioned that their job satisfaction level increased. Almost 65.7 percent of the employed (newly employed, up-skilled and self-employed) graduates are satisfied with the jobs they are currently doing. Male participants are more satisfied than female
- **Women Empowerment:** In the case of women empowerment, SEIP training has made significant impact. Around 76.0% female informed that their economic and social status has been uplifted after employment. 90.7% women are enjoying more independence than before. 88.4% employed female contributed more in decision making in their families.
- **Expectation to SEIP:** Few graduates expected that the program would be more effective if they were trained with advance machineries those are using in the industries;
- **Employers View:** 72.9% employers prefer SEIP graduates over non-SEIP and in 60.4% cases their salary is higher than non-SEIP. 95.9% are satisfied with the performance and productivity of the SEIP graduates.

10.2.3 Second Tracer Study:SEIP is currently carrying out the 2nd Tracer Study by engaging an independent firm. The main purpose of the 2nd tracer study is to trace the graduates trained under Tranche-2 to find out their current employment status, average income of the employed graduates, reasons for unemployment who are still out of jobs, performance level of the employed graduates at workplaces and validation of TMS information to the extent of the sample size. The sample size for the study will be 7,000 SEIP graduates to be randomly drawn from the TMS regardless of the employed and unemployed. Duration of the study is 11 months and the location of the study is all over Bangladesh.

11.0 Environmental Issues

11.1 Considering that the SEIP is expected to have limited and minor environmental impacts, the planned civil works, repair and maintenance of the project, subproject and/or components will be built on already available land and there is no such structure on ecologically sensitive areas. Although some new constructions and renovation works have been planned, no major environmental hazards are anticipated. There is no issue of eviction, resettlement and land acquisition required for the civil works being done at the

moment. SEIP is addressing the environmental issues to the extent necessary to carry out the construction.

12.0 Safeguards

12.1 SEIP is addressing training requirements for even priority sectors to support public and private training providers to meet emerging labor market needs. Enough safeguard measures have been taken in all construction sites including ensuring necessary safety protocols required to avoid COVID-19 infection. As mentioned above there is no need for land acquisition, displacement and resettlement. No one is going to lose any of their regular income generating activities due to implementation of any component of the project. As a result, there will be no adverse impact usually caused by involuntary resettlement. Similarly, no negative implication on the small ethnic communities of Bangladesh is envisaged. However, as the program has some beneficial effects on the small ethnic communities (SEC) spread all over the country, a brief small ethnic community people's plan (SECPP) has been prepared to correlate welfare of SEC with the project's outcome.

Appendices

Appendix-A

Number of Training Centers by Industry Association/ Organization

(The number is changing over time)

Table 10 Number of Training Centers by IAs/ Organizations

Name of the Industry Association/ Organization	Number of Training Institutes		
	Tranche 1	Tranche 2	Tranche 3
AEOSIB	19	20	0
BACCO	11	22	14
BACI	40	15	16
BAPA	0	19	19
BASIS	2	0	7
BBSME	41	0	0
BEIOA	16	27	0
BGMEA	132	139	0
BIGM	0	1	1
BITAC	4	4	5
BKMEA	99	56	27
BMET	61	61	62
BRTC	19	19	19
BRTC TOT	0	11	0
BTMA	56	46	36
BWCCI	18	0	19
DTE	32	32	36
EDC BRACU	0	1	1
EDC BUTEX	0	1	1
EDC EWU	0	1	1
EDC IBA	0	1	0
LFMEAB	21	38	0
PKSF	55	53	42
REHAB	13	9	11
T and H ISC	0	16	17
TTTI	0	1	1
Uttoron	4	0	0
KWT	0	2	0
Total	643	595	335

Appendix-B

List of Public Training Institutes

Bureau of Manpower, Employment and Training

Table 11 Training Institutes and Courses under BMET

S.N.	Name of the Institute	S.N.	Names of Courses
Technical Training Centers			
1	Bangladesh German Technical Training Center, Dhaka	1	Bricklaying (City and Guilds)
		2	Electrical Installation & Maintenance
		3	Quality Control Management (RMG)
		4	Refrigeration and Air Conditioning
		5	Graphic Design
		6	Mid-Level Management (RMG)
		7	Motor Driving with Basic Maintenance
		8	Plumbing
		9	Welding
2	Bangladesh Korea Technical Training Centre Chittagong	1	Electrical Installation & Maintenance
		2	Electrical (City and Guilds: 2850-84)
		3	Quality Control Management (RMG)
		4	Refrigeration and Air Conditioning
		5	Scaffolding (City and Guilds)
		6	Graphic Design
		7	IT Support Service
		8	Machine Shop Practice
		9	Mechanical Fitter
		10	Motor Driving with Basic Maintenance
		11	Welding
3	Bangladesh-Korea Technical Training Centre Dhaka	1	Electrical (City and Guilds: 3529-06)
		2	Quality Control Management (RMG)
		3	Refrigeration and Air Conditioning
		4	Scaffolding (City and Guilds)
		5	Graphic Design
		6	Machine Shop Practice
		7	Mid-Level Management (RMG)
		8	Motor Driving with Basic Maintenance
		9	Plumbing (City and Guilds)
		10	Web Design
		11	Welding
4	Khulna Technical Training Center	1	Electrical Installation & Maintenance
		2	Quality Control Management (RMG)
		3	Steel Binding & Fabrication

S.N.	Name of the Institute	S.N.	Names of Courses
4	Khulna Technical Training Center	4	Graphic Design
		5	Machine Shop Practice
		6	Motor Driving with Basic Maintenance
		7	Plumbing
		8	Welding
5	Kushtia Technical Training Centre	1	Electrical Installation & Maintenance
		2	Operator Training for Woven Machine
		3	Graphic Design
		4	Masonry
		5	Mid-Level Management (RMG)
		6	Motor Driving with Basic Maintenance
		7	Plumbing
6	Lalmonirhat Technical Training Center	1	Electrical Installation & Maintenance
		2	Refrigeration and Air Conditioning
		3	Graphic Design
		4	Masonry
		5	Motor Driving with Basic Maintenance
		6	Welding
7	Laxmipur Technical Training Center	1	Electrical Installation & Maintenance
		2	Operator Training for Woven Machine
		3	Graphic Design
		4	Mid-Level Management (RMG)
		5	Motor Driving with Basic Maintenance
		6	Welding
8	Noakhali Technical Training Center	1	Electrical Installation & Maintenance
		2	Refrigeration and Air Conditioning
		3	IT Support Service
		4	Mid-Level Management (RMG)
		5	Motor Driving with Basic Maintenance
		6	Web Design
		7	Welding
9	Pabna Technical Training Center	1	Electrical Installation & Maintenance
		2	Food & Beverage Service
		3	Operator Training for Woven Machine
		4	Graphic Design
		5	Housekeeping
		6	Mid-Level Management (RMG)
		7	Motor Driving with Basic Maintenance
		8	Plumbing
		9	Welding

