



THE FUTURE  
IS GETTING  
READY

help to **learn**  
skills to **earn!**

Annual  
Report 2019



A large, stylized white flame graphic is positioned on the left side of the image, set against a solid orange background. The flame has a thick, rounded base and a pointed, flame-like top. A diagonal white line runs from the top left towards the bottom right, passing behind the flame graphic.

**Developing Skilled Human Resources  
Transforming The Future**

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# ACRONYM

<b>a2i</b>	Access to information in Bangladesh
<b>AEOSIB</b>	Association of Export Oriented Shipbuilding Industry of Bangladesh
<b>AGM</b>	Annual General Meeting
<b>AKKUPPI</b>	A K Khan UCEP Private Polytechnic Institute
<b>BACI</b>	Bangladesh Association of Construction Industry
<b>BDT</b>	Bangladeshi Taka
<b>BEF</b>	Bangladesh Employers' Federation
<b>BEIOA</b>	Bangladesh Engineering Industry Owners Association
<b>BERDO</b>	Blind Education and Rehabilitation Development Organisation
<b>BHRF</b>	Bangladesh Human Rights Foundation
<b>BoG</b>	Board of Governors
<b>BTEB</b>	Bangladesh Technical Education Board
<b>CCM</b>	Child Council Committee Member
<b>CLCs</b>	Community Learning Centers
<b>CSR</b>	Corporate Social Responsibility
<b>CWRA</b>	Child & Woman Rights Advocacy
<b>DFAT</b>	Department of Foreign Affairs and Trade
<b>DFID</b>	Department for International Development
<b>DTE</b>	Directorate of Technical Education
<b>DWA</b>	Department of Women Affairs
<b>ED</b>	Executive Director
<b>EGM</b>	Extra-ordinary General Meeting
<b>FCA</b>	Fellow Chartered Accountant
<b>GE</b>	General Education
<b>GIZ</b>	German Development Cooperation
<b>IGVE</b>	Integrated General and Vocational Education
<b>ILO</b>	International Labour Organization
<b>INGO</b>	International non-governmental organization
<b>JSC</b>	Junior School Certificate
<b>MoE</b>	Ministry of Education
<b>NCLWC</b>	National Child Labor Welfare Council
<b>NGO</b>	Non-Government Organization
<b>NGOAB</b>	Non-Government Organization Affairs Bureau

<b>NSDA</b>	National Skill Development Authority
<b>NTVQF</b>	National Training and Vocational Qualifications Framework
<b>PDB</b>	Power Development Board
<b>PEC</b>	Primary Education Completion
<b>PKSF</b>	Palli Karma-Sahayak Foundation
<b>PWD</b>	Persons With Disabilities
<b>RM</b>	Regional Manager
<b>RMG</b>	Ready-made Garments
<b>RMT</b>	Regional Management Team
<b>ROLLS</b>	Remedial of Literacy and Life Skills
<b>RPL</b>	Recognition of Prior Learning
<b>RTO</b>	Registered Training Organizations
<b>SCB</b>	Standard Chartered Bangladesh
<b>SDG</b>	Sustainable Development Goals
<b>SEIP</b>	Skills for Employment Investment Program
<b>SI</b>	Social Inclusion
<b>SIBL</b>	Social Islami Bank Limited
<b>SKUTI</b>	Shaheed Khaleq UCEP Textile Institute
<b>SME</b>	Small and medium-sized enterprises
<b>SMT</b>	Senior Management Team
<b>SSC</b>	Secondary School Certificate
<b>STEP</b>	Skills and Training Enhancement Project
<b>TE</b>	Technical Education
<b>ToT</b>	Training of Trainers
<b>TVET</b>	Technical & Vocational Education and Training
<b>UCEP</b>	Underprivileged Children's Educational Programs
<b>UIST</b>	UCEP Institute of Science and Technology
<b>UNDP</b>	United Nations Development Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFPA</b>	United Nations Population Fund
<b>USC</b>	UCEP School and College
<b>UTI</b>	UCEP Training Institute
<b>WWM</b>	Workplace Wellbeing Management
<b>YCM</b>	Youth Council Committee Member

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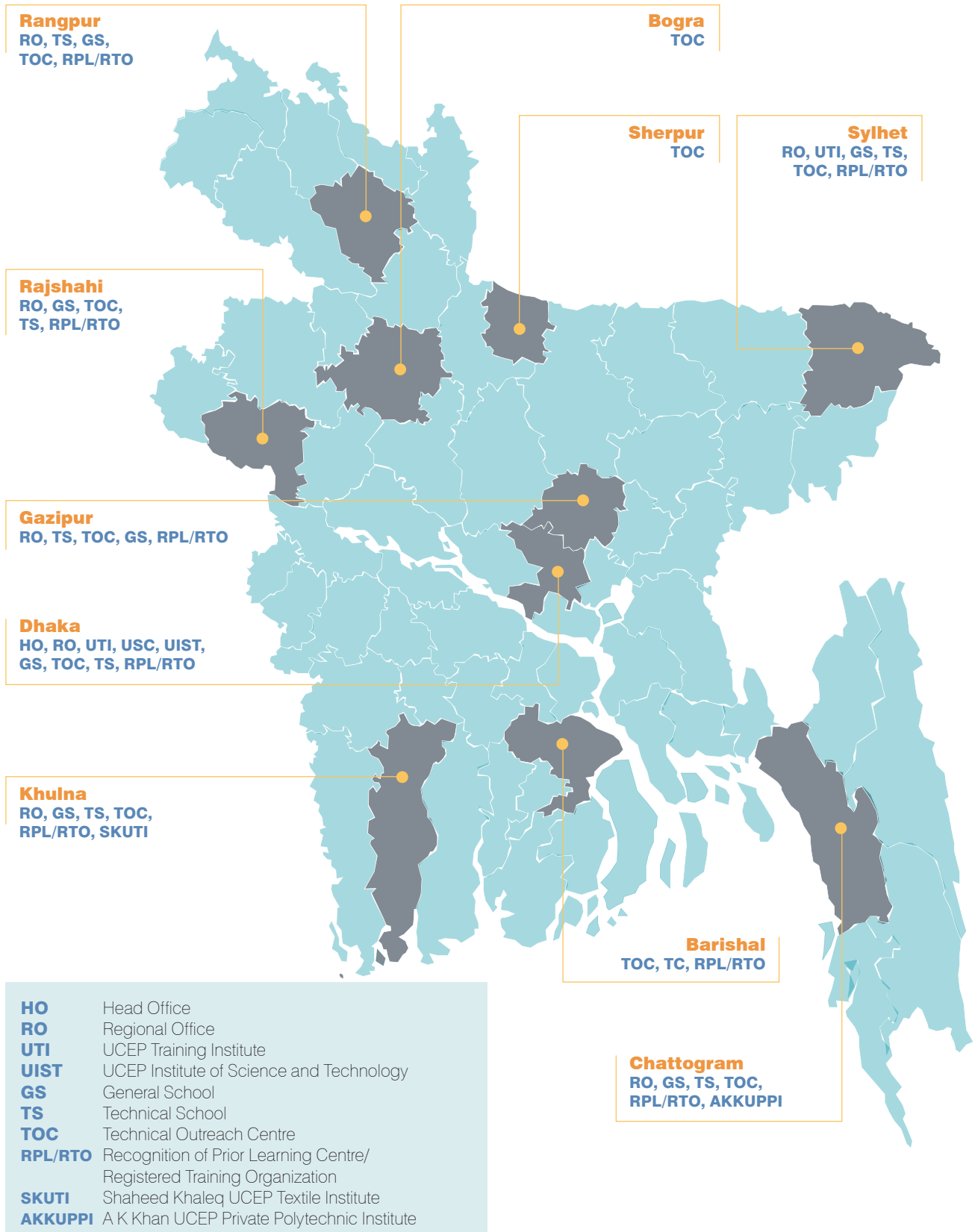
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Check List



