

H&M and SIDA Project

“Centre of Excellence for RMG to implement certified training within the national skills development framework for Bangladesh”

BGD/13/06/MUL

INTERNAL REVIEW

1-5 March 2015, Dhaka, Bangladesh

REPORT

1. Background information

The internal review had two main objectives:

1. Review the strategic fit, approach and delivery status of the project and assess its achievements as well as areas for improvement;
2. Produce any recommendations, if appropriate, regarding the monitoring and oversight and the management structure of the project.

Moreover, the review was also intended to provide inputs and recommendations that could be adopted by the project in preparation for the mid-term evaluation.

The methodology followed included:

- Desk review and analysis of documents;
- Internal and external meetings and consultations; and
- Field visits to the project sites.

The ToRs (Annex I) provide detailed information about the background and scope of the internal review. The calendar of meetings and visits is enclosed in Annex II. The latest progress report of the project, covering the period January-October 2014, is attached in Annex III.

The main findings and recommendations are grouped under the two main objectives established for this exercise and cover the thematic areas identified in the Terms of Reference for the internal review under the section “Purpose of the review”.

2. Overall context and delivery status of the project

The project start date is formally 1st January 2014. Nevertheless, the Government of Bangladesh only approved the project document in June 2014. This delay, together with challenges posed by the security situation in the country, is one of the factors that have contributed to the low expenditure rate of the project. Other factors are listed in a one page brief prepared by the COE Project Manager (Annex IV).

Despite these factors, the project has recently managed to make progress. In particular, it has secured strong engagement by the Bangladesh Exporters Association (BGMEA), which is an essential condition for the sustainability of the Centre of Excellence (COE).

The BGMEA have already spent and committed significant financial and human resources for the physical establishment of the COE and are keen to have a wider range of services provided by the COE. In particular, they would like to shape the COE into a one stop center that also strongly focuses on research for business development, producing studies and information catering the immediate, short and long term needs of the Bangladeshi RMG industry and contributing to enhancing its competitiveness. This goes beyond the core functions planned for the COE under the SIDA/H&M partnership, which prioritises training of workers and strengthening of the skills ecosystem for the RMG sector in Bangladesh.

3. Main findings and recommendations

3.1 Strategy, approach and delivery status of the of the project

3.1.1 Soundness of strategies and sustainability

The COE is meant to become the nodal reference point in Bangladesh for skills and competency based training in the RMG sector. A Business Plan for the COE has been commissioned by the project, and in its current draft form, provides a wider focus that includes::

- Improving workers skills to increase RMG suppliers productivity and efficiency;
- Improving management and entrepreneurial skills among suppliers;
- Addressing issues related to the cost of production;
- Improving the capacity to engage in fashion industry, going beyond budget production;
- Action oriented research, to improve competitiveness of the RMG sector in Bangladesh.

The above reflect the needs and vision of BGMEA for the COE and it is under this vision that a strong commitment by the BGMEA has been gained. This is a solid factor for the sustainability of the COE after the end of the project. However, a clarification on aspects of the core mission of the COE is needed amongst all the parties concerned before the Business Plan is finalized and the COE itself is established.

Operationally, the project is soon to enter a period of transition where responsibility for project activities will be effectively transferred to the COE through successive Implementation Agreements as it the COE becomes operational. This will require clearly defined contractual requirements and a shared understanding between the ILO and COE key partners, like BGMEA, of the transition strategy from the project to the COE.

Recommendations

- The country office needs to decide on the focus of the COE and clarify its mission statement.

- ⇒ The Business Plan needs to be shared internally for comments (including from the Better Work Program and the BSEP and TVETR skills projects), and the ILO, who commissioned the project, should approve it after it is revised.
 - ⇒ SIDA and H&M should also receive a copy of the Business Plan for information and consultation;
 - ⇒ The DfID funded SEP-B project should also be given the opportunity to comment given their expressed intention to fund the COE to conduct training in the RMG sector;
 - ⇒ The revised Business Plan could also include reference to the potential for twinning arrangements between the COE and other international centers of excellence both in the garment and other industrial sectors (eg: Panang Skills Development Centre);
 - ⇒ It should be agreed that the revised version of the Business Plan remains a draft to be approved by the COE Board once the COE is formally established and that an implementation/operational plan needs to be developed by the new CEO and also approved by the Board;
 - ⇒ The Memorandum and Articles of Association of the COE need to be reviewed internally ASAP and a decision needs to be made on any needed revisions so that the revised version can be included in the final registration papers; The process for the accreditation of the COE as the national training institution for the RMG sector should be initiated as soon as possible;
 - ⇒ The CO should closely look into the membership of the Executive Board and conduct the necessary consultations, including with NCCWE.
- The overall strategy of the original project document also included a component aiming at the improvement of working conditions, in particularly for the vulnerable (disabled and poor) working in the RMG sector.
 - ⇒ Meetings of Senior Management with BGMEA and NCCWE are recommended to clarify the objectives and scope of the project and to amend the draft Business Plan and/or Memorandum and Articles of Association of the COE as required; If this focus of the original project proposal is not included in the key foundation documents of the COE, both H&M and SIDA should be informed and consulted. In particular, H&M is implementing its own parallel project on implementing “fair wages” in all the factories they work with by the end of 2018 and the initial idea was to create synergies with the projects implemented by the ILO^a;

TIMELINE : end of April 2015.

3.1.2 Implementation challenges

- Technical issues:
 - ⇒ Through establishment of the COE, the RMG Industry Skills Council (ISC), which has been dormant in recent times, should be reactivated so the competency standards and curriculum to be used by COE can gain formal national recognition by the Bangladesh Technical Education Board (BTEB).

^a <http://sustainability.hm.com/content/dam/hm/about/documents/masterlanguage/CSR/Others/HM-Roadmap-to-fair-living-wage.pdf>

- ⇒ This reactivation of the ISC, either through NSDC recognition of the COE as the ISC, or through parallel establishment of the ISC involving the same group of industry representatives, should be fast-tracked so that future contracting between the COE and the DfID funded SEP-B project will result in recognized training of garment workers rather than a parallel program of non-recognised training;
- ⇒ If it is agreed between the NSDC and the COE Board that the COE is to be formally constituted as the organisation that will also undertake the roles of the ISC, the Memorandum and Articles of Association of the COE will need to be revised;
- ⇒ The materials developed by the project/COE should provide greater focus on the induction package for all beneficiaries which addresses content required by a rights based approach which supports the broader objectives of the ILO CO RMG program in Bangladesh. Consequently, these materials should become a standardized set of materials drawing on the inputs of key sub projects of the ILO RMG program;
- ⇒ The project should take steps to prioritise an evaluation of the employment based training component (EBT) underway at Russell Garments to quantify the benefits of pre-employment enterprise based training. Baselines and monitoring over time will also be important. A tool to measure/compare productivity and efficiency as a result of training should also be considered, in coordination with the other projects (Better Work in particular).
- ⇒ The cost of BTEB formal assessment of EBT trainees at Russell Garments has been identified as an issue. As this is likely to act as a disincentive for additional enterprises to establish formal training systems in the workplace, it is recommended that further discussions be held with BTEB to establish an alternate model whereby the COE acts as the RTO and the partner enterprises act as an assessment site for the COE. In this way the cost of assessment can be borne by the COE as an RTO contracted by the project, rather than by the enterprises themselves.