S.N.	Name of the Institute	S.N.	Names of Courses
10	Rangamati Technical Training Center	1	Electrical Installation & Maintenance
		2	Graphic Design
		3	Motor Driving with Basic Maintenance
		4	Plumbing
		5	Welding
11	Comilla Technical Training Center	1	CAD (2D & 3D)
		2	Electrical Installation & Maintenance
		3	Steel Binding & Fabrication
		4	Graphic Design
		5	Motor Driving with Basic Maintenance
		6	Plumbing
		7	Welding
12	Dinajpur Technical Training Center	1	Electrical Installation & Maintenance
		2	Operator Training for Woven Machine
		3	Graphic Design
		4	IT Support Service
		5	Masonry
		6	Motor Driving with Basic Maintenance
		7	Plumbing
13	Faridpur Technical Training Center	1	Electrical Installation & Maintenance
		2	Graphic Design
		3	Machine Shop Practice
		4	Masonry
		5	Motor Driving with Basic Maintenance
		6	Plumbing
		7	Welding
14	Sylhet Technical Training Center	1	Cookery (City and Guilds)
		2	Electrical Installation & Maintenance
		3	Refrigeration and Air Conditioning
		4	Graphic Design
		5	IT Support Service
		6	Masonry
		7	Motor Driving with Basic Maintenance
		8	Plumbing
15	Tangail Technical Training Center	1	Electrical Installation & Maintenance
		2	Refrigeration and Air Conditioning
		3	Graphic Design
		4	IT Support Service
		5	Motor Driving with Basic Maintenance
		6	Welding

S.N.	Name of the Institute	S.N.	Names of Courses
16	Jhenaidah Technical Training Centre	1	Electrical Installation & Maintenance
		2	Operator Training for Woven Machine
		3	Masonry
		4	Motor Driving with Basic Maintenance
		5	Plumbing
17	Rajshahi Technical Training centre	1	Electrical Installation & Maintenance
		2	Refrigeration and Air Conditioning
		3	Masonry
		4	Mid-Level Management (RMG)
		5	Motor Driving with Basic Maintenance
		6	Plumbing
18	Sheikh Fazilatunnesa Mujib Mohila Technical Training Center	1	Operator Training for Woven Machine
		2	Graphic Design
		3	Housekeeping (City and Guilds)
		4	Mid-Level Management (RMG)
		5	Motor Driving with Basic Maintenance
		6	Web Design
19	Khagrachari Technical Training Center	1	Electrical Installation & Maintenance
		2	Operator Training for Woven Machine
		3	Graphic Design
		4	Mid-Level Management (RMG)
		5	Motor Driving with Basic Maintenance
		6	Welding
20	Chapainawabganj Technical Training Center	1	Electrical & Navigation Equipment Installation
		2	Steel Binding & Fabrication
		3	Operator Training for Woven Machine
		4	Graphic Design
		5	Masonry
		6	Mid-Level Management (RMG)
		7	Motor Driving with Basic Maintenance
		8	Plumbing
21	Jamalpur Technical Training Center	1	Electrical Installation & Maintenance
		2	Electronics
		3	Refrigeration and Air Conditioning
		4	Graphic Design
		5	Motor Driving with Basic Maintenance
		6	Welding

S.N.	Name of the Institute	S.N.	Names of Courses
22	Gopalganj Technical Training Center	1	Electrical Installation & Maintenance
		2	Refrigeration and Air Conditioning
		3	Graphic Design
		4	Motor Driving with Basic Maintenance
		5	Welding
23	Technical Training Center, Barisal	1	Motor Driving with Basic Maintenance
24	Natore Technical Training Center	1	Electrical Installation & Maintenance
		2	Operator Training for Woven Machine
		3	Graphic Design
		4	Motor Driving with Basic Maintenance
		5	Welding
25	Narsingdi Technical Traing Center	1	Electrical Installation & Maintenance
		2	Refrigeration and Air Conditioning
		3	Graphic Design
		4	Motor Driving with Basic Maintenance
		5	Welding
26	Technical Training Center, Bogra	1	Electrical Installation & Maintenance
		2	Electrical & Navigation Equipment Installation
		3	Refrigeration and Air Conditioning
		4	Graphic Design
		5	Motor Driving with Basic Maintenance
		6	Welding
27	Rangpur Technical Training Center	1	Electrical Installation & Maintenance
		2	Electronics
		3	Refrigeration and Air Conditioning
		4	Scaffolding (City and Guilds)
		5	Operator Training for Woven Machine
		6	Graphic Design
		7	Motor Driving with Basic Maintenance
		8	Welding
28	Mymensingh Technical Training Center	1	Electrical Installation & Maintenance
		2	Refrigeration and Air Conditioning
		3	Operator Training for Woven Machine
		4	Graphic Design
		5	Motor Driving with Basic Maintenance
29	Satkhira Technical Training Center	1	Electrical Installation & Maintenance
		2	Operator Training for Woven Machine
		3	IT Support Service
		4	Motor Driving with Basic Maintenance
		5	Welding

S.N.	Name of the Institute	S.N.	Names of Courses
30	Jashore Technical Training Center	1	Electrical Installation & Maintenance
		2	Electronics
		3	Refrigeration and Air Conditioning
		4	Graphic Design
		5	IT Support Service
		6	Motor Driving with Basic Maintenance
31	Bandarban Technical Training Center	1	Electrical Installation & Maintenance
		2	Refrigeration and Air Conditioning
		3	IT Support Service
		4	Motor Driving with Basic Maintenance
32	Barishal Mohila Technical Training Center	1	CAD (2D & 3D)
		2	Operator Training for Woven Machine
		3	IT Support Service
		4	Motor Driving with Basic Maintenance
33	Brahmanbaria Technical Training Center	1	Electrical Installation & Maintenance
		2	Operator Training for Woven Machine
		3	IT Support Service
		4	Machine Shop Practice
		5	Motor Driving with Basic Maintenance
		6	Welding
34	Chattogram Mohila Technical Training Center	1	Food and Beverage Production
		2	Food & Beverage Service
		3	Motor Driving with Basic Maintenance
35	Chuadanga Technical Training Center	1	Electrical Installation & Maintenance
		2	Operator Training for Woven Machine
		3	IT Support Service
		4	Motor Driving with Basic Maintenance
		5	Welding
36	Khulna Mohila Technical Training Center	1	Food and Beverage Production
		2	Housekeeping
		3	Motor Driving with Basic Maintenance
37	Patuakhali Technical Training Center	1	Electrical Installation & Maintenance
		2	Electronics
		3	Refrigeration and Air Conditioning
		4	Graphic Design
		5	IT Support Service
		6	Motor Driving with Basic Maintenance

S.N.	Name of the Institute	S.N.	Names of Courses
38	Technical Training Center Rajbari	1	Electrical Installation & Maintenance
		2	Operator Training for Woven Machine
		3	Graphic Design
		4	Motor Driving with Basic Maintenance
		5	Welding
39	Shariatpur Technical Training Center	1	Motor Driving with Basic Maintenance
40	Sylhet Mohila Technical Training Centre	1	CAD (2D & 3D)
		2	Electronics
		3	Operator Training for Woven Machine
		4	IT Support Service
		5	Motor Driving with Basic Maintenance
41	Technical Training Center (TTC), Kurigram	1	Electrical Installation & Maintenance
		2	Electronics
		3	Operator Training for Woven Machine
		4	IT Support Service
		5	Motor Driving with Basic Maintenance
		6	Welding
42	Technical Training Center, Madaripur	1	Electrical Installation & Maintenance
		2	Electronics
		3	Operator Training for Woven Machine
		4	Motor Driving with Basic Maintenance
		5	Welding
43	Narail Technical Training Center	1	Motor Driving with Basic Maintenance
44	Technical Training Center (TTC) Panchagarh	1	Motor Driving with Basic Maintenance
45	Pirojpur Technical Training Center	1	Motor Driving with Basic Maintenance
46	Sherpur Technical Training Center	1	Motor Driving with Basic Maintenance
47	Borguna Technical Training Center	1	Motor Driving with Basic Maintenance
48	Magura Technical Training Center	1	Motor Driving with Basic Maintenance
49	Technical Training Center, Bhola	1	CAD (2D & 3D)
		2	Electrical Installation & Maintenance
		3	Operator Training for Woven Machine
		4	Graphic Design
		5	Motor Driving with Basic Maintenance
		6	Welding