# UCEP COVERAGE

Presence in 8 divisions and 10 districts





# UCEP BANGLADESH

Established in 1972 UCEP Bangladesh, a national Non-Governmental Organization works to raise the dignity and socio-economic conditions of children and youth, especially from poor and underprivileged families, including Child Labor, Persons with Disabilities (PWD), Ethnic Minorities, and other marginalized groups.

For the last 48 years, UCEP Bangladesh has been providing Second Chance Education to Out-of-School children and Decent Work to youth through Technical Vocational Education & Training and Skills Development. The program is run through 32 General Schools, 10 Technical Schools and 17 Technical Outreach Centers in eight regions of the country.

Students are provided Life Skills / Soft Skills and Psycho-Social Counselling to strengthen their adaptability to life, citizenship and employability skills, and Career Counselling so that they can make informed decisions about their career choice.

## OUR VISION

UCEP Bangladesh envisages 'a society upholding good governance where all children and youth are able to develop their potentials in a child and youth friendly environment without any discrimination'.



## OUR MISSION

The Mission of UCEP Bangladesh is 'to raise the dignity and socio-economic conditions of children and youth, especially the working poor and the under-privileged, living in urban and peri-urban areas, through education and skills training, awareness raising and advocacy for ensuring good governance to a level that they can effectively participate in national development with enhanced capacity and fulfilment of their basic rights.'

## OUR VALUES



# MESSAGE FROM THE CHAIRPERSON



As the world steps closer to the biggest prospect of the century, the 4th Industrial Revolution, the prime challenge for a developing country like Bangladesh is to prepare a skilled and effective young generation who can adopt and adapt to the rapid changes in the world of technology.

Steering prosperity to become a middle-income country by 2021, Bangladesh geared up to bring robust economic reforms through multi-sectoral dimensions and transformations. Entertaining to this fact, the Government of Bangladesh has taken numerous mega projects in hand.

Materializing these projects into a feat, one major factor is irrefutably involved, and that is, the capacity and development of the demographic dividend of our country.

Skilled human resource is the key element to diversify the economy and UCEP Bangladesh is persistently keeping its footsteps aligned with the Government's

optimism in developing the next generation to a level that they can effectively participate in national development with enhanced capacity and fulfillment of their basic rights. In UCEP Bangladesh, children and youth receive compatible Technical and Vocational Education and Training and they are also taught to advocate leadership skills so that they do not remain stagnant to a certain level.

UCEP Bangladesh has benefitted thousands of lives in the past and it is committed to continuing its relentless efforts likewise. I am happy and largely impressed to note that this year UCEP Bangladesh provided General Education to 18,687 students and 15,118 youth received Technical Education. Around 90% of graduates were offered decent employment after successful completion of the Skills Development training. Concurrent to the 10-year strategic plan (2016-2025), we are aiming to put much more emphasis on Technical Education and acquiring sustainability of the organization, transforming the young generation towards the era of digitalization and Artificial Intelligence. All the progress stated are enveloped under the contemplation of social inclusion where participation of females, people with disabilities, people from ethnic and marginalized groups are deliberately focused.

UCEP Bangladesh has reorganized its activities in diverse ways to realize the Sustainable Development Goals (SDGs). At present, UCEP activities directly contribute to the process of achieving SDG nos. 4, 5, 8 & 10 (Quality Education, Gender Equality, Decent Work and Economic Growth, Reduced Inequalities respectively) and indirectly to nos. 1, 2 & 3 (No Poverty, Zero Hunger, Good Health and Well-Being respectively).

As a part of the sustainable plan of the organization, UCEP Bangladesh had established a Polytechnic Institute – UCEP Institute of Science & Technology (UIST) – in 2015, where students are offered 4-years' Diploma-in-Engineering under Electrical, Civil and Mechanical curriculum. With quality education and outstanding result of the graduates, the institution has already been ranked among the top Polytechnic Institutes of the country. I am gratified to also announce that the government has

approved UCEP Bangladesh to establish a second Polytechnic Institute in Chattogram to be inaugurated in 2020.

UCEP Bangladesh is continuously escalating its programme activities with valued contributions from its Members of the Association and Board of Governors, stakeholders, development partners, well-wishers, and workforce, which is highly praiseworthy.

I would like to extend my thankfulness to all the affiliated agencies and subsidiary organs which include several ministries, government agencies, local and international donor communities, corporate from private sectors – without whose support the success of UCEP Bangladesh could not be visible. Apart from funding UCEP Bangladesh, the stakeholders contributed to leaving no one behind in the economic progress of Bangladesh.

However, the year 2019 marked stern challenges for UCEP Bangladesh. As the country shift towards the middle-income fate and global donors giving much priority to the refugees worldwide for funding issues, donation to enhance General Education and Technical Vocational Education and Training (TVET) & Skills Development for children & youth is shrinking by degrees. “Great things never come from your comfort zone”. Inheriting the change, we need to find alternatives ways to realize our goals. This is the time that UCEP Bangladesh rethinks how their contributions to the socio-economic development remain important, relevant, and effective in a country with much less number of persons living below the extreme poverty line than before, robust government initiatives, rapid urbanization, increased percentage of children’s participation in the mainstream

education system, and increased demand for skilled workforce in-country and abroad, and so on.