TIMELINE : end of April 2015.

- Gender Focus:

- ⇒ The gender focus of the project was mainly related to activities in the COE aimed at improving working conditions. Since the focus on working conditions appears now to be of secondary importance in the proposed business plan, it is not clear how gender related issues will be approached other than by setting targets for the training activities commissioned by the project and through the COE. Clarity on this aspect is needed and an operational plan needs to be developed.

TIMELINE : end of April 2015.

- Programming, Budget and Contract Management:

- ⇒ The budget has been rephased. The current draft budget revision proposes to allocate the same amount of funds in 2015 and 2016 (i.e. approx. 700,000 USD per year). The project should consider whether it is realistic to think that the same level of expenditure will be sustained during the equipping and establishing of the COE (in 2015) and after the COE is established (in 2016).
- ⇒ The proposed budget revisions should be reviewed to ensure they reflect the strategy chosen for project implementation (as detailed in 3.1.1).

- ⇒ Procurement: an expenditure of approximately 600,000 USD is planned for equipping the COE and the project is considering whether it should use an Implementation Agreement with BGMEA, or a service contract. PROCUREMENT should be previously consulted and advise on this matter.
- Collaboration and coordination with other ILO projects:
 - ⇒ More information sharing and collaboration with other relevant projects implemented by the country office should be sought in a systematic way. This particularly refers to the BSEP and TVETR skills projects and the Better Work Project.

TIMELINE : end of April 2015.

3.1.3 Partnerships

- Social Partners:
 - ⇒ The project was meant to keep close collaboration equally with BGMEA and the National Coordination Committee of Workers Education (NCCWE). Contacts with NCCWE have been scant in the last three months and should be reactivated. Whilst it is noted that the Project Advisory Committee (PAC) cannot be formally constituted as the government TAPP document has yet to be released, it is recommended that an informal or temporary PAC involving the same stakeholders as the PAC should be established so that social dialogue on the issues raised in this review can be supported(also see Monitoring and Evaluation below);
- H&M and SIDA:
 - ⇒ Meetings have been organized on a regular basis to update H&M and SIDA on the project. The project should now formally establish the Joint Steering Committee foreseen by the project (also see Monitoring and Evaluation below).
 - ⇒ More synergies with H&M's ongoing social dialogue and fair wages project should also be explored.
 - ⇒ SIDA Bangladesh has indicated that they have developed a new strategy, focusing on industrial relations. They would be interested in linking this country strategy to a regional strategy on industrial relations, possibly developing a regional cooperation with the ILO on this issue. The COE project should work not in isolation, but should monitor this development and take this strategy into consideration when identifying potential partnerships for the COE in the future.
- NGOs and other non-state actors
 - ⇒ The project is meant to develop a network among NGOs, training providers and other non-state actors, and to use the COE as the hub for that network. Although a number of actors have been identified, a full mapping of relevant actors has not yet been completed. It is recommended that amore systematic mapping of the RMG training sector ecosystem should be completed.

TIMELINE : mid-May 2015.

3.2 Management, Monitoring and Evaluation

3.2.1 Technical support and Management Oversight

At this crucial stage of the project, additional technical and managerial oversight will be required to ensure the project achieves the accelerated work plan targets for 2015. The following options for internal project oversight were canvassed:

1. Transferring the project back under the control of the Skills Program Manager;
2. Transferring the project to be under the responsibility of the Better Work Program CTA; and
3. Introducing additional management and technical oversight measures.

Recommendations

- For operational and strategic reasons it is recommended that Option 3 be implemented through:
 - ⇒ A new monthly teleconference involving the COE Project Manager, the DWT New Delhi Skills Specialist and the CO Program Officer to implement the operational recommendations made in this report and establish a monthly technical and management oversight mechanism;
 - ⇒ Closer involvement of the Country Office Programme Officer, to support the oversight and facilitation functions currently covered by the RMG Programme Coordinator*;
 - ⇒ Attendance of the COE Project Manager at the weekly office RMG Cluster meetings;
 - ⇒ Establishment of a CO Dhaka working group on training, involving all the staff working in this area, as a means to enhance collaboration and synergies among the projects;
 - ⇒ Regular meetings between the COE Project Manager and the RMG Programme Coordinator to review both the challenges and the achievements in the implementation of the project.

***Note**

Please, note that, following further consultations, the Country Office will make additional local arrangements, including considering the possibility to keep the COE project under the overall RMG Programme, but entrusting the day to day management responsibility to Better Work CTA.

TIMELINE: immediate, until completion of the project.

3.2.2 Monitoring & Evaluation

The narrative and financial progress reports for the project are due for submission by April 2015. The project is also subject to a mid-term evaluation, which was planned 18 months after the beginning of the project. Considering the delay in the approval of the project by the national authorities, the mid-term evaluation might need to be delayed. This gives an opportunity to address a number of areas for improvement that require the CO attention.

Recommendations:

Log frame and M&E Framework:

- The original project had two outcomes (immediate objectives), i.e.:
 - (i) The establishment of a COE meeting the skilled labour force needs of the export oriented RMG industry;
 - (ii) The improvement of the lives vulnerable and poor people becoming garment workers by enhancing their skills, income and working conditions.
- Outcome 2 has not been fully translated into the project log frame and work plan as the focus is mostly on Objective 1.
 - ⇒ The country office has to decide whether the log frame should be revised to reflect the focus of Outcome 2, which referred to improving working conditions. In case Outcome 2 is reinstated, specific indicators will need to be developed.
- Output 2.1 in some versions appears as 1.5
 - ⇒ The country office should address this inconsistency and readjust all relevant documents, including the work plan.
- As part of the review of the log frame and to prepare for the mid-term evaluation, the overall log frame should be reviewed: indicators should be consolidated/reduced; baselines and timelines should be included.
- Different versions of the log frame were provided for the internal review: there should be one consolidated version, approved by all the relevant parties and the remaining documentation should be organized in an archive.
- The project M&E framework should be revised to ensure that indicators, baselines and data collection tools are clearly defined and available as a management tool for the remainder of the project.