S.N.	Name of the Institute	S.N.	Names of Courses
50	Keranigonj Technical Training Center	1	Motor Driving with Basic Maintenance
51	Thakurgaon Technical Training Center	1	Motor Driving with Basic Maintenance
52	Joypurhat Technical Training Center	1	Motor Driving with Basic Maintenance
53	Technical Training Center, kishoreganj	1	Motor Driving with Basic Maintenance
54	Rajshahi Mohila Technical Training Center	1	Electronics
		2	Operator Training for Woven Machine
		3	Graphic Design
		4	IT Support Service
		5	Motor Driving with Basic Maintenance
55	Gaibandha Technical Training Center	1	Electrical Installation & Maintenance
		2	Operator Training for Woven Machine
		3	IT Support Service
		4	Machine Shop Practice
		5	Motor Driving with Basic Maintenance
		6	Welding
56	Technical Training Center, Manikganj	1	Motor Driving with Basic Maintenance
57	Netrakona Technical Training Center	1	CAD (2D & 3D)
		2	Electrical Installation & Maintenance
		3	Graphic Design
		4	Motor Driving with Basic Maintenance
		5	Welding
58	Nilphamari Technical Training Center	1	CAD-CAM Design and Programming
		2	Electrical & Navigation Equipment Installation
		3	Electronics
		4	Operator Training for Woven Machine
		5	IT Support Service
		6	Machine Shop Practice
		7	Motor Driving with Basic Maintenance

S.N.	Name of the Institute	S.N.	Names of Courses
59	Jhalokathi Technical Training Center	1	CAD-CAM Design and Programming
		2	Electrical Installation & Maintenance
		3	Operator Training for Woven Machine
		4	IT Support Service
		5	Motor Driving with Basic Maintenance
		6	Welding
60	Naogaon Technical Training Center	1	Motor Driving with Basic Maintenance
61	Technical Training Center, Moulvibazar	1	Food and Beverage Production
		2	Food & Beverage Service
		3	Motor Driving with Basic Maintenance
62	Technical Training Center, Meherpur	1	Electrical Installation & Maintenance
		2	IT Support Service
		3	Machine Shop Practice
Institute of Marine Technology			
1	BIMT, Narayanganj	1	Plumbing and Pipe fitting
		2	Welding
		3	IT Support Service
		4	Machine Shop Practice
2	IMT, Chandpur	1	Graphic Design
		2	Welding
		3	Electrical Installation & Maintenance
		4	Machine Shop Practice
3	IMT, Sirajganj	1	Graphic Design
		2	Welding
		3	Electrical Installation & Maintenance
		4	Machine Shop Practice

Directorate of Technical Education

Table 12 Training Institutes under DTE

S.N.	Name of the Institute	S.N.	Names of Courses
1	Manikganj Technical School and College	1	Electrical Installation & Maintenance
		2	Graphic Design
		3	IT Support Service
		4	Welding

S.N.	Name of the Institute	S.N.	Names of Courses
2	Barisal Technical School and College	1	Electrical Installation & Maintenance
		2	Graphic Design
		3	IT Support Service
		4	Welding
3	Feni Computer Institute	1	Graphic Design
		2	IT Support Service
		3	Web Design
4	Jhalokathi Technical School and College	1	Electrical Installation & Maintenance
		2	Operator Training for Woven Machine
		3	Graphic Design
		4	IT Support Service
		5	Mid-Level Management (RMG)
5	Panchagarh technical school and college	1	Electrical Installation & Maintenance
		2	Operator Training for Woven Machine
		3	IT Support Service
		4	Mid-Level Management (RMG)
6	Habiganj technical school and college	1	Refrigeration and Air Conditioning
		2	Welding
7	Sherpur Technical School and College	1	Electrical Installation & Maintenance
		2	Operator Training for Woven Machine
		3	Graphic Design
		4	IT Support Service
		5	Mid-Level Management (RMG)
8	Narsingdi Technical School and College	1	Electrical Installation & Maintenance
		2	Graphic Design
		3	IT Support Service
		4	Masonry
		5	Plumbing
9	Rangpur Technical School and College	1	Electrical Installation & Maintenance
		2	Graphic Design
		3	IT Support Service
		4	Welding
10	Parbatipur Govt. Technical School & College, Dinajpur	1	Motor Driving with Basic Maintenance
11	Technical School and College, Kurigram.	1	Motor Driving with Basic Maintenance
12	Joypurhat Technical School and College	1	Motor Driving with Basic Maintenance

S.N.	Name of the Institute	S.N.	Names of Courses
13	Nilphamari Technical School & College, Nilphamari	1	Motor Driving with Basic Maintenance
14	Technical School and College, Bagerhat.	1	Motor Driving with Basic Maintenance
15	Cox'sBazar Technical School & College	1	Motor Driving with Basic Maintenance
16	Madaripur Technical School & College	1	Motor Driving with Basic Maintenance
17	Pabna Technical School & College	1	Motor Driving with Basic Maintenance
18	Satkhira Govt. Technical School And College	1	Motor Driving with Basic Maintenance
19	Shariatpur Technical School and College	1	Motor Driving with Basic Maintenance
20	Technical School and College, Bhola.	1	Motor Driving with Basic Maintenance
21	Jhenaidah Technical School and College	1	Motor Driving with Basic Maintenance
22	Rajbari Technical School and College	1	Motor Driving with Basic Maintenance
23	Kushtia Technical School and College, Kushtia.	1	Motor Driving with Basic Maintenance
24	Netrakona Technical School & Collage, Netrakona.	1	Motor Driving with Basic Maintenance
25	Moulvibazar Technical School & College	1	Motor Driving with Basic Maintenance
26	Ghaibandha Technical School and College , Gaibandha	1	Motor Driving with Basic Maintenance
27	Khagrachari Technical School and College	1	Motor Driving with Basic Maintenance
28	Jashore Technical School & College	1	Motor Driving with Basic Maintenance
29	Natore Technical School and College	1	Motor Driving with Basic Maintenance
30	Chandpur Technical School & College	1	Motor Driving with Basic Maintenance
31	Kishoreganj Technical School and College	1	Motor Driving with Basic Maintenance
32	Naogaon Technical School and College	1	Motor Driving with Basic Maintenance

S.N.	Name of the Institute	S.N.	Names of Courses
33	Maijdee Technical School And College	1	Motor Driving with Basic Maintenance
34	Sylhet Technical School and College, Sylhet	1	Motor Driving with Basic Maintenance
35	Chuadanga Technical School and College, Chuadanga	1	Motor Driving with Basic Maintenance
36	Gopalganj Technical School & College	1	Motor Driving with Basic Maintenance
37	Narayanganj Technical School & College	1	Motor Driving with Basic Maintenance