I do not have words to adequately express deep gratitude to the selfless involvement of teachers, relentless dedication by students, the perseverance of the management, and unconditional commitments from employees during critical times. I am honored to be entrusted in an immense role to lead a group of practical, energetic, and passionate people who collectively dedicated themselves to eradicate poverty and uplift the livelihoods of the disadvantaged children and youth of the country.

Experienced and heartfelt leadership by the members of the Board and Association of UCEP Bangladesh were profound on bringing changes in the management and firmly remain committed to the development strategy of UCEP Bangladesh.

I sincerely urge the government, development partners, stakeholders, and individuals to join us in the next journey towards the technological shift as the children and youth of UCEP Bangladesh set themselves up for the 4th Industrial Revolution attaining “Help to Learn, Skills to Earn!”.

### **Parveen Mahmud FCA**

Chairperson

UCEP Bangladesh Board of Governors

# MESSAGE FROM THE EXECUTIVE DIRECTOR



The work of UCEP Bangladesh has always been a challenging one as it strives to tackle some of the most critical challenges in society since its establishment in 1972. At that time, 100% of its students were urban working children, compelled to work for their own or their family's sustenance. Within nearly fifty years, this figure has reduced to about 40%, as the country progresses to make remarkable socio-economic achievements. The poverty rate in Bangladesh stands below 20% (19.8%) in 2019 according to the Bangladesh Bureau of Statistics.

Serving working children is even more difficult as they require a flexible learning mechanism, which we, here in UCEP Bangladesh, have been offering. This Second Chance Education is a life-changing opportunity for such children, who drop out of primary or secondary school due to poverty. These children and youth need quick solutions and so generally move on to short Technical and Vocational Training courses, through which they can be certified and placed in well-paid jobs in conducive work environments. Such positive outcomes not only promote

the Right to Education and Decent Work but also leads to the reduction of social problems like child marriage, child labor, domestic violence, substance abuse, etc. In a transient society and a country speeding towards development, the psychosocial need and well-being of children, adolescents, and youth are oftentimes ignored. This is a critical issue which our programme addresses. We also provide access to higher technical education for those who are eager to follow their dreams. The Annual Report talks about the stories of our successes in the context of opportunities and challenges faced.

The country is slowly losing eligibility to grants it traditionally received as these were earmarked for low-income countries. Scarce funds available are being re-directed to provide stronger support to market demands arising from IR4.0, pressing macro policy goals, or tackle emerging issues like the Rohingya crisis. On the other hand, the modalities of accessing funds are becoming more stringent.

But the poverty line still exists and equally real is the sufferings and toils of families who live under this poverty line. The threat posed if the priorities and requirements of this large number of people are not addressed is a serious concern. Social safety net programs are catering to such needs but with limited outreach and sometimes, with even less effectiveness.

This is where organizations like UCEP Bangladesh comes in to complement national efforts. The work of such institutions will remain valid and critical if there is a portion of the population living below the poverty line and also as long as the government machinery does not have the necessary outreach to provide services to all citizens.

With changes in fund availability, the survival of many non-governmental organizations is falling at stake. Stakeholders opine that it was high time that such organizations focused on local resource mobilization but being not-for-profit agencies, this is not as easily done as said. It is challenging for agencies with a philanthropy mindset to transform into so-called 'social businesses' without necessary preparation and support



for capacity building and organizational change including the legislative requirements. Development partners nearly always fund specific time-bound result-based projects without supporting aspects essential to ensure institutional development and growth for eventually decreasing external donor dependency.

Reputed as a Center for Excellence, UCEP Bangladesh is a national asset that every conscious citizen of the country should come forward to support in their capacity. We are extremely grateful to those of its partners who have continued their support and also to those who have come forward as new partners despite such dynamism in the development context. This recognition of the critical role we play in society has helped to strengthen our resolve and reinforce our commitment.

UCEP Bangladesh's Board of Governor's (BoG) elections were held successfully in December 2018 and 2019 began with the excitement of a new Board of Governors assuming charges for the term 2019 – 2020 and especially as the first female Chairperson, Ms. Parveen Mahmud FCA took over the leadership. We are in debt for the invaluable time and significant effort given by the BoG and UCEP Association members and especially our Chairperson, Vice-Chairperson and the Board level Standing Committees.

Attempts were made to strengthen our relationship with the government and other key stakeholders. Among other important events, the Chairperson facilitated visits to the Ministers of Planning and Finance, both of whom expressed their wholehearted support for UCEP Bangladesh. The NGO Affairs Bureau, the National Skills Development Authority, the Bangladesh Technical Education Board, and many other government agencies and individuals at central and regional levels have been supporting our work for many years. Historically, UCEP Bangladesh has been also working very closely with the private sector, academia, media, civil society, and numerous other organizations, networks, sponsors, patrons, and individuals. The solidarity of all these organizations and the community we serve makes our journey easier. We thank you all.

We are extremely proud to see the Mirpur Technical School received a Certificate of Registration under the National Skills Development Authority (NSDA), Prime

Minister's Office (PMO). UCEP Bangladesh was the 1st NGO to receive this certificate. The Mirpur and Barisal Technical Schools were among the 8 recipients of the award for good performance under the Ministry of Finances' "Skills for Employment Investment Program (SEIP)" after the assessment of 400 technical training institutes by the government. UCEP Bangladesh was awarded by Oxfam Bangladesh for its good performance in the "Empower Youth for Work" project. Ms. Marium Akhter (33rd batch electronics trade) received the Best Female Entrepreneur of the Year 2019 award from the Citi Foundation.

Efforts were given to align our services with national-level goals and targets e.g. the SDG, Five Year Plan, Vision 41, etc., and engage more strongly in policy dialogue. UCEP Bangladesh was elected for the 2nd term into the Board of Directors of the Informal Sector Industry Skills Council (ISISC) under the NSDA; elected as a member of the Executive Committee of the Bangladesh Employers Federation (BEF); and selected as one of the advisers of the National Steering Committee of Generation Unlimited (GenU) Bangladesh. It continued its role as a member of the National Human Resource Development Fund. We believe we have been able to play a constructive role and contribute significantly at the sectoral and national level and we will continue our work in this regard.