TIMELINE : end of April 2015.

Risk assessment:

- The risk assessment table should also be updated.

TIMELINE : end of April 2015.

Reporting:

- The narrative progress report should be completed by, at the very latest, 15 April 2015. Besides funded activities, the progress report should highlight all the activities and outputs that were produced to date at cost zero for the project, thanks to the engagement and involvement of the project partners;
- The financial report will also need to be submitted in April 2015 and any commitments should be included in due time, to enable FINANCE to produce the certified statement.

TIMELINE : end of April 2015.

Monitoring structures:

- The project should make the Joint Steering Committee operational as soon as the first meeting can be formally announced. A calendar of meetings should be established;
- The project should make the PAC operational as soon as the first meeting can be formally announced. A calendar of meetings should be established.

TIMELINE : mid-May 2015.

Evaluation:

- The project should contact the evaluation unit to ensure that there is a common understanding on the timing for the mid-term evaluation;
- The project documentation should be organized in a structured way, for example through an electronic and a paper folder, for any future review and in view of the evaluation;

TIMELINE: mid-May 2015.

Communication of challenges and results

- The project should ensure that communication and promotion activities are given greater priority in the draft Business Plan, perhaps through a recommendation to develop a marketing and promotion strategy during the start-up phase;
- The project should review signage at the COE Training Centre in Ashulia to ensure that all key project partners to ensure appropriate recognition;
- The project should also ensure that initial COE communication material is available to support start-up activities eg: COE logo, brochure, website etc.

Prepared by:

G. Muresu - PARDEV

P. Comyn – DWT: New Delhi

20th March 2015

H & M Sida Project

Terms of Reference for an Internal Review

Introduction and rationale for review

The project “Establishing Centre of Excellence (COE) for ready-made garment (RMG) to implement certified training within the national skills development framework of Bangladesh” is probably the first Public – Private Partnership project of the ILO in Bangladesh. The objective of the Project is to establish a replicable model of an industry driven training and support service Centre of Excellence (CoE), to meet the skilled labour force needs of the export oriented RGM industry. The project also demonstrates that with an industry based training focus, an initiative can effectively increase employability and higher incomes for the working poor and therefore contribute to poverty alleviation.

As a project, the initiative will directly benefit 4,900 individuals: 3,480 new entrants who will be trained, certified and placed in operator level positions in industry; 60 supervisors who will be trained and certified in key leadership skills and responsibilities (including OSH, disability inclusion and workers’ rights); and 800 existing workers whose skills will be assessed and certified as the basis for improved wages. In addition the project will deliver training and certification for instructors, industry trainers and assessors and briefings for managers and executives of enterprises.

Consistent with employment in the industry, the majority of beneficiaries will be women and there is a target of 5% for people with disabilities. As a model, the Centre will demonstrate a sustainable, self-funded approach to coordinating training and labour market expertise and investment among a group of enterprises and training providers, within the framework of Bangladesh’s skills and labour policies and institutions.

The approach builds on a number of successful examples in training and inclusion of persons with disabilities to offer a model emphasizing sustainable stakeholder commitment and financial viability that effectively meets both employers’ needs for a skilled workforce, and worker and social needs for decent work. The pilot network and Centre of Excellence will be established in Ashulia. The project is financially supported by H&M and Sida.

As a partnership between Sida and H&M, it builds on Sida’s existing interest in expanding quality employment opportunities for poor women and men in Bangladesh, and the opportunities for H&M, the main driver and as a major buyer with a long term presence in Bangladesh’s RMG industry, to expand the influence it already has on its suppliers to improve the safety and quality of their training and workplace practices. The project also takes advantage of the achievements to date of a number of development projects in the field of poverty alleviation, disability inclusion, employment and TVET reform in Bangladesh, which have created a policy and governance infrastructure that will enable successful pilots to be replicated and scaled. The need for the project arises out of a number of conditions in the RMG sector : acute skills shortages at all levels; high turnover of employees and poor record-keeping; low standards for working conditions and safety in factories and lack of compliance; coordination and capacity challenges in the delivery of effective and consistent training; lack of implementation of National Skills Standards; high underemployment and unemployment, low wages and therefore high levels of working poor.

The skills shortages at all levels in RMG challenge the growth of the industry. The export oriented RMG industry is identified as a strategic growth industry in Bangladesh with high

employment potential. While markets are expanding, the industry suffers from a number of structural and labour force challenges. Most apparent to employers is the shortage of workers with skills (particularly at operator, quality checker and supervisory levels) that are sufficiently high to meet quality and productivity demands of export production. There is an unmet and growing demand in the order of hundreds of thousands of workers. While the garment industry has been seen as a major employment creator that can contribute to poverty alleviation, there are still masses of working poor and unskilled persons seeking employment, and more importantly, quality employment with decent income levels. Given the high demand for skilled garment workers, the industry faces high levels of turnover, with up to 7-10% of workers not returning to their employer after each monthly payday.

High levels of turnover are just one symptom of an industry, which has grown rapidly, and far outstripped the capacity of government to realistically implement or ensure compliance of its existing labour codes and regulations. For example, workers in the garment sector are expected to maintain 'service books' with a record of their employment, enabling employers to see their experience and work records, and workers to document their skills and substantiate their pay expectations. In practice this system has only started to be adhered to, and much employment is effectively informal and undocumented. Each enterprise is also required to have a 'participation committee' including workers' representatives, and where these do exist, garment workers do not see them as representing their interests and needs. Further, there may be no grievance procedures or any formal way for workers to raise concerns about health and safety or harassment related issues in the workplace. Following amendment of the labour law and from the year 2013 onwards, there has been a gradual increase in the number of trade unions in the RMG sector that have been registered with the Department of Labour. It is expected that these unions will play an important role in looking at workers interests and engage in constructive social dialogue with their employers.

M&E system of the project

The project will work with the national level tripartite constituents and other relevant stakeholders for effective reporting, monitoring and evaluation of the project and ensure its conformity referring to the current regulations and requirements of the donors and its partners (Sida and H&M). The ILO will undertake both technical and financial review of the project at different stages of its execution.

The project will also be subject to the independent final evaluation, which will be conducted with the two percent of the overall budget of the project as per the ILO rules. If requested, a mid-term internal evaluation will take place after 18 months of implementation and the final evaluation will be organized four months before the scheduled termination date of the project. The purpose of these reviews is to assess the progress of the project achieved against the objectives and the performance indicators adopted, and to identify and address any major obstacles that may arise. The project evaluation will comply with ILO policy on evaluations.