Bangladesh Industrial Technical Assistance Center

Table 13 Training Institutes and Courses under BITAC

S.N.	Name of the Institute	S.N.	Names of Courses
1	Bangladesh Industrial Technical Assistance Centre, Bogra	1	Electrical Installation & Maintenance
		2	Machine Shop Practice
		3	Welding
2	Bangladesh Industrial Technical Assistance Center, Khulna	1	Electrical Installation & Maintenance
		2	Machine Shop Practice
		3	Welding
3	Bangladesh Industrial Technical Assistance Center, Dhaka	1	Electrical Installation & Maintenance
		2	Machine Shop Practice
		3	Welding
4	Bangladesh Industrial Technical Assistance Centre, Chittagong	1	Electrical Installation & Maintenance
		2	Machine Shop Practice
		3	Welding
5	Bangladesh Industrial Technical Assistance Centre, Chandpur	1	Electrical Installation & Maintenance
		2	Welding

Bangladesh Road Transport Corporation

Table 14 Training Institutes and Courses under BRTC

S.N.	Name of the Institute	S.N.	Names of Courses
1	BRTC Central Training Institute, Gazipur	1	Heavy Vehicle Driving
		2	Motor Driving with Basic Maintenance
2	BRTC Training Institute, Tejgaon	1	Heavy Vehicle Driving
		2	Motor Driving with Basic Maintenance
3	BRTC Training Center, Mirpur-12	1	Motor Driving with Basic Maintenance
4	BRTC Training Center, Joarsahara	1	Motor Driving with Basic Maintenance

S.N.	Name of the Institute	S.N.	Names of Courses
5	BRTC Training Center, Narayangonj	1	Motor Driving with Basic Maintenance
6	BRTC Training Center, Utholi	1	Heavy Vehicle Driving
		2	Motor Driving with Basic Maintenance
7	BRTC Training Center, Norsingdi	1	Motor Driving with Basic Maintenance
8	BRTC Training Institute, Tungipara	1	Heavy Vehicle Driving
		2	Motor Driving with Basic Maintenance
9	BRTC Training Center, Chittagong	1	Heavy Vehicle Driving
		2	Motor Driving with Basic Maintenance
10	BRTC Training Center, Comilla	1	Motor Driving with Basic Maintenance
11	BRTC Training Center, Sonapur	1	Heavy Vehicle Driving
		2	Motor Driving with Basic Maintenance
12	BRTC Training Center, Sylhet	1	Motor Driving with Basic Maintenance
13	BRTC Training Center, Bogra	1	Heavy Vehicle Driving
		2	Motor Driving with Basic Maintenance
14	BRTC Training Center, Pabna	1	Motor Driving with Basic Maintenance
15	BRTC Training Center, Khulna	1	Motor Driving with Basic Maintenance
16	BRTC Training Center, Jessore	1	Motor Driving with Basic Maintenance
17	BRTC Training Center, Jhenaidah	1	Motor Driving with Basic Maintenance
18	BRTC Training Center, Dinajpur	1	Motor Driving with Basic Maintenance
19	BRTC Training Center, Barisal	1	Motor Driving with Basic Maintenance

BRTC Training of Trainers (ToT) Program

Table 15 Training Institutes for BRTC ToT Program

S.N.	Name of the Institute	Names of Courses
1	BRAC Driving School	Motor Driving with Basic Maintenance ToT
2	Mechanical Transport Driving School, Bangladesh Air Force	
3	Electrical and Mechanical Engineers Centre and School	
4	Motor Driving School, Jamalpur	
5	NirapadSarak Chai	
6	Army Service Corp Centre and School, Khulna	
7	Bangladesh-Korea Technical Training Centre, Dhaka	

Appendix-C Private Training Institutes Associated with IAs

Table 16 List of Private Training Institutes

S.N.	Name of the Institute	S.N.	Names of Courses
1	Bangladesh Association of Software and Information Services (BASIS)	1	Big Data, Data Analytics & Data Science
		2	Mobile Application Development - Android
		3	PHP with Laravel Framework
		4	Certified Programmer in Python
		5	Software Testing (ISTQB 2018 Foundation)
		6	Web Application Development- Dot Net
		7	Customer Support & Services for Tech
		8	Professional Digital Marketing
		9	e-Commerce Entrepreneurship
		10	2D and 3D Animation
		11	Graphics & UI Design
		12	IT Sales
		13	Information System Security Management
		14	Network Administration using Cisco
		15	Project Management- Professional
		16	Software Design & Architecture
		17	Cloud Service Management using Amazon Web Services
		18	Server Administration including Windows Server Management
		19	Web Design
2	Bangladesh Association of Construction Industry (BACI)	1	Masonry
		2	Electrical Installation & Maintenance
		3	Steel Binding & Fabrication
		4	Plumbing
		5	Tiles & Marble Works
		6	Painting
		7	Aluminum Fabrication
		8	Project Management
		9	Supply Chain Management
		10	Quality Control
		11	Shuttering & Scaffolding
		12	Road Roller Operation
		13	Duct Fitting for AC & Ventilation
		14	Crane & Forklift Operation

S.N.	Name of the Institute	S.N.	Names of Courses
3	Bangladesh Knitwear Manufacturers and Exporters Association (BKMEA)	1	Apparel Merchandizing
		2	Social Compliance and Human Resource Management
		3	Safety Management RMG Industry
		4	Industrial Engineering and Lean Manufacturing
		5	Production Planning and Supply Chain Management
		6	Sewing Machine Operation (knit)
		7	Sewing Machine Operation (Woven)
		8	Computerized Sweater Machine Operation
		9	Mid-Level Management
		10	Customs Bond and Documentation
		11	Market Analysis and Export Promotion
		12	Garments Quality Management
		13	Social Compliance Norms
4	Bangladesh Garment Manufacturers & Exporters Association (BGMEA)	1	Computerized Sweater Machine operation
		2	Sweater Linking operation
		3	Lingerie Sewing Machine operation
		4	Sewing Machine operation (Woven)
		5	Sewing Machine operation (Knit)
		6	Industrial Engineering & Lean Manufacturing
		7	Garments Quality Control Management
		8	Apparel Merchandising
		9	Social Compliance & HR Management
		10	Advanced pattern making with CAD
		11	3D sampling
		12	Production Planning & Management
		13	Custom Bond, UD Automation, Rex System, VAT & Commercial Documentation
		14	Washing Technology
		15	Garments Quality Engineering
16	Productivity Development system for worker		
17	Advanced Sewing Machine Operation (Multi skilled)		
18	Computerized Sweater Knitting Machine Operation		
19	Operator Training for Manual Sweater Machine		
20	Garments Quality System		
21	Social Compliance & Fire Safety		
22	Textile Testing for Assuring Quality		
23	CAD in Textile & Garments		