The strength of UCEP Bangladesh is its teachers and staff, who have demonstrated resilience, patience, and diligence to deal with risks and challenges to take the institution forward. It is this strength that keeps alive our 'Flame of Knowledge' ... our 'Beacon of Hope', which we believe will continue to light up the lives of future generations for years to come, Helping to Learn – Skills to Earn. We hope the work we do will inspire you to join us. Come, share our light. #UniteforUCEP!

### **Tahsinah Ahmed**

Executive Director  
UCEP Bangladesh

# AT A GLANCE

## OUR SERVICES



### JOB PLACEMENT AND DECENT WORK



Supporting graduates from TVET & Skills Development Programme for Decent Work and Entrepreneurship Development.

Providing industry and market driven training to youth and adults.



### TVET & SKILLS DEVELOPMENT



### EDUCATION



Providing Second Chance Education to out-of-school children.

Promoting Child & Woman Rights and Social Inclusion.



### SOCIAL INCLUSION



### SOCIAL ENTERPRISE DEVELOPMENT

Contribute to the sustainability of UCEP Bangladesh & its programme





## LEGAL STATUS & REGISTRATION

SI	Registration	Registration number	Date of Registration
1	Certificate of Social Services	DHA-02480	September 26, 1990
2	Certificate of NGO Bureau	34	April 22, 1981 & May 04, 2020
3	BIN Certificate	002205002-0401	October 28, 2019
4	Income Tax Certificate	849190356255	October 07, 2013





# HIGHLIGHTS OF 2019

2,349

NUMBER OF STUDENTS PASSED IN  
THE PEC EXAMINATION

4,869

NUMBER OF STUDENTS  
PASSED IN THE JSC  
EXAMINATION

321

NUMBER OF STUDENTS  
PASSED IN THE SSC  
(VOCATIONAL) EXAMINATION

332,897

NUMBER OF PEOPLE REACHED IN  
THE COMMUNITY

10,360

NUMBER OF GRADUATES  
PLACED IN DECENT WORK

94

NUMBER OF STUDENTS  
PASSED IN THE SSC GENERAL  
EXAMINATION



Jesmin, student of  
UCEP Bangladesh  
School

Bangladesh Team in Street Child  
Cricket World Cup

Romel, student of  
UCEP Bangladesh  
School

# CHILD AND WOMAN RIGHTS ADVOCACY, SOCIAL INCLUSION AND SOFT SKILLS

Child and Woman Rights Advocacy (CWRA), Social Inclusion (SI) and Soft Skills (SS) are considered cross-cutting issues in UCEP Bangladesh. The issues are spearheaded by the CWRA, SI and SS team and are dovetailed into the different components of UCEP Bangladesh's programmes as well as at organizational level. Various related policies and guidelines have been developed and are implemented by this team. The team is strongly supported by UCEP Bangladesh's management and implements its work with the support of the programme department, and the student and youth councils. In 2019, UCEP Bangladesh strengthened the Child and Youth Council in all General and Technical Schools through structured initiative which included Election for Executive Member of Councils, orientation training for 407 Council Members (53% female) about their goal and role and conducting regular monthly meetings with follow up of issues. The CWRA, SI & SS team plays an extremely important role within the institution and its programme. The main areas of its work are as follows:

**Ensuring Quality Education for All/ SDG 4 (4.1, 4.3, 4.6, 4.7):** UCEP Bangladesh's key services include providing a) general education to children, especially to those who have dropped out or have never enrolled in schools and b) decent

jobs to youth through quality Technical and Vocational Education and Training (TVET). Since the majority of the children who drop out of primary and secondary school do so due to poverty or the quality of services in schools they were enrolled in, it takes much effort to convince those children and their families to return to school again and resume their education. In addition, extensive community level campaign and mobilization is required to create social pressure and support. The CWRA, SI & SS team has established community support groups for this task. The CWRA, SI & SS team conducted Gap analysis of Gender Friendly Environment, identified specific issues, causes and factors in relation to the learning environment and facilities in all 32 General and 10 Technical Schools. It helps to take specific initiatives for addressing the gaps. Due to its efforts female participation was 51% in the General Education programme and 40% in the TVET and Skills Development programme.

**Ensuring Decent Work / SDG 4 (4.3, 4.4, 4.5), SDG 8:** UCEP Bangladesh believes that all citizens have the right to Decent Work. It works closely with employers, actors in the private sector and other stakeholders for ensuring placement of its graduates in Decent Jobs. This is also a key area of advocacy for UCEP Bangladesh. 40% of the graduates

who were placed in jobs in 2019 were females. However, the lack of knowledge, positive mindset of industries to address the needs of disadvantaged groups appeared to be one of the key challenges for Decent Jobs. Not being able to ensure female-friendly work environment discouraged female graduates to pursue jobs.

## **Strengthening Employability:**

Besides providing demand-based training to develop skills of youth for the market and the industries, UCEP Bangladesh has developed a field tested Soft Skills Module and provides training using this for strengthening citizenship and enhancing the employability of its students in its Technical Schools. The issue of Soft Skills is also promoted as 'Life Skills' within UCEP Bangladesh's Education Programme. However, it was found that the module could be more effective if integrated into the education and technical training curriculum. It was decided that this change will be made in 2020.

## **Promoting Social Inclusion/ SDG 4**

**(4.5):** UCEP Bangladesh upholds education as a basic human right and promotes the 'Leave No One Behind' approach. UCEP Bangladesh promotes gender equality and as such, has a mandate to ensure that at least 50% of its beneficiaries are females, 5% are







Persons with Disabilities (PWDs) and 2% are from social or occupational minority backgrounds. The issue of inclusion, especially of females, PWD and other minorities (ethnic minorities, occupational minorities, hard to reach communities, etc.) has therefore been strongly integrated within all of UCEP Bangladesh's services - from education, TVET to job placement. Capacity of staff at all levels have been strengthened through training and exposure visits. Facilities, curriculum and teaching learning material have been revised and updated to incorporate the issue. Very strong advocacy is required for motivating such excluded groups into UCEP Bangladesh's programmes. Screening for types and levels of disabilities so that relevant support may be provided to PWDs is conducted in programmes with the help of trained staff. In 2019, 4% of PWDs and 2% of ethnic & occupational minorities participated in the General Education and Technical Education. UCEP Bangladesh revised its Gender Policy and provided Gender Mainstreaming Training to 33 field staff of the CWRA, SI & SS team. Further emphasis will be given in 2020 to strengthen capacity of staff to work with different types of PWD groups.