Purpose of review

The CO-Dhaka proposes to undertake an internal review in order to assess achievements so far and to identify possible areas of the project that are in need of improvement. This internal review will give an opportunity to the project team and ILO Dhaka to reflect on implementation modalities, strategies that are employed and consider future activities that may be undertaken. Recommendation from the review can be considered to strengthen areas that need improvement so that the project can start its second year of implementation with updated strategies and work plans.

This review is motivated by following:

- (a) This is the first Public Partnership (PP) project of the ILO in the country
- (b) H&M and Swedish Government are both important partners of ILO in its broader RMG sector work

- (c) there have been considerable delays in project implementation
- (d) there are challenges to ensure meaningful collaboration with the private sector and Government
- (e) The project has an element of cost recovery/fees for services as part of the sustainability strategy of the Centre of Excellency (CEO) model

The expected outcome of this internal review is a set of recommendation on the implementation modalities and strategies employed detailing relevance, efficiency, and effectiveness off:

- programming and administrative processes applied
- soundness of strategies
- resources allocated vs expected outcomes
- technical support and oversight
- Partnerships
- Communication of challenges and results
- M&E framework
- Sustainability
- Challenges towards implementation
- gender

The first full progress report of the project is due in April 2015. The review findings will be used to discuss the overall status of the project with the donors and if changes to implementation modalities or strategies are needed these can be presented and discussed with the donor in the context of the first report.

Management arrangements

The review team will report to the ILO Dhaka Office Director. The review team will consist of one technical specialist from SKILLS and one from PARDEV. The evaluators would receive support from the RMG COE project, technical backstopping units, from ILO Dhaka and the RMG programme. The review process will include discussions with all major project stakeholder and the donors. It is suggested that the review will include a small technical review meeting on skills strategies led by the Skills colleague.

Timeline: **1-5 March 2015 (5 days)**

Tentative Program for Review Mission

Time	01 Mar 2015 (Sunday)	02 Mar 2015 (Monday)	03 Mar 2015 (Tuesday)	04 Mar 2015 (Wednesday)	05 Mar 2015 (Thursday)	Remarks
0830-0900	Meeting with Tuomo on the review objective (confirmed)					
0930-1030		Meeting with TVET/BSEP project, ILO (confirmed)	Visit to COE, Ashulia (confirmed) And	Meeting with BW project, ILO (Confirmed)	Meeting with DTE (Yet to confirm)	Shahid to set appointments, arrange transportation and attend all meetings. Khadija can choose which meetings she wants to attend.
1100-1300	Introductory meeting with CD (Tuomo, Gagan, Khadija, Shahid to Join) (confirmed-30 min)	11.30 Meeting with COE Business Plan Consultant (confirmed)	Visit to EBT Factory, Russel Garments, Narayanganj (confirmed)	Meeting with BTEB team (1 hour) (Yet to confirm)	Final meeting with Tuomo, Shahid and the team (confirmed)	
1500-1600	Meeting with BGMEA (confirmed)	Meeting with H&M and SIDA (confirmed)	Meeting with SEP-B Project, DFID (confirmed)			



Technical Cooperation Progress Report (TCPR)

:IRIS Project No.
BGD/13/06/MUL : TC Symbol
SWEDISH SIDA AND H&M :Donor
:Administrative Unit

Country or Region: Bangladesh

Title: Establishing Centre of Excellence (COE) for RMG to implement certified training within the national skills development framework of Bangladesh

P&B Outcome: Outcome 2 Skills Development: "Skills development increases the employability of workers, the competitiveness of enterprises and the inclusiveness of growth"

Report: Annual For projects reporting on an annual basis, all sections must be completed and the report must cover the previous 12 months.
 6-month For projects reporting twice per year, all sections must be completed and the report must cover the previous 6 months.
 Quarterly For projects reporting on a quarterly basis, every second and fourth report (i.e. twice a year) should complete all sections. The other reports may leave out sections A3 and A4.

Sequence: 1st report 2nd report 3rd report 4th report 5th report 6th report
 7th report 8th report 9th report 10th report 11th report

Related project(s): <Insert title(s) and TC symbol (if applicable) if part of an umbrella project >

Reporting Information	
Reporting period:	From January 2014 to Oct 2014
Report prepared by:	AKM Shahiduzzaman
Report reviewed by:	<i>Tuomo Poutiainen, ILO Programme Manager, ILO Dhaka, Bangladesh</i> <i>I have reviewed the classifications and agree they are a fair and accurate reflection of progress</i> Reviewer initials: <Initials>
Report approved by:	<i>Mr. Srinivas Reddy, Director ILO Dhaka, Bangladesh</i> <i>I have reviewed the classifications and agree they are a fair and accurate reflection of progress</i> Approver initials: <Initials>

Instructions

This is the standard ILO format for extra-budgetary technical cooperation progress reporting. Information submitted in TCPRs will be collected and used by the ILO to monitor progress towards results.

TCPRs must be submitted as per the schedule outlined in the Approval Minute.

Please note this is the format for interim reports only. Final progress reports must use a different template.

For guidance on completing the TCPR please visit:

www.ilo.org/intranet/english/bureau/pardev/tcguides/templates.htm

EXECUTIVE SUMMARY

The RMG Center of Excellence (COE) Project is designed to establish a replicable model for industry driven training and support services through development of a Centre of Excellence (COE) for the RMG sector in Bangladesh. The Centre is intended to provide certified skills training in line with the national skills development policy (NSDP) of Bangladesh.

The Center of Excellency is developed together with key industry associations (BGMEA and BKMEA) and in consultation with relevant industry stakeholders (factory managers, buyers, worker representatives and Government). The Centre of Excellence is expected to act not only as key provider of training services but also to play a role in industry research and planning in the area of garment sector skills development.

During this reporting period BGMEA has taken a keen interest in development of the centre and is currently engaged in operationalizing the physical space to be utilized for training in Ashulia, one of biggest RMG producing areas nearby Dhaka. The BGMEA has agreed to an initial investment of around Tk. 4 million in cash and in kind in 2014 and agreed to invest Tk. 2 million every year thereafter.

Initial foundational work in relation to establishing factory level pilots for Enterprise Based Training (EBT) has also commenced. This work is expected to expand and get going in early 2015. Material development in terms of disability inclusion and induction to work for disadvantaged groups and the working poor has commenced in cooperation with the broader ILO RMG initiatives in Bangladesh.

Key achievements as per project components:

Immediate Objective 1: An industry driven training and support service Centre of Excellence (COE), to meet the skilled labour force needs of the export oriented RGM industry in Ashulia is established

Registration of COE: Necessary documentation have been prepared. Ministry of Commerce (MoC) has provided the necessary 'no objection' clearance on the COE. Assessment of the COE and physical inspection by the city corporation office on the facility is done. It's expected that the certificate of incorporation i.e. registration will be issued by Dec 2014.