S.N.	Name of the Institute	S.N.	Names of Courses
5	Bangladesh Engineering Industry Owners Association (BEIOA)	1	CAD - CAM Design and CNC Machine Operation
		2	Electrical Installation & Maintenance
		3	Refrigeration & Air Conditioning
		4	Machine Shop Practice
		5	Welding
		6	Certificate Course in PLC
		7	Master Craftsmanship
6	Bangladesh Textile Mills Association (BTMA)	1	Ring Frame Basics and Techniques
		2	Spinning Machine Operation (Preparatory Process)
		3	Basic Techniques of Weaving
		4	Preparatory Process in Weaving
		5	Dyeing Machine Operation (Woven)
		6	Sewing Machine Operation (Industry)
		7	Sewing Machine Operation (Own TI)
		8	Apparel Merchandising
		9	Computer Aided Design in Textiles
		10	Circular Knitting Machine Operation
		11	Yarn Manufacturing Technology
		12	Woven Fabrics Structure and Design
		13	Printing and Finishing Machine Operation
		14	Maintenance of Textile Machineries in Spinning
		15	Maintenance of Textile Machineries in Weaving
		16	Maintenance of Textile Machineries in Dyeing and Printing
		17	Quality Control in Spinning
		18	Quality Control in Weaving
		19	Quality Control in Dyeing and Printing
		20	Energy Management in Textiles
		21	Compliance and HR in Textiles
7	Association of Export Oriented Shipbuilding Industries of Bangladesh (AEOSIB)	1	Welding & Fabrication
		2	Electrical & Navigational Equipment Installation
		3	Machine Tools Operation
		4	Ship Painting
		5	Ship Piping
		6	Ship Machinery Installation
		7	Marine Diesel Engine Artificer

S.N.	Name of the Institute	S.N.	Names of Courses
8	Leathergoods And Footwear Manufacturers and Exporters Association of Bangladesh (LFMEAB)	1	Cutting Machine Operation
		2	Sewing Machine Operation
		3	Setting & Assembling Operation (Leather Goods)
		4	Lasting & Assembling Operation (Footwear)
		5	Standard Social Compliance in the Industry
		6	Total Quality Management
		7	Supervisory, Management & Leadership Skills Development
		8	Productivity Improvement Technique
		9	Footwear & Leather goods Design & Development with CAD-CAM
		10	Sewing Machine Maintenance
		11	Advanced (Multitasking) Sewing Machine Operation
		12	Advanced (Multitasking) Lasting & Finishing Operation
9	Bangladesh Association of Call Center and Outsourcing (BACCO)	1	Professional Customer Service
		2	Professional Back Office Services
		3	Professional Digital Content Management
		4	Medical Scribing
		5	Advance Customer Service
		6	BPO Operation Management
10	Bangladesh Women Chamber of Commerce and Industry (BWCCI)	1	Food and Beverage production and Entrepreneurship Development,
		2	Fashion Design, Product Development and Entrepreneurship Development
		3	Beautification and Entrepreneurship Development
		4	Mobile Phone Servicing and Entrepreneurship Development
		5	IT Freelancing and Entrepreneurship Development,
11	Tourism and Hospitality Industry Skills Council (T and H ISC)	1	Food and Beverage Production(cooking)
		2	Food and Beverage Services
		3	House Keeping
		4	Bakery and Pastry Production
		5	Front Office Operation
		6	Tour Guiding
		7	Operational Skills in Hotel Management

S.N.	Name of the Institute	S.N.	Names of Courses
12	Bangladesh Agro Processors Association (BAPA)	1	Sales & Marketing
		2	Baking Technology
		3	Food Processing
		4	Packaging Technology
		5	Quality Control
13	Real Estate and Housing Association of Bangladesh (REHAB)	1	Electrical Installation & Maintenance
		2	Masonry
		3	Steel Binding & Fabrication
		4	Tiles & Marble Works
		5	Plumbing & Pipe Fittings
14	Trust Technical Training Institute (TTTI)	1	Motor Driving with Basic Maintenance
15	Kumudini Welfare Trust of Bengal (KWT)	1	Diploma In Renal Nursing
		2	Diploma In Cardiac Nursing
		3	Diploma In Oncology Nursing
		4	National Skill Certificate in Caregiving for Infant, Toddler and children
		5	Diploma In Trauma Nursing
		6	Diploma In Pediatric Nursing
		7	Diploma In Intensive Care Nursing
		8	National Skill Certificate in Caregiving for Elderly People
		9	National Skill Certificate in Caregiving for Persons with Special Needs

Palli Karma-Sahayak Foundation

Table 17 Training Institutes Associated with PKSF

S.N.	Industry Association/ Organization	S.N.	Names of Courses
1	Palli Karma Sahayak Foundation (PKSF)	1	IT Freelancing
		2	Graphic Design
		3	Fashion Garments
		4	Electrical Installation & Maintenance
		5	Refrigeration & Air Conditioning
		6	Mobile Phone Servicing
		7	Consumer Electronics
		8	Plumbing
		9	Welding
		10	Auto Mechanics
		11	Lathe Machine Operation
		12	Setting & Assembling of Leather Goods
		13	Housekeeping
		14	Food & Beverage Service
		15	Food & Beverage Production
		16	PWD-Fashion Garments
		17	PWD-IT Support Service
		18	PWD-Mobile Phone Servicing
		19	PWD-Pastry & Bakery Production
		20	Caregiving
		21	OAY-Auto Mechanics
		22	OAY-Electrical Installation & Maintenance
		23	OAY-Fashion Garments
		24	OAY-Mobile Phone Servicing
		25	OAY-Plumbing
		26	OAY-Refrigeration & Air Conditioning

BB-Small and Medium Enterprise

Table 18 Courses under BB-SME

S.N.	Industry Association/ Organization	S.N.	Names of Courses
1	Bangladesh Bank-Small and Medium Enterprise (BB-SME)	1	Entrepreneurship Development

Bangladesh Institute of Government Management

Table 19 Courses under BIGM

S.N.	Industry Association/ Organization	S.N.	Names of Courses
1	Bangladesh Institute of Governance and Management (BIGM)	1	Policy Analysis
		2	Strategic Management

Executive Development Center

Table 20 Courses under EDCs

S.N.	Industry Association/ Organization	S.N.	Names of Courses
1	Bangladesh University of Textile	1	Post-graduate Diploma in Textile Management
2	East West University	1	Graduate Diploma in Leather and Footwear Management
3	BRAC University	1	Post-graduate Diploma in Knitwear Industry Management
4	Institute of Business Administration, University of Dhaka	1	Garments Quality Management

Appendix-D Trainee Targets by Training Providers

Table 21 SEIP Trainee Target Status (as of 31 March 2022)

S.N.	IAs/PTIs	Tranche-1	Tranche-2	Tranche-3	Total
1	AEOSIB	7565	5000	6000	18565
2	BACCO	5785	11000	10000	26785
3	BACI	23110	17225	18000	58335
4	BAPA	-	13000	16000	29000
5	BASIS	29570	-	7450	37020
6	BBSME	11564	-	1000	12564
7	BEIOA	8340	10660	7030	26030
8	BGMEA	42315	25740	-	68055
9	BIGM		375	360	735
10	BITAC	3240	2520	3840	9600
11	BKMEA	23971	17160	15000	56131
12	BMET	44460	48210	73870	166540
13	BRTC	14700	9510	17700	41910
14	BTMA	31500	13000	13000	57500
15	BWCCI	2600	-	5300	7900
16	DTE	13560	12480	15120	41160
17	EDC BRAC	-	450	330	780
18	EDC BUTEX	-	540	360	900
19	EDC EWU	-	300	300	600
20	EDC IBA	-	450	540	990
21	LFMEAB	4860	10140	10000	25000
22	PKSF	12350	12000	14700	39050
23	REHAB	6000	5000	10000	21000
24	ISC_T&H	-	4000	6000	10000
25	TTTI	-	960	1680	2640
26	KWT	-	330		330
	Total	285490	220050	253580*	759120*

* The numbers indicate the number of trainees for whom contracts have already been signed.