**Community and employers' sensitization:** Sensitizing the guardians and community members

so that they provide necessary support in favor getting children and youth, especially dropouts, to start / resume their education or training is a critical task for the CWRA, SS & SI team. In 2019, UCEP Bangladesh reached 332,897 community members (45% female) through community & parents meetings, dramas, interaction with individuals, etc. Integrated effort for community and parents' awareness for enrollment of females, PWDs, ethnic and other minorities were found to be more effective.

**Safeguard and Protection:** UCEP Bangladesh has Zero Tolerance on Sexual, Physical or Psychological Harassment and Abuse. Ensuring the safeguard and protection of all UCEP Bangladesh's beneficiaries, especially its students and its staff, is a fundamental role and responsibility of UCEP Bangladesh management at central and regional levels. Besides the existence of separate policies and guidelines to promote its Zero Tolerance Approach, extensive campaign and advocacy is carried out on the issues of prevention and protection. The HRM&D team, the CWRA, SI&SS team and the Child & Youth Councils play an important role supporting UCEP Management. Besides implementation of related policies and guidelines, awareness raising sessions in schools and other activities on safeguarding protection were conducted

on a continuous basis. UCEP Bangladesh has made extensive drive to ensure a safe and secure environment in all the Technical and General Schools. Accordingly, the Child Protection Policy was revised. 1,289 staff and students of 8 regions received training on Safeguarding and Protection aspect. In addition, 100 female students were provided self-defense training from Sports for Hope and Independence (SHI). Protection and safeguarding training for the staff and students of Technical Schools was found effective for making the classroom and workplaces safe and secured.

**Building / Maintaining partnerships and networking:** 12 strategic partnerships with different Disability People Organizations (DPO) and agencies were developed in 2019. Moreover, the existing partnership with 33 partners for better enrollment of disadvantaged learners was strengthened. These partners also supported UCEP programs through cost sharing basis or donation of materials to organize different events, provide:

- Learners' accommodation for technical training
- Equipment support for different trade (e.g. sewing machines)
- Primary Health Care
- Counseling for the adolescents
- Games & sports materials for students.

They also collaborated with UCEP Bangladesh for advocacy on national issues (e.g. prevention of Child Marriage, Child labor etc.) The willingness to share cost and kind support from Strategic Partners was found to be impressive. This area will be strengthening in 2020.

The CWRA, SI & SS component efficiently maintained coordination and collaboration with a range of donors and partners including DFID, DFAT, BBDN, ADD, CDD, EDUCO NEARS, CDN, SNV MOWCA for advocacy and better implementation



of Social inclusion and partnership projects. It was found that staff capacity for partnership building or maintenance of networks is required for being more effective. Stronger emphasis will be given on this aspect in the future.

#### **Organizing and participating in**

**events:** The CWRA, SI & SS team with the support of Head Office and Regional teams organize and celebrate various national and international days, special or cultural events. The active engagement of students not only makes them aware of the importance of such special days but also inspires them to be more active regarding the themes. In 2019, UCEP Bangladesh participated in the different events, workshops, seminars and social dialogue with different national and international organization and forum, e.g. Social Dialogue on Elimination Child Labor in Local RMG: Challenges and Way forward, Bangladesh Labor Foundation (BLF); Annual Cross-Border Conference on Collaboration and Networking Meeting to Combat Child Trafficking in Bangladesh etc.

It also participated in external events for engaging more strongly in policy dialogue and for contributing to the overall sectoral, thematic or general development context. UCEP Bangladesh celebrated the 'International Women's Day 2019' on 12 March 2019 with the theme 'Think equal, build smart, innovate for change.' Mr. Md. Faruque Hossain, Executive Chairman (Secretary) of National Skills Development Authority (NSDA) was the Chief Guest. All Regions of UCEP Bangladesh proudly organized events on International Women's Day, International Literacy Day, International Day for the Girl Child, 16 Days of Activism Against Gender Based Violence, Women Empowerment Campaign etc. where students, parents, teachers, instructors, other NGOs and the government representatives participated.

## STORY OF **CHANGE**



### **SHIKHA AKTER:**

## **Conquering Education over Poverty & Marriage**

Shikha Akter is the second of the five siblings born in a poor family in Manikganj. Her father struggled to meet the necessities of the family. Few years later, her father decided to move to Dhaka with the whole family in search of fortune and rented a rickshaw for income.

Despite such limitations, Shikha always had a keen interest in studies. After completing PEC exam from a local government school, Shikha got to know about Nazir Hossain Three Star UCEP School, Dhaka from her neighbor. Impressed by the curriculum of UCEP General Schools, Shikha immediately got enrolled in Class VI. She passed the JSC exam in 2015. In that year, she also got admitted at the UCEP Vocational School, Mirpur. She passed the SSC Vocational exam with a brilliant result in 2017, achieving GPA 5.00. For further studies she later got admitted in the Dhaka Polytechnic Institute, studying Diploma-in-Engineering on Information and Computer Technology. She dreamt of completing B.Sc. Engineering Degree on Networking and establish herself to change the socio-economic condition of her family.

However, Shikha's pursuit to become a Computer Engineer was objected to an aggravation of marriage by a young boy from a well-off society. Realizing that the boy belongs to a financially solvent family, Shikha's parents also insisted her on her marriage. Shikha witnessed appalling mental distress at that time, so much so, that she shared the issue with her former teacher from Nazir Hossain Three Star UCEP School. The teacher deliberately took steps to oppose this marriage and consulted with both of them – the boy and Shikha – from time to time to resolve the issue. After several discussions and meet ups the teacher successfully managed the boy to let Shikha pursue her dreams.

Meanwhile, distraught Shikha revived herself boldly and completed fifth of the eight semester at Dhaka Polytechnic Institute. She speaks that the life lessons she learned is to stay stagnant until the obstacle is overcome. Shikha expressed her gratitude to her teacher and UCEP Bangladesh for all the support and opportunities it has provided her.

# GENERAL EDUCATION PROGRAM

The General Education Program of UCEP Bangladesh provides education from grade V to VIII following an abridged curriculum and textbooks of the Government of Bangladesh (GoB) of 8 years within 4 years, considering that majority of the children who enroll in the schools are Out of School Children (OSC) from poor and disadvantaged families. A year-long refresher and remedial course, the Remedial of Literacy and Life Skills (ROLLS) is included in the General Education program to refresh the competencies of Grade I to IV or to provide basic competency on literacy, numeracy and life skills education to OSC before entering Grade V. The General Schools of UCEP Bangladesh offers two shifts in a day so that students who are engaged in different types of informal paid and unpaid jobs can join the courses at their convenience. The schools are equipped with necessary physical facilities along with qualified and competent teachers to deliver quality education. All schools have ICT centers with required computers and internet facilities for all students to develop digital literacy skills. Some of the lessons are delivered in the classroom through ICT (multimedia projector, iPod, etc.) facilities. At present, the organization provides General Education through 32 schools in six divisional cities (Dhaka, Chattogram, Khulna, Rajshahi, Rangpur and Sylhet) and one district (Gazipur). The average

age of the students of the General Education program is 10 – 16 years.