Formation of physical set up of COE: Space for COE is identified in Ashulia. Around 6900 sq ft space is hired; necessary civil works, internal renovation, electrical wiring, procurement of immediate machinery are ongoing. The space is expected to be ready for use by end of 2014.

Launching of COE: COE is planned to be soft launched at the upcoming Dhaka Apparel Summit in December 7-9 2014. The COE launch is currently scheduled on 07 Dec 2014 as part of the inaugural session of the summit. A more pronounced launch will be organized at the facility early 2015 when the centre is up and running.

Capacity building of industry trainers: TOT on competency based training and assessment (CBT&A), and skills as per NTVQF level 1 has been conducted for 32 trainers/supervisors/ industry engineers (3 women and 29 men) from different RMG industries to build capacity of the participating garment companies on competency based skills delivery. Out of 32 participants, 22 were assessed by BTEB and 18 were found competent in CBT&A and 13 on skills. This certification of competency will allow them to act as recognized assessor and skills trainers.

Progress on Enterprise Based Training (EBT): One company (located in Narayanganj) has started EBT. The company built new training center to participate in the program. This cost around Tk. 4 mm covered by the company. First batch of 30 workers are currently been trained on ‘machine operator level 1’ skills competences. The training is conducted by the trainers previously trained by the project and qualified by BTEB. This is a 2 months program equivalent to 360 hours of training. At the end of training the participants will undergo BTEB assessments.

The intention this year for EBT training was to have 2 factories participate (from the overall target of 10). It has proven difficult to recruit factories due to the significant investment required by the employer and there is a need to engage and market the EBT concept better so that the concept is better understood and appreciated by the factories. More companies are being currently explored jointly with H&M so that this work can better advance in 2015.

1. Budget / Planning Information

Project budget in USD: 1,547,276		
Project duration in months: 42	Planned	Actual
Project start date:	January 2014	January 2014
Project end date:	December 2016	December 2016

2. NARRATIVE REPORT

2.1. Perspectives on current status

<p>Briefly explain the overall status of project implementation, making reference to progress under each output.</p>	<p>The project commenced with some delays but after the recruitment of staff has satisfactorily picked up progress under each of its output areas. During this reporting period BGMEA has taken a keen interest in development of the Centre of Excellency (COE) and is currently engaged in operationalizing the physical space to be utilized for training. The space for COE is hired in Ashulia, one of biggest RMG producing areas nearby Dhaka. The physical renovation of the space is ongoing and the classrooms are being equipped with sawing machines with a view of starting training from January 2015.</p> <p>A soft launching is planned by BGMEA for the COE with the upcoming ‘Bangladesh Apparel Summit’. The soft launch is expected to happen on 7 Dec 2014.</p> <p>One factory has started “Enterprise Based Training (EBT) from 15 Oct 2014 on ‘Machine Operator’ NTVQF level-1. Two other factories are being considered. Curriculum development and trainers’ capacity building training related to provide the technical and methodological under pinning to increase the use of assessment and certification processes in the RMG sector have commenced and are running on schedule.</p> <p>Material development in terms of disability inclusion and induction to work for disadvantaged groups and the working poor has commenced in cooperation with the broader ILO RMG initiatives in Bangladesh.</p>
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2.2 Issues and actions

<p>Examine the main challenges facing the delivery of outputs and achievement of immediate objectives.</p> <p>These can be issues that have already been encountered or are foreseen.</p>	<p>Getting the initial “Buy In” by the RMG sector to invest into the COE took longer time than expected due to multiple asks on the key BGMEA leaders time. The establishment of the COE is happening simultaneous to unprecedented RMG sector safety at work and compliance drive due to the Rana Plaze factory collapse and its aftermath.</p> <p>Only one out of three companies discussed with did agree to start EBT, as this needs a good amount of investment from entrepreneurs’ part. Slower than expected recruitment of pilot factories has delayed the process of coming to scale of the EBT training. This issue has been discussed with H&M so that in 2015 needed number of factories to the EBT program can be recruited and the program optimally advance. As a result, the EBT program is progressing with little slow pace. The project also needs to revisit EBT target for 2015 and 2016 as the number for training seem over optimistic.</p> <p>The approval of the ‘Technical Project Proposal (TPP)’ by the Economic Relations Division of the Bangladesh Government is still pending. The ILO has provided all information necessary to this process and is following up with ERD on the advancement of the approval.</p>
<p>Explain corrective actions taken or to be taken regarding implementation challenges, delayed delivery, and the low probability of achieving immediate objectives.</p>	<p>Efforts were made to get the COE agenda discussed with key personnel of BGMEA through ILO Dhaka Office and a joint vision in terms of investing in skills development has been obtained. Site selection for COE, its renovation, and other preparatory works are being monitored closely by the project to catch up the delivery in time</p> <p>The project actively consulted with H&M to get more nominations of companies for EBT program. Efforts have also been augmented to promote the concept among factories and RMG sector associations.</p> <p>Clarifications to different queries concerning the TPP have been provided to Government agencies involved in the process. ERD planning commission is evaluating the TPP at the moment.</p>
<p>Briefly explain any reformulations of project immediate objectives or outputs, and their corresponding indicators and targets.</p>	<p>No reformulations of the immediate objectives, outputs, indicators or targets have been made. Given the challenges to recruit new companies for EBT program, a revision of targets is recommended for 2015 and 2016.</p>
<p>Briefly describe any evaluations, project reviews, self-assessments or undertaken, including follow-up to findings and recommendations.</p>	<p>Regular meetings have been conducted with Donors to update progress, discuss challenges, issues and findings.</p> <p>ILO is planning to contact an internal project review to assess the advancement of the project in February 2015. Donors will be asked to participate in this process. The recommendation will feed into the technical progress report of March 2015.</p>

The mid-term review is due in Aug/Sept 2015.