Note: For the rest of the target, contracts will be signed with the training providers in future.

Appendix-E

Terms of Reference of Project Steering Committee (PSC)

A. The committee will be composed of the following members:

1.	Secretary, Finance Division (FD), Ministry of Finance	Chairman
2.	Representative, Technical and Madrasah Education Division	Member
3.	Representative, Economic Relations Division, Ministry of Finance	Member
4.	Representative, Ministry of Expatriates' Welfare and Overseas Employment	Member
5.	Representative, Programming Division, Planning Commission	Member
6.	Representative, SEI Division, Planning Commission	Member
7.	Representative, National Skill Development Authority (NSDA)	Member
8.	Representative, Ministry of Industries	Member
9.	Representative, Ministry of Labour and Employment	Member
10.	Representative, Implementation Monitoring and Evaluation Division (IMED)	Member
11.	National Project Director, Skills for Employment Investment Program (SEIP)	Member
12.	Chairman, Bangladesh Road Transport Corporation (BRTC)	Member
13.	Director General, Directorate of Technical Education (DTE)	Member
14.	Director General, Bureau of Manpower Employment and Training (BMET)	Member
15.	Director General, Bangladesh Industrial Technical Assistance Center (BITAC)	Member
16.	Economic Advisor, Economic Advisor Wing, Finance Division, Ministry of Finance	Member
17.	Representative, Asian Development Bank	Member
18.	Deputy General Manager, SME & SPD Department, Bangladesh Bank	Member
19.	Managing Director, Bangladesh Palli Karma Sahayak Foundation (PKSF)	Member
20.	Representative, Bangladesh Garments Manufacturers and Exporters' Association (BGMEA)	Member
21.	Representative, Bangladesh Knitwear Manufacturers and Exporters' Association (BKMEA)	Member
22.	Representative, Bangladesh Association of Software and Information Services (BASIS)	Member
23.	Representative, Bangladesh Textile Mills Association (BTMA)	Member
24.	Representative, Leather and Footwear Manufacturers and Exporters' Association of Bangladesh (LFMEAB)	Member
25.	Representative, Bangladesh Association of Construction Industries (BACI)	Member
26.	Representative, Bangladesh Engineering Industry Owners' Association (BEIOA)	Member

27.	Representative, Bangladesh Association of Call Centers and Outsourcing (BACCO)	Member
28.	Representative, Bangladesh Agro-Processors Association (BAPA)	Member
29.	Representative, Industry Skills Council (ISC) for Tourism and Hospitality	Member
30.	Representative, Bangladesh Women Chamber of Commerce and Industry (BWCCI)	Member
31.	Representative, Association of Export Oriented Shipbuilding Industries of Bangladesh (AEOSIB)	Member
32.	Representative, Real Estate and Housing Association of Bangladesh (REHAB)	Member
33.	Executive Project Director, Skills for Employment Investment Program (SEIP)	Member-Secretary

- B. Representatives of the Development Partners will attend committee meetings as observer.
- C. The PSC may co-opt other members as and when necessary.
- D. SDCMU will provide secretarial services to the committee.
- E. The committee will discharge the following activities;
- Oversee the project implementation of SEIP;
 - Support in solution of policy related issues that may arise;
 - Review project progress;
 - Approve the project annual work plan and budget;
 - Approve all the reports, including SEIP 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 operation guidance to ensure Project remains within the scope;
 - Ensure the activities implemented are in accordance with EAPF, RF and SECPF;
 - Approve Project Progress Reports.
- E. The PSC will meet every six months.
- F. PSC can meet any time, if needed.

Appendix-F

Terms of References of Project Skills Development Implementation Committee (SDIC)

The committee will be composed of the following members:

1.	Executive Project Director, SDCMU, SEIP	Chairman
2.	Representative, Economic Relations Division, Ministry of Finance	Member
3.	Representative, Implementation Monitoring and Evaluation Division (IMED)	Member
4.	Representative, Programming Division, Planning Commission	Member
5.	Representative, PAMSTEC Wing, Social and Economic Infrastructure Division, Planning Commission	Member
6.	Representative, National Skills Development Authority (NSDA)	Member
7.	Chairman, Bangladesh Road Transport Corporation (BRTC)	Member
8.	Representative, Bangladesh Technical Education Board (BTEB)	Member
9.	Director General, Directorate of Technical Education (DTE)	Member
10.	Director General, Bureau of Manpower, Employment and Training (BMET)	Member
11.	Director General, Bangladesh Industrial Technical Assistance Center (BITAC)	Member
12.	Representative, Finance Division, Ministry of Finance	Member
13.	Deputy Executive Project Director (Private-1)	Member
14.	Deputy Executive Project Director (Private-2)	Member
15.	Deputy Executive Project Director (Fund Management)	Member
16.	Program Director, Bangladesh Institute of Governance and Management (BIGM)	Member
17.	Principal, Trust Technical Training Institute (TTTI), Army Welfare Trust (AWT)	Member
18.	Director, Executive Development Centre BRAC University (EDC-BRACU)	Member
19.	Director, Executive Development Centre Bangladesh University of Textiles (EDC-BUTEX)	Member
20.	Director, Executive Development Centre Skills for Employment Investment Program East West University (EDC-EWU)	Member
21.	Director, Institute of Business Administration University of Dhaka (EDC-IBA)	Member
22.	Chief Coordinator, PIC, SEIP-BB-SME, Bangladesh Bank	Member
23.	Chief Coordinator, Palli Karma Shayak Foundation (PKSF)-SEIP project	Member
24.	Chief Coordinator, Bangladesh Garment Manufacturers and Exporters' Association (BGMEA)-SEIP Project	Member
25.	Chief Coordinator, Bangladesh Knitwear Manufacturers and Exporters' Association (BKMEA)-SEIP Project	Member
26.	Chief Coordinator, Bangladesh Association of Software and Information Services (BASIS)-SEIP Project	Member
27.	Chief Coordinator, Bangladesh Textile Mills Association (BTMA)-SEIP Project	Member

28.	Chief Coordinator, Leather goods & Footwear Manufacturers & Exporters' Association of Bangladesh (LFMEAB)-SEIP Project	Member
29.	Chief Coordinator, Bangladesh Association of Construction Industry (BACI)-SEIP Project	Member
30.	Chief Coordinator, Bangladesh Engineering Industry Owners Association (BEIOA)-SEIP Project	Member
31.	Chief Coordinator, Bangladesh Association of Call Center & Outsourcing (BACCO)-SEIP Project	Member
32.	Chief Coordinator, Bangladesh Agro-Processors' Association (BAPA)-SEIP Project	Member
33.	Chief Coordinator, Industry Skills Council (ISC) Tourism & Hospitality-SEIP Project	Member
34.	Chief Coordinator, Industry Skills Council (ISC) RMG and Textile-SEIP Project	Member
35.	Chief Coordinator, Industry Skills Council (ISC) Light Engineering-SEIP Project	Member
36.	Chief Coordinator, Industry Skills Council (ISC) Construction-SEIP Project	Member
37.	Chief Coordinator, Bangladesh Women Chamber of Commerce and Industry (BWCCI)-SEIP Project	Member
38.	Chief Coordinator, Association of Export Oriented Shipbuilding Industries of Bangladesh (AEOSIB)-SEIP Project	Member
39.	Chief Coordinator, Real Estate & Housing Association of Bangladesh (REHAB)-SEIP Project	Member
40.	Chief Focal Point, SEIP-Kumudini Welfare Trust of Bengal (BD) Ltd.	Member
41.	Deputy Executive Project Director (Public)	Member-Secretary

A. The committee may co-opt other members as and when necessary.

B. DEPD (Public), SDCMU will provide secretarial services to the committee.

C. The committee will discharge the following functions;

- prepare annual work plan and budget (AWAP) 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).