## **The General Education Program follows the National Curriculum and provides:**

- a. An accelerated education model with formal and non-formal intervention for underprivileged children from different segment of the community with the following features:
  - The Remedial of Literacy and Life Skills (ROLLS) program: This is 12 months accelerated course for out-of-school children to achieve national competencies of Grade I to IV
  - Grade V: A 12-month course.
  - Grade VI & Grade VII: Abridged course of 6 months each grade.
  - Grade VIII: A 12-month course.
  - Grade IX & X: A 12-month course for each grade.
- b. Co-curricular and different life/soft skills focused activities.
- c. Professional capacity development of teachers.
- d. Interventions to address Social Inclusion.
- e. Interventions to address Safeguard and Protection.

The General Education program also creates pathways to Lifelong Learning and career building opportunities. Students can therefore:

- a. Appear in the Primary Education Completion (PEC) Examination.
- b. Continue education in lower secondary level.
- c. Appear in the Junior School Certificate (JSC) Examination.
- d. Continue education in secondary level.
- e. Enroll in any of 36 Technical Vocational Qualification Framework (NTVQF), National Skills Standard (NSS) or customized Technical Vocational Education & Training (TVET) courses.
- f. Appear in the Secondary School Certificate (SSC) Examination.
- g. Pursue a Diploma-in-Engineering degree.

## **Annual Targets for 2019 and**

**Achievements:** In 2019, 17,951 (51% girls) students received education from 32 schools of UCEP Bangladesh. Despite having a shorter academic duration compared to mainstream education, all students of grade V, VIII and X in UCEP Bangladesh are offered opportunities to attend the public examinations (PEC, JSC and SSC). 24 schools out of 32 started Grades IX – X in 2019 and 1,264 (54% female) students continued their education in these classes sharing partial education costs.

Students from the 32 General Schools appeared in the PEC and JSC exams; 2,637 (52% girls) and 6,009 (48% girls) students attended in those examinations respectively.





Remedial Of L

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পাঠ্য

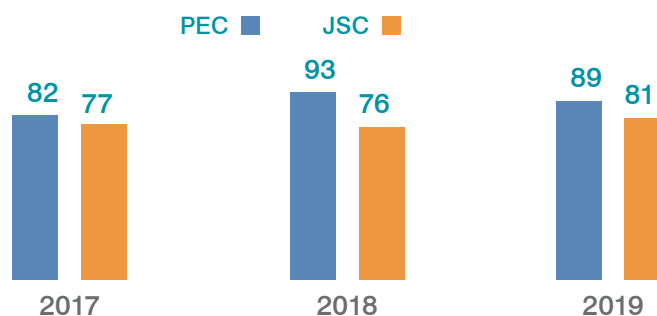
help to learn  
skills to earn!



The average pass rate of the PEC exam was 89% (51% girls) and the JSC exam was 81% (48% girls). A significant number of students (55) received GPA 5 (A+) in the PEC exam in 2019.

Within the 32 General Schools, the success of 13 schools was higher than the national average in both JSC and PEC exams. 10 UCEP schools achieved 100% pass rate at the PEC exam, despite the family background and lack of parental support, some schools performed well. The detailed analysis of the PEC exam and JSC exam is presented below:

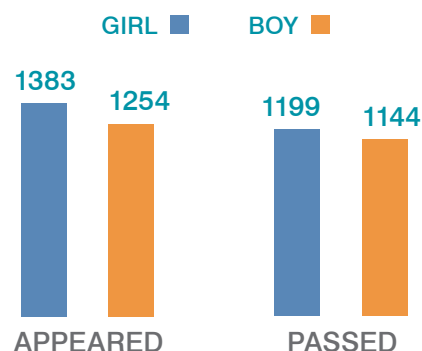
## RESULTS COMPARISON IN LAST THREE YEARS



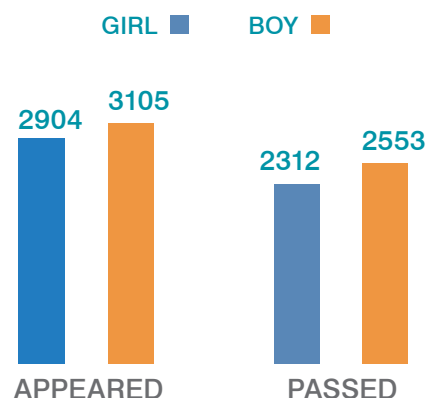
## REGION WISE RESULT AND NATIONAL AVERAGE IN 2019



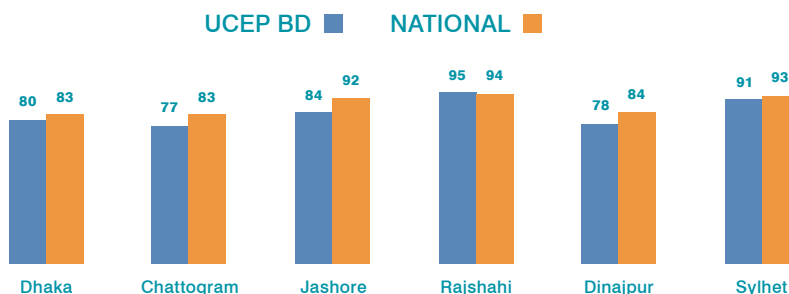
### PEC RESULT



### JSC RESULT

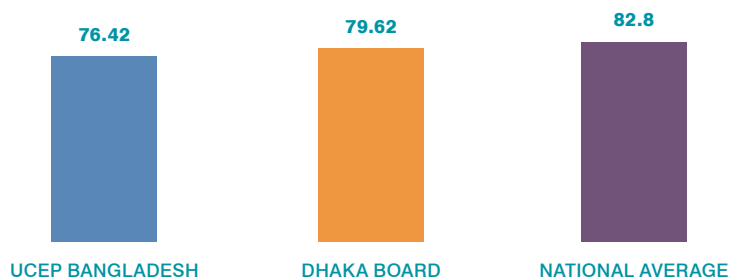


## RESULT COMPARISON IN JSC BETWEEN UCEP BANGLADESH AND EDUCATION BOARD



In addition, for the first time, a total of 123 (female: 42%) students, from four schools who completed 10 years' education in six years, appeared in general SSC exam in 2019; of which 94 (female: 44) students passed with 76.42% against the average result of Dhaka Board (79.62%). It might be worth mentioning here, two schools achieved more than the national average (100% in Gazipur & 92% in one school in Dhaka South).