3. Summary Outputs

OUTPUT DELIVERY ^b			
Output	Percent complete (as per 2014 target as per workplan)	Output status	Output summary (1000 characters maximum) ^c
Immediate Objective 1: An industry driven training and support service Centre of Excellence (COE), to meet the skilled labour force needs of the export oriented RGM industry in Ashulia is established			
1.1 The Centre is established and functional as coordinator for services and key actors	90%	On schedule	Approx. 7000 sq ft space for COE in Ashulia is hired by BGMEA in Sept 2014. Internal civil work is completed in Oct 2014. At the moment renovation, fabrication of office space and classrooms and electrical wiring is going on. Machines and furniture for 02 classrooms are being purchased. All works will be completed by the first week of December. First batch of training is expected to start by 31 Dec 2014.
1.2 Enterprises have the capacity to implement Employer Based Training (EBT) as an effective model	50% (2 targeted for 2014)	On schedule	H&M and ILO have explored 04 companies (that are nominated by H&M) so far with a view to starting enterprise based training (EBT), but only one company has started. EBT needs a good amount of investment and preparations at different steps from enterprise side. Therefore companies are taking time to decide. The company that has started EBT has invested around Tk. 4 million and there is around Tk. 300,000 expense per month. 02 enterprises have the competency based learning materials (CBLMs)
1.3 Training Providers deliver consistent, pre-employment and industry-oriented training with national certification	0%	Scheduled in 2015 and 2016	Preliminary discussion with potential training providers is going on

^b Based on the Implementation Plan

^c For more information refer to the Annex A

1.4 Strengthen Assessment and Certification Capacities	50%	On schedule	32 trainers/supervisors/industrial engineers are trained from selected companies on competency based training and assessment (CBT&A) and Machine Operator NTVQF (national technical and vocational qualification framework) level-1. Of the trained participants 18 in Skills and 13 in both CBT&A and Skills were declared as competent by BTEB (Bangladesh Technical Education Board). More Assessors will be built in early 2015. Discussion is going on with BTEB to accredit the participating companies in EBT as 'Assessment Center' to facilitate assessment of workers under RPL (recognition of prior learning). The company that has started EBT is following CSLB (competency skills log book) for their trainees.
2.1 Improved training and employment outcomes for women and disadvantaged groups	0%	Scheduled in 2015 and 2016	Meetings conducted with 02 companies to adopt disability inclusion strategy. NGO partner selection for pre-employment skills capacity building targeting disadvantaged people is schedule for late 2014 – early 2015.

OUTPUT CLASSIFICATION ^d

- | | |
|---|---|
| <input type="checkbox"/> Highly satisfactory
Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met. | <input checked="" type="checkbox"/> Satisfactory
Implementation of the majority (60-80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60-80%) of indicator milestones have been met. |
| <input type="checkbox"/> Unsatisfactory
Some (40-60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40-60%) indicator milestones have been met. | <input type="checkbox"/> Very unsatisfactory
Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met. |

Briefly explain the major factors taken into account to justify the output classification and provide any other

^d This is a self-assessment

comments (2000 characters maximum):

Despite the delays encountered the project has been able to establish the “buy in” from the key industry stakeholders for the establishment of the COE as evidenced in the investment of the BGMEA in the CEO itself. The methodological and technical work required for the EBT and the assessment and skills certification process has advanced so that the scaling up and further testing and piloting of the EBT concept can progress and results obtained in 2015.

4. Summary Immediate Objectives

IMMEDIATE OBJECTIVE ACHIEVEMENT ^e

Indicator	Baseline ^f	Indicator Milestone (compare planned against actual)	Target (end-of-project total)	Immediate Objective summary
Immediate Objective 1: An industry driven training and support service Centre of Excellence (COE), to meet the skilled labour force needs of the export oriented RGM industry in Ashulia is established				
Output 1.1				
Number of MOU's signed	No	Establishment if COE is in progress as per work plan. The COE is expected to start training from early 2015. Gradually it will establish network with different enterprise and proceed to sign MOUs on cost and services.	10	
Number of Service Agreements signed	No	Will be achieved with abovementioned MOUs	10	
CoE is a Registered Training Organisation (RTO) with BTEB	No	This will be done in 2015 once COE is fully equipped with machines, equipment and personnel		
Data base in place with 6 monthly reports on skills needs, vacancies, trainers, trainees, certification and placements	No	Will be done after 06 months operations of COE i.e. in June/July 2015		
Number of new entrants trained and placed	No	Plans are taken to start training in end Dec 2014	480	
1.1.1 Organogram, job descriptions and organisational strategy in place	No	In process. A business plan (will be completed by Dec 2014) is being prepared where organogram and job description of key personnel will be described.		

^e Based on the M&E plan

^f For more information refer to the Annex B

Database of members and quarterly reports on membership numbers and revenue	No	Scheduled from 2015		On track
1.1.2 Volume of training managed through the Centre and Network	No	Can be reported from June 2015 once COE is fully operational	10 enterprises	
Number of enterprises/training organisations using national curricula	No	Same is above	10 enterprises	
1.1.3 Advice and support received by NCCWE	NCCWE gets support by other ILO projects on labor law, productivity, industry relations, etc.	COE would perform this during end 2015 or in 2016. Meetings will be called to strategize how NCCWE can promote reformed skills initiative		
1.1.4 Materials produced on worker's rights, collective bargaining and freedom of association	Existing in scattered manner	The project is following to get compiled materials with ILO workers' focal point		
Number of trainings delivered	No	One training is planned in 2015, another in 2016	02 training	
1.1.5 Volume of requests for services on skills need assessment, material development, information management and support training upgrading in enterprises	No	Will be completed with 1.1.2	At least 10 enterprises requesting for different services	
Client satisfaction with services	No	Evaluation of clients will be conducted after performing abovementioned services		

and quality of training			
1.1.6 Ongoing employment after 12 months as an after training support	No	After training support for workers will be provided by COE. Measures will be taken by COE to track the workers on their job location	
1.1.7 Evidence of revenues from sources other than project funds	No	Will be available by end of 2016	
Number of different products and services available and marketed	No	Will be available by end of 2016	
Sustainable funding models incorporated in business plan endorsed by the CoE Board	No	Business Plan is being prepare. Will be available by Dec 2014	
Output: 1.2			
Number of enterprises with dedicated training areas operating as part of the network	No	O1 enterprise. 02 more are in process	10
Number of enterprises registering for and applying agreed common standards	No	O1 enterprise following common/approved skills standards. Process of registration as assessment center will be done soon	10
Number of enterprises providing training services to other enterprises	No	Will be in 2015 and 2016	02
Number of enterprises monitored by CoE	No	Will be in 2015 and 2016 One enterprise started EBT with 30 workers	10 2280
Number of students/ workers trained and placed	No		