D. The Committee will meet once in every three months and meet any time, if needed.

Appendix-: G
Appendix-: District Wise Training Mapping

SI	District	Association																										
		BASIS	BACI	BKMEA	BGMEA	BEIOA	BTMA	BBSME	BITAC	DTE	BMET	PKSF	AEOSIB	LMEAB	BACCO	BWCCI	T and HISC	BAPA	BIGM	BRTC	EDC BUTEX	EDCEWU	REHAB	EDC BRACU	TTTT	EDC IBA	KUMUDINI	
1	Barguna																											
2	Barishal		•																				•					
3	Bhola																						•					
4	Jhalakathi																											
5	Patuakhali																											
6	Pirojpur																											
7	Bandarban																											
8	Brahmanbaria																											
9	Chandpur																											
10	Chattogram																											
11	Cumilla																											
12	Coxsazar																											
13	Feni																											
14	Khagrachhari																											
15	Lakshmipur																											
16	Noakhali																											
17	Rangamati																											
18	Dhaka																											
19	Faridpur																											
20	Gazipur																											

SI	District	Association																									
		BASIS	BACI	BKMEA	BGMEA	BEIOA	BTMA	BBSME	BITAC	DTE	BMET	PKSF	AEOISB	LMEAB	BACCO	BWCCI	T and H ISC	BAPA	BIGM	BRTC	EDC BUTEX	EDCEWU	REHAB	EDC BRACU	TITI	EDC IBA	KUMUDINI
21	Gopalganj																										
22	Jamalpur		•																								
23	Kishoreganj		•																				•				
24	Madaripur																						•				
25	Manikganj																						•				
26	Munshiganj																										
27	Mymensingh																										
28	Narayanganj																										
29	Narsingdi																										
30	Netrokona																										
31	Rajbari																										
32	Shariatpur																										
33	Sherpur																										
34	Tangail																										
35	Bagerhat																										
36	Chuadanga																										
37	Jashore																										
38	Jhenaidah																										
39	Khulna																										
40	Kushtia																										
41	Magura																										
42	Meherpur																										
43	Narail																										

SI		District	Association																											
			BASIS	BACI	BKMEA	BGMEA	BEIOA	RTMA	BBSME	BTAC	DTE	BMET	PKSF	AEOSIB	LFMAB	BACCO	BWCCI	T and HISC	BAPA	BIGM	BRTC	EDC BUTEX	EDCEWU	REHAB	EDC BRACU	TITI	EDC IBA	KUMUDINI		
44		Satkhira																												
45		Bogura																												
46		Joypurhat																												
47		Naogaon																												
48		Natore																												
49		Chapainawabganj																												
50		Pabna																												
51		Rajshahi																												
52		Sirajganj																												
53		Dinajpur																												
54		Gaibandha																												
55		Kurigram																												
56		Lalmonirhat																												
57		Nilphamari																												
58		Panchagarh																												
59		Rangpur																												
60		Thakurgaon																												
61		Habiganj																												
62		Moulvibazar																												
63		Sunamganj																												
64		Sylhet																												

Appendix-H: Contact Details

Sl. No.	Name	Designation	Official Cell No.	Official E-mail Address	Personal E-mail Address
1.	Mr. Abdur Rouf Talukder	NPD	01770799901	npd@seip-fd.gov.bd	rouf64@yahoo.com
2.	Mr. Md. Ekhtasur Rahman	EPD (Additional Charge)	01770799900	epd@seip-fd.gov.bd	ekhtas_mof1962@yahoo.com
3.	Mr. Mohammed Yasin	DEPD (Public)	01700706496	depd.public1@seip-fd.gov.bd	yasin6064@gmail.com
4.	Ms. Asma Ara Begum	AEPD (Public-1)	01770799906	depd.public1@seip-fd.gov.bd	asmanafi@gmail.com
5.	Ms. Rownak Jahan	AEPD (Public-2)	01700706498	depd.public2@seip-fd.gov.bd	shapljahan@gmail.com
6.	Dr. Md. Sanwar Jahan Bhuiyan	DEPD (Private-1)	01770799903	depd.private1@seip-fd.gov.bd	sanwar.seip@gmail.com
7.	Ms. Umme Rehana	AEPD (Private-1)	01770799931	depd.private1@seip-fd.gov.bd	rehana6829@gmail.com
8.	Mr. Anarul Kabir	AEPD (Private-2)	01770799937	depd.private2@seip-fd.gov.bd	aepd2.seip@gmail.com
9.	Ms. Sadia Sharmin	AEPD (Private-3)	01700706497	depd.private3@seip-fd.gov.bd	sadiasharmin.seip@gmail.com
10.	Ms. Fatema Rahim Veena	DEPD (Private-2)	01770799921	depd.private2@seip-fd.gov.bd	frveena@gmail.com
11.	Mr. Md. Ruhul Amin	AEPD (Private-4)	01770799907	depd.private4@seip-fd.gov.bd	mruhulamin2003@gmail.com
12.	Ms. Sayeda Afroz	AEPD (Private-5)	01770799936	depd.private5@seip-fd.gov.bd	sayedaaafroz@yahoo.com
13.	----	DEPD (FM)	01700706495	depd_fm1@seip-fd.gov.bd	----
14.	Ms. Maksud Begum	AEPD (FM-1)	01770799911	depd_fm1@seip-fd.gov.bd	maksudabegum.seip@gmail.com
15.	-----	AEPD (FM-2)			
16.	Mr. Mohammad Jasim Uddin	AEPD (FM-3)	01770799909	depd_fm1@seip-fd.gov.bd	jasimuddin.seip@gmail.com