## RESULT COMPARISON IN SSC BETWEEN UCEP BANGLADESH AND NATIONAL AVERAGE



### Supports for Education Programme

**in 2019:** Two donors DFID and DFAT have mostly provided the financial supports for education program with a significant amount of funding gaps. To meet the gaps, the education team has been exploring different types of partnerships at local and international levels. UCEP Bangladesh has been working with two Germany-based private sector partners, KiK and NKD, since 2017 and 2018 respectively. As a continuation of the partnership, KiK has extended the partnership till 2021 for three schools and included one more school in Chattogram from (2019 – 2021). In response to the target of KiK partnership, 2,487 students received General Education support in 2019 in three regions. On the other hand, after successful completion of Year-1, NKD extended their support for another year i.e. 2019. As a result, 471 underprivileged children continued their education in the same school of Rajshahi region.

To address the funding gaps in the education program, schools in all regions have taken some initiatives to mobilize resource for their respective schools i.e. collecting sponsorships, donations and community contributions (cash and/or kinds), setting up school shops, share costs by collecting nominal fees from students who can afford to pay, etc.

Some challenges were faced during the year as follows:

- Despite different initiatives to increase the pass rate in PEC and JSC exam, the lack of competency of students especially in Mathematics and English and failure of some teachers to help them improve resulted in unsatisfactory results.
- Ensuring the education of quality was a key challenge especially for grade VI and VII, due to the shorter academic duration of UCEP Bangladesh's courses and the irregularity of students who are engaged directly in paid and unpaid jobs.
- Shorter academic duration (6 months each grade) in grade VI and VII is also a key reason not to get the permission from the education board for appearing in the JSC exam.
- The funding for UCEP Bangladesh and especially for the education program has been shrinking day by day especially as DFID ends its partnership in 2020. Managing the funding gaps for the education program on one hand and ensuring the program quality on the other was a challenge.

To address the education quality issue, teachers have already taken some initiatives i.e. extended class especially for the two mentioned subjects, provide extra care for slow learners, change the duration of grades VI and VII to one year full academic year each, integrate co-curricular activities to improve creativity and strengthen competency and increase the regularity of student's attendance. Regarding the funding gap, the organization has explored different initiatives through partnering with private sectors, collecting sponsorships, donations, and initiating partial cost sharing from students etc. A significant portion of the community people is willing to pay the education cost for their children. Continuous capacity development initiatives for teachers especially in Mathematics and English have been initiated to improve teaching-learning process and performance of students.

### The following events were organized in 2019:

- 16 national and international days (i.e. International Mother Language Day, International Women's Day, National Children's Day, Independence Day, Bengali New Year, National Mourning Day, International Girl Child Day, International Literacy Day, Victory Day, etc.) were celebrated in all General Schools throughout the year.
- Schools started their academic year with "Boi Utsob", a celebration program with the support from the Ministry of Education and the Ministry of Primary and Mass Education.
- Three residential training programs for improvement in Mathematics were organized in three different locations for 64 mathematics teachers.





- Schools organized different types of co-curricular activities through competitions e.g. debates, handwriting competitions, wall magazine preparation, organizing science fairs etc. to improve the soft skills of students. To celebrate those events, the Child Council Members (CCMs) played a proactive role by engaging students in other General Schools.

UCEP Bangladesh shared four ideas which are: 1. Ensure green and clean school by students, 2. Social responsibility and commitment 3. Communication, ICT and media literacy, 4. Employability and entrepreneurship skills in this discussion forum. Among the four, the government has already incorporated two (1 and 4) initiatives into the secondary education program.

A “National comprehensive Skills Framework for Adolescent in Bangladesh” was developed through a collaborative effort by UNICEF, NCTB, INGOs and NGOs in 2019. During the developing stage, a series of consultation workshops and meetings were conducted with experts from different organizations. UCEP Bangladesh participated actively as one of the core members throughout the developing stage.

UCEP Bangladesh participated in an event organized by a2i and DG DSHE for promoting the quality of secondary education. The agenda was to identify new co-curricular initiatives in order to increase the quality of education in secondary programs. As a follow-up action of that meeting, UCEP Bangladesh also participated in a discussion forum where the honorable Minister and Deputy Minister, Ministry of Education and Secretary of Secondary Education were also present.

ইউসেপ বাংলাদেশ

## সফল হবার স্বপ্নই আমাদেরকে এগিয়ে নিয়েছে

ইউসেপ বাংলাদেশ স্কুলের শিক্ষার্থীরা  
আবারও এসএসসি পরীক্ষায়  
উল্লেখযোগ্য ফলাফল করেছে

- ▶ এ বছর এসএসসি (ভোকেশনাল) পরীক্ষায় ইউসেপ বাংলাদেশ স্কুলের শিক্ষার্থীদের পাশের হার ৯৭.২৫%
- ▶ এ বছর এসএসসি (জেনারেল) পরীক্ষায় ইউসেপ বাংলাদেশ স্কুলের শিক্ষার্থীদের পাশের হার ৭৬.৪২%

আত্মবলক দৃঢ়তা  
নিখনে সহায়তা!





## Sumaiya wants to turn the pages for the underprivileged children

Among the two children, Sumaiya Akter is the eldest daughter of Mainuddin Sikder Rony and Bijita Akter Mina. Due to family conflicts, her father left them when Sumaiya was just three years old. From her childhood, Sumaiya saw her mother struggling to meet the needs of the two siblings. None of the relatives came to support them. However, defying the odds, her mother made sure that both the children resume their studies.

At the age of six, Sumaiya started her school, although she had to leave that year due to economic hardship and illness. One year later, her mother got to know about UCEP General School programme. She admitted Sumaiya at UCEP Ismail School, Dhaka in 2016. Besides being a good student, Sumaiya has engaged herself in different types of activities in school. She served as the Vice-Chairman of the Child Council Committee (CCM) ensuring active participation in all relevant events of the school. She is well recognized among the teachers of the school for her dearness, creativity and leadership attitude.

Sumaiya wishes to bring a change in her family and herself by acquiring knowledge and skills. She would like to advocate child rights and ensure the upbringing of the underprivileged children in the society once her studies are over. Now her aim is to pass the SSC examination from this school and establish herself for the future. UCEP Bangladesh wishes Sumaiya all the luck for her future.

## Students' Drawings





# TVET AND SKILLS DEVELOPMENT

UCEP Bangladesh is one of the pioneers in the Technical and Vocational Education and Training (TVET) sector in Bangladesh, working with public and private sector partners for about 47 years.

The key focus of UCEP Bangladesh's TVET and Skills Development program is to provide:

- a. Training which leads to productivity, which in turn leads to economic growth (Training for Growth);
- b. Skills development for employability and for availing decent jobs (Skills for Work).

UCEP Bangladesh offers an integrated approach to equip the learner with the required technical and employability skill for efficient productivity and effective management of work in jobs, which are prerequisites to promote any value chain system. Following the Life-Long-Learning approach, UCEP Bangladesh provides its services through the following mechanism:

	Institutions	Key Services
a.	5 Secondary School Certificate / SSC - Vocational Schools	<ul style="list-style-type: none"> <li>SSC Vocational (2 years) Secondary School Certificate programme (Grade IX &amp; X).</li> </ul>
b.	10 Technical Schools which are Registered Training Organizations (RTO) and Recognition of Prior Learning (RPL) Centers. These are now also being registered under the National Skills Development Authority (NSDA)	<ul style="list-style-type: none"> <li>Technical training on 37 different market-oriented courses including 21 National Skills Certificate courses.</li> <li>Recognition of Prior Learning (RPL) assessment and certification services.</li> <li>Training for TVET &amp; industry trainers and assessors on Competency-Based Training and Assessment of National Certificate Level-IV.</li> <li>Technical support to various agencies of the government and private sectors for capacity building and technical backstopping.</li> <li>Development of Competency Standards (CS), Competency Based Learning Materials (CBLMs), Competency Skills Log Books (CSLB) etc.</li> <li>Training on Soft Skills</li> </ul>
c.	17 Technical Outreach Centers (government, NGO and private sector training facilities UCEP Bangladesh uses in partnership for providing training)	<ul style="list-style-type: none"> <li>Customized short TVET and skills development courses for industries, enterprises, projects, and for expectant migrants and returnees.</li> </ul>
d.	2 Polytechnic Institutions (the UCEP Institute of Science and Technology / UIST and the A. K. Khan UCEP Private Polytechnic Institute / AKKUPPI)	<ul style="list-style-type: none"> <li>4-year Diploma in Civil, Mechanic and Electrical Engineering courses in UIST.</li> <li>4-year Diploma in Electrical and Computer Engineering courses in AKKUPPI.</li> </ul>





**In 2019, UCEP Bangladesh had the following achievements in regard to its TVET and Skills Development Programme:**

- TVET and Skills Development training was provided to 15,118 youth and young adults (40% female, 4% PWDs, 2% ethnic minority) in 37 market-driven courses through its 10 Technical Schools and 17 Outreach TVET Centers.
- 1,841 youth who had practical skills, but no formal certifications were assessed and provided certification through the Recognition of Prior Learning (RPL) services.
- 224 instructors, industry trainers, assessors and executives received CBT&A training and certification (Level IV).
- 5 customized courses were developed as per needs of specific industries and accordingly provided training to their workforce.
- ICT aided materials were introduced in 4 courses (RAC, Auto mechanics, EAT, Electrical courses) and found effective for better achieving competencies and skills particularly in learning complex technical contents. It also gave learners the confidence to acquire knowledge and skills in advanced technologies.
- The TVET and Skills Development programme rendered various services to concerned agencies for promoting NTVQF according to the National Skills Development Policy (NSDP). However, one of the continuing challenges was to keep alignment with the changing demands regarding the technological and skills requirements of the industries. To address the challenges, structured and effective investment is required to upgrade the workshops, curriculum, training equipment, trainers' capacity and align

TVET and Skills training courses with the NTVQF. Some socio-economic issues like lack of motivation of youth (especially those who are educated but unemployed) and their parents towards skills training, early marriage of the girls, gender discrimination, etc. were found as hindrance to the TVET program.

- The TVET and Skills Development program efficiently maintained coordination and collaboration with a range of development and strategic partners including DFID, DFAT, OXFAM, ILO, Save the Children, CITI Foundation, Swisscontact, UNITED Trust, Esquire Group, Odyssey, STEP, SEIP, PKSF, BACI, AEOSIB, BEIOA, Bangladesh Bank, DWA, SCB, SIBL, etc. for supporting the better implementing the partnership projects.
- Quite a few partnerships were developed to expand and make more effective UCEP Bangladesh's work in the sector. UCEP Bangladesh made an extensive drive for partnerships in different dimensions with GoB and other national and international organizations in line with national and international priorities. Accordingly, concept papers and proposals on different themes were submitted to the concerned authority.
- Partnership with different industries and private organizations started opening windows of the opportunity for capacity development and sustainability. Industry based on-job-training was found effective from piloting of a Dual Apprenticeship programme which will be scaled up in the upcoming year. However, the inadequate role of industries to create opportunity for Decent Jobs was a big concern in the reporting period. Some industries were also found to be reluctant to invest in developing

their skilled workforce through training.

- Soft skills, especially Occupational Health and Safety training was found effective for better performance in workplaces. Accordingly, components on Soft Skills were integrated into all training curricula for better employability and better performance of students.
- The willingness to share the cost of the training was found impressive among a good portion of trainees which helped UCEP Bangladesh to improve the programme model through a structured design and approach.
- UCEP Mirpur and Barishal Technical Schools received 'Good Performance' Award from the Skills for Employment Investment Program (SEIP), Finance Division, Ministry of Finance, Government of Bangladesh.
- UCEP Bangladesh participated actively in different workshops, seminars and conferences e.g. International Skills Conference 2019, SDG Implementing Review Committee/Task Forces, Meeting of different ISCs, etc.
- UCEP Bangladesh actively contributed to the development of the Bangladesh Qualification Framework (BQF), the National TVET Action Plan, the Guideline for Institutional Accreditation, Training Centre Registration, Assessment Centre Registration, Assessor Registration of the National Skill Development Authority (NSDA).
- UCEP Bangladesh proudly celebrated the success of its students, for obtaining outstanding results in the SSC Vocational examination 2019 under the Bangladesh Technical Education Board. Dr. Md. Morad Hossain Mollah, Chairman of Bangladesh Technical