1.2.1 Number of enterprises delivering training	No	01 enterprise. 02 more are in process	
1.2.2 Number of industry trainers certified	No	32 trained. 18 in Skills and 13 in both CBT&A and Skills declared as competent by BTEB	40% of trained participants or 60
1.2.3 % of trainers regularly monitored by the CoE to deliver training that meets the national competency standards	No	Will start once COE is fully operational	30% of trainers will be monitored by COE
Output: 1.3 Number of trainers participating in training	No	32	60
Number of training centres upgraded	No	Scheduled in 2015 and 2016	02
Number of new entrants and existing workers trained and certified.	No	Scheduled in 2015 and 2016	720
1.3.1 Monitoring reports that instructors/trainers consistently delivering standard curriculum	No	Will be available with COE semi-annual/annual reports	
1.3.2 'Generic' training curriculum and training materials (a 'kit') developed, tested, and used in operator training in all training venues throughout the network	No	Generic training curriculum and training materials for machine operator developed as per NTVQF level-1. One company is already implementing the training	
1.3.3 1 TTC and 1 TSC upgraded and	No	Scheduled in 2015 and 2016	02

fully implementing training according to standards up to L1/L2				
2 NGOs/training providers upgraded and fully adopting and implementing pre-vocational training leading to L1/2 Pre-Voc certification	No	Scheduled in 2015 and 2016		02
1.3.4				
Number of new entrants trained and successfully certified at Competency Level 1 and employed at Operator 6	No	Scheduled in 2015 and 2016		720
Number of existing Operators / Supervisors trained and successfully certified at levels of supervisor	No	Scheduled in 2015 and 2016		60
Output: 1.4				
Number of trainers assessed and certified	No	Will be achieved with 1.3		60
Number of trainers qualified to do assessments	No	18 are qualified to do assessment in Skills and 13 are qualified to do assessment in both CBT&A and Skills		50% of trained trainers/assessors
Number certified through RPL	No	Scheduled in 2015 and 2016		800
Percentage of enterprises consistently using training/service books for their HR management	No	Scheduled in 2015 and 2016		30% of the enterprises using log book/service book
1.4.1				
Number of trainers and assessors	No	As mentioned in 1.4		

registered with BTEB			
1.4.2 CoE accredited as RTO, assessment and certification body	No	Will be achieved with 1.1	
1.4.3 Number assessed and certified through RPL	No	As mentioned in 1.4	
1.4.4. Number of trainers/assessors certified	No	As mentioned in 1.4	
1.4.5 % of enterprises utilising training log books and service books for performance appraisals, hiring etc. (Scale: High, medium, low)	No	As mentioned in 1.4	
1.4.6. Data base in place with 6 monthly reports, regular data analysis on skills needs, vacancies, trainers, trainees, certification and placements, trainers and assessment	No	As per output 1.1	
Output: 2.1 Number of new entrants from disadvantaged groups trained, certified and employed	No	Scheduled in 2015 and 2016	329
Percentage of women moving into supervisory or higher paid roles in enterprises following training	No	Scheduled in 2015 and 2016	30% women who are trained will go to higher paid/ supervisory role
Number of employers and	No	Scheduled in 2015 and 2016	03

training providers adopting and implementing disability inclusion policies				
Overall participation rate of persons with disabilities	No	Scheduled in 2015 and 2016	10-15%	

IMMEDIATE OBJECTIVE ACHIEVEMENT CLASSIFICATION ^g

<input type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators, it is highly probable all immediate objectives will be achieved by the end of the project.	<input checked="" type="checkbox"/>	Probable The majority (60-80%) of reporting period milestones have been met. Based on the indicators, it is probable the majority of immediate objectives will be achieved.
<input type="checkbox"/>	Low probability Some (40-60%) reporting period milestones have been. Progress is being made on the immediate objectives but based on the indicators only some immediate objectives will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the immediate objectives and based on the indicators only a few immediate objectives will be achieved.

Briefly explain the major factors taken into account to justify the immediate objective classification and provide any other comments (2000 characters maximum):

Based on targets set for 2014 the project has been able to catch up initial delays and is now in a strong position to perform well in 2015. Some of the people trained targets may need to be visited in relation to the EBT as the original targets set seem too high considering the training capacity per factory operating the EBT based on the current factory training experience.

^g This is a self-assessment

5. Risks and Assumptions

RISK TRACKING⁸

Key Assumptions	Risk level		Describe current risk and any mitigation measures (1000 characters maximum)
	Start-of-project / previous reporting period	Current	
<p><u>Implementation:</u> The activities are implemented according to the project's initial timeline</p>	Yellow	Yellow/Green	The diversified activities starting from curriculum development, industry assessor preparation, getting RBT industry on board, linking the project with government, industry and development partners, etc. are being carried in parallel. Several contracts have been issued to get the activities on track. Support to the project has been strengthened. The risk has reduced than that was foreseen during the project start time.
<p><u>Implementation:</u> The EBT target of 10 companies and approx. 2500 workers trained at level 1/2 at factories is easily achievable from the big list of 250 suppliers of H&M</p>	Yellow	Orange	RMG industry being fully export base and labor intensive remains always busy. Industry owners still see skills development for workers as cost, not as investment. Therefore, despite H&M and ILO's continuous effort only one company invested to prepare a dedicated training space and started EBT in the first year. One company declined, other 02 companies showing little reluctance. So, the risk has increased to this regard. The project is in close touch with H&M so more companies are nominated for EBT
<p><u>Implementation:</u> EBT participating company will invest the required amount of money to set up a dedicated training space as well to incur routine expense of training</p>	Yellow	Yellow	Enterprise based training (EBT) requires a company to prepare a dedicated training venue with required machines and equipment needing good amount of money investment. The company also needs to invest to build trainers and assessors and to the salary of 30-40 workers who'd undergo training in addition to the floor workers. Thus, this is a great implementation challenge with regard to meeting EBT targets. The project is closely working with H&M to identify more companies to explore EBT

⁸ Based on Risk Register

<p><u>Implementation:</u> BTEB provides its services to assess trainers, workers, participants and to accredit factory/COE as registered training/assessment centers</p>	<p>Yellow</p>	<p>Yellow</p>	<p>BTEB being the sole authority for quality assurance and certification remains very busy and at times unable to respond when needed. The project needs comprehensive delivery from BTEB to conduct assessment for workers not only at COE, but also at the enterprises. The numbers are quite big. On the other hand the project has a target of RPL, which also needs to be served by BTEB. In contrary BTEB has limited human resource / capacity to deliver across different industry. The project is maintaining a good relationship with BTEB so it gets vis-à-vis on time delivery. But the risk remains same</p>
<p><u>Implementation:</u> COE is registered by 31 Dec 2014 as a not for profit entity with key industry leaders, country's imminent people and reps from stakeholders</p>	<p>Yellow</p>	<p>Green</p>	<p>The project had several challenges to register the COE as a not for profit entity including preparation of articles and memorandum, getting BGMEA to identify board members and registering it. The most critical matter was to get the no objection from Ministry of Commerce to register the COE. The project and BGMEA was successful to get it after 03 months of endeavour. Now all are expecting to see the COE as a registered body by Dec 2014.</p>
<p><u>Management:</u> The project is staffed with adequate human resources to manage, coordinated and run the multifarious activities that are designed in the log frame / work plan</p>	<p>Yellow</p>	<p>Yellow</p>	<p>Initially the project did not have any support staff for 05 months. This was sorted then. The project has big targets and a lots of indicators as per log frame; therefore it has now increased activities in different avenues. To help run all the program activities smoothly and on time, an additional full time staff (Program Assistant) is recommended to mitigate the risk and to achieve quality delivery</p>
<p><u>Government Support:</u> Government will take reasonable time to approve the project TPP (technical project proposal) to ensure proper government support for the initiative</p>	<p>Yellow</p>	<p>Orange</p>	<p>It's a routine procedure to get TPP approved from Planning Commission (PC) of Bangladesh Government for any development project. The project has prepared the TPP with the help of a consultant, got it reviewed and endorsed by DTE (department of technical education) and Ministry of Education (MoE), forwarded it to PC for</p>

			their final approval. Before preparing the TPP the project had several meetings with ERD (economic relations divisions) and a signing agreement between ILO and Government has been held on the project in June 2014. The time taken by the government departments is more than the required duration. The TPP is with PC and it's unforeseen when it will get cleared; therefore the risk is higher now. ILO is persuading at all levels to expedite the approval process.
<u>Sustainability:</u> BGMEA/BKMEA, the top most associations of the RMG sector would take 'Buy In' to establish Center of Excellence and would invest into the venture	Orange	Green	It was very ambitious plan that BGMEA would take buy in into the project and come forward to invest into the COE venture, as BGMEA has many other priorities and it's a highly political entity. As a result, the ask was riskier too. The project had series of discussions with BGMEA leaderships and finally it could make a breakthrough by convincing BGMEA to invest into COE. This move would certainly make the project safe and sustainable. BGMEA has invested around Tk. 4 million in cash and kind and agreed to invest Tk. 2 million every year continuously.
<u>Sustainability:</u> COE will get support from other projects / development /private partners and agencies	Yellow	Green	To make the COE sustainable and up and running, additional support from other donor agencies/projects are inevitable. To this regard, the project had discussion with several agencies like SDC, EU, DFID etc and all of them showed keen interest to participate.

6. Performance issues

Check key reasons for shortfalls in Output Delivery, Output Quality and Immediate Objective Achievement:

- | | |
|--|--|
| <input type="checkbox"/> Implementing partner (constituents or private entities) performance | <input type="checkbox"/> ILO (Office and staff) performance |
| <input type="checkbox"/> Difficulties in inter-agency coordination | <input type="checkbox"/> Inadequate cost estimates |
| <input type="checkbox"/> Lack of constituent or implementing partner commitment/ownership | <input type="checkbox"/> Inadequate project design |
| <input type="checkbox"/> ILO policy changes | <input type="checkbox"/> Counterpart funding shortfall |
| <input type="checkbox"/> Budget processing (revision/disbursement etc.) delays | <input type="checkbox"/> Unexpected change in external environment |
| <input type="checkbox"/> Community/political opposition | <input type="checkbox"/> HR difficulties (recruitment, contracts) |
| <input type="checkbox"/> Other - please specify: | |

7. Lessons learned

Describe any lessons, positive and negative, that have been learned during project implementation. Organise the lessons using the headings below.

<p>Context and implementing environment</p>	<p>Bangladesh RMG sector is the 2nd largest exporting industry globally. Need to be extremely strategic to maintain a proper balance while dealing with the top 02 associations i.e. BGMEA and BKMEA. The sector is also complex and dynamic with a number of issues prevailing like; minimum wage, factory building safety, industrial relations, unskilled workers, excessive work order, product quality control, etc. Even the leaders within the associations have different personalities, so the industry pulse needs to be understood well before making any approach to them.</p>
<p>Project strategy and design</p>	<p>All the components of the project strategy are supported by the partners and go in line with the priorities of the parties involved. The TPP approval is facing difficulty with determining which should be the line ministry for the project. So, it could be good if the line ministry is properly mentioned in the project at the implementation strategy of the project document. The EBT could be made open to the whole industry so BGMEA/BKMEA could also explore other companies to take part. One Project Coordinator and a Support Staff are too little to the huge need of the project. One additional person as 'Program Assistant' to support /share some responsibility of implementation in the HR plan needs to be done.</p>
<p>Advocacy, Communications and Capacity building</p>	<p>Need to continue communicating on project goals, national skills standards/initiatives, vision of COE with BGMEA/BKMEA/Industry leaders, including through knowledge-sharing initiatives. Communication strategy for the project is being elaborated as one of important success factors.</p>
<p>Implementation and Institutional Arrangements</p>	<p>Implementation of the project goes in accordance with the agreed implementation plan/Work plan with the donors. Progress and issues are reported to donors routinely and joint efforts are put in many cases especially with regard to EBT. A review needs to be done on EBT targets. BGMEA needs to be kept forefront to lead the COE activities to ensure a proper driver is in place.</p>
<p>Any other areas</p>	<p>-</p>

8. ANNEXES

Annex A – Logframe matrix with project indicators

ANNEX IV

Justification for delay/lower expense in 2015

The below may be helpful for the response;

- The project has though started in Jan 2014, it couldn't spend any money due to delay in clearance of the prodoc from Economic Relations Division (ERD), Government of Bangladesh till Jun 2014
- ERD asked for clarifications on the project several times and conducted detail discussion with stakeholders, relevant ministries before signing it off in May 2014
- RMG is the largest, complex and most diversified sector in Bangladesh. As per prodoc the project needs to work hand in hand with key leaders and associations (BGMEA, BKMEA) of the sector to establish the center of excellence by/for themselves. It took time to get the leaders on board into such an initiative where they have continuous unrest in the sector and other priorities.
- The Program Officer's remuneration during this time is also spent from another project (TVET Reform project)
- There was delay in recruiting project admin support staff till July 2014, so program support was not adequate
- Support related to logistics, approval and planning that were required to take the project ahead faced difficulty till Jun 2014, which have been settled by the office in July/Aug 2014
- From July 2014 the project has started spending money; despite the month of Ramadan (with less working hours), Eid occasions in between and political unrest the project started to move faster as flexibility and support was ensured to the project.
- Some heavy work like preparation of CBLMs for Sewing machine operator, expense to establish the Center (machines, renovation, electric connection, some furniture,...) were borne by BGMEA and other projects that actually helped have proper 'buy in' by the major stakeholders.
- On the other hand, most of the activities in the beginning few months were related to consultations, building consensus, awareness with partners, constituents and stakeholders, expenditure weren't much
- As per plan, the center is supposed to be established in later part of 2014 or early 2015. Larger volume of expenses will start with the implementation agreement/Service contract with CEBAI
- Approval of TPP (Technical Project Proposal) is another requirement by government of Bangladesh in a specified format. This is at the moment with Ministry and is waiting to be sent to Planning Commission for approval.