Sl. No.	Name	Designation	Official Cell No.	Official E-mail Address	Personal E-mail Address
Consultants	1. Mr. Md. Wazed Ali	TVET Specialist	----	tvet.specialist1@seip-fd.gov.bd	wazed.dam@gmail.com
	2. Mr. Mohiuzzaman	Course Specialist	01770799923	course.specialist1@seip-fd.gov.bd	mohiuzzaman@gmail.com
	3. Mr. Md. Khairul Islam	M & E Specialist	01770799902	m&e.specialist1@seip-fd.gov.bd	khairul.85bes@gmail.com
	4. Ms. Mahbuba Farjana	Gender & SD Specialist	01770799933	gender.specialist1@seip-fd.gov.bd	mahbuba.farjana@gmail.com
	5. Mr. Muhammad Khaled Saifullah Hashemi	Procurement Specialist	01770799922	procurement.specialist1@seip-fd.gov.bd	hashemi.khaled@gmail.com
	6. Mr. Mohammad Zakir Hossain	Audit Specialist	----	audit.specialist1@seip-fd.gov.bd	zakir_as2003@yahoo.com
	7. Mr. Md. Niurul Islam	TVET Specialist	01770799930	tvet.specialist2@seip-fd.gov.bd	mdnur82@gmail.com
	8. Mr. Mohammad Hamidur Rashid	FM Specialist	01770799927	fm.specialist1@seip-fd.gov.bd	mhrofchr@gmail.com
	9. Mr. Muhammad Nahid Rassel	IT & Database Specialist	01770799926	it.specialist1@seip-fd.gov.bd	nahid.rasse@gmail.com
	10. Mr. Md. Badruzzaman	Civil Engineer	----	civil.engineer1@seip-fd.gov.bd	bzaman.ce@gmail.com
	Quality Assurance Officers	1. Mr. Mahfuzul Haque	QAO (Civil)	01700706486	qao.civil1@seip-fd.gov.bd
2. Mr. Mohammad Guljar Hossain		QAO (Mechanical)	01700706485	qao.mechanical1@seip-fd.gov.bd	guljar.seip@gmail.com
3. Mr. Md. Shahin-Uz-Zaman		QAO (Mechanical)	01700706492	qao.mechanical2@seip-fd.gov.bd	shahin.seip@gmail.com
4. Mr. Saifuzzaman Mia		QAO (Electrical)	01700706489	qao.electrical1@seip-fd.gov.bd	saifuzzaman.seip@gmail.com
5. Mr. Riad Mashrub Shourov		QAO (Electrical)	01700706493	qao.electrical2@seip-fd.gov.bd	shourov.seip@gmail.com
6. Mr. Al-Mustafa Tawqir Hossain		QAO (CSE)	01700706484	qao.cse1@seip-fd.gov.bd	tawqir.seip@gmail.com
7. Mr. Mursil Mahmud		QAO (CSE)	01700706487	qao.cse2@seip-fd.gov.bd	mursil.seip@gmail.com
8. Mr. Md. Sultan Al Maruf		QAO (Textile)	01700706488	qao.textile1@seip-fd.gov.bd	maruf.seip@gmail.com
9. Mr. Md. Amir Zahan		QAO (Textile)	01700706490	qao.textile2@seip-fd.gov.bd	amir.seip@gmail.com
10. Mr. Md. Ruhul Amin		QAO (FM-1)	01770799932	ruhuloffice9914@gmail.com	
11. Mr. Md. Abul Kalam Azad		QAO (FM-2)	01770799928	ak.azad58@gmail.com	

Sl. No.	Name	Designation	Official Cell No.	Official E-mail Address	Personal E-mail Address
1.	----	Project Officer-1	01770799912	po1@seip-fd.gov.bd	----
2.	Mr. Md. Tazul Islam Patwary	Project Officer-2	01770799913	po2@seip-fd.gov.bd	tazul.seip@gmail.com
3.	Mr. A.K.M. Farhan Shahil	Project Officer-3	01770799914	po3@seip-fd.gov.bd	farhanseip@gmail.com
4.	----	Project Officer-4	01770799915	po4@seip-fd.gov.bd	----
5.	Mr. Md. Nurunnabi	Project Officer-5	01770799939	po5@seip-fd.gov.bd	seipnabi@gmail.com
6.	Ms. Silvia Parveen Dalia	Project Officer-6	01770799938	po6@seip-fd.gov.bd	silviaseip07@gmail.com
7.	Mr. Md. ShafulAlam	Project Officer-7	01770799934	po7@seip-fd.gov.bd	shafu1bup@gmail.com
8.	----	Project Officer-8	01770799916	po8@seip-fd.gov.bd	----
9.	----	Personal Officer	----	co.epd@seip-fd.gov.bd	----
1.	Mr. Dulal Kumar Shill	Accounts Officer	01770799917	accounts.officer1@seip-fd.gov.bd	dulal.seip@gmail.com
2.	Mr. Mohammad Yeaqub Mian	Accountant-1	01770799918	accountant1@seip-fd.gov.bd	yeaqub.seip@gmail.com
3.	Mr. AhmadulAdib	Accountant-2	01770799919	accountant2@seip-fd.gov.bd	adib_ahmadul@yahoo.com
4.	Mr. Md. Mahfuzur Rahman	Accountant-3	01770799920	accountant3@seip-fd.gov.bd	n.mahfuzurrahman@gmail.com
1.	Mr. Md. Pear Hossain	Computer Operator-1	----	computer.operator1@seip-fd.gov.bd	mdpearth@gmail.com
2.	Mr. Md. Sohidul Islam	Computer Operator-2	----	computer.operator2@seip-fd.gov.bd	sohidulslm@gmail.com
3.	Ms. AsmaAkteer	Computer Operator-3	----	computer.operator3@seip-fd.gov.bd	asmaakteer.seip@gmail.com
4.	Ms. Farida Begum	Computer Operator-4	----	computer.operator4@seip-fd.gov.bd	farida.seip@gmail.com
5.	Mr. Md. Noruzzaman Hossen	Computer Operator-5	----	computer.operator5@seip-fd.gov.bd	noruzzaman24@gmail.com
6.	Mr. Md. Shourav Hasan	Computer Operator-6	----	computer.operator6@seip-fd.gov.bd	sh.seip@gmail.com
7.	Ms. Subrina Montiaj Mukta	Computer Operator-7	01700706491	computer.operator7@seip-fd.gov.bd	mukta.seip@gmail.com
8.	Mr. Md. Mirajul Islam	Computer Operator-8	----	computer.operator8@seip-fd.gov.bd	miraj.seip@gmail.com

Sl. No.	Name	Designation	Official Cell No.	Official E-mail Address	Personal E-mail Address
Support Staff	1. Mr. Md. Enamul Haque	MLSS	----	----	enam.seip2020@gmail.com
	2. Mr. Mohammad Jamal Miah	MLSS	----	----	----
	3. Shaikh Md. Yeasin	MLSS	----	----	----
	4. Mr. Md. Shahajahan Mia	MLSS	----	----	shahajahan.spemp@gmail.com
	5. Mr. Md. Rafiqul Islam	MLSS	----	----	shajibnp@gmail.com
	6. Mr. Shariful Islam	MLSS	----	----	shariful.seip@gmail.com
	7. Mr. Robin Hossain	MLSS	----	----	----
	8. Mr. Md. Majedur Rahman	MLSS	----	----	----
	9. Mr. Shih Das Chakraborty	MLSS	----	----	----
	10. Ms. Begum	Cleaner	----	----	----
	11. Ms. Hasna Begum	Cleaner	----	----	----
	12. Ms. Nazma Begum	Cleaner	----	----	----
Others	1. Reception (Ansar Battalion)	Security	----	----	----
	2. Tea Room	----	----	----	----
	3. PABX Machine Room	Operator	----	----	----

Skills for Employment Investment Program (SEIP)

Probashi Kallyan Bhaban (15th Floor) 71-72 old Elephant Road, Eskaton Garden, Dhaka- 1000

Phone : +88 02 55138753-55, Fax : +88 02 5513852, Web: www.seip-fd.gov.bd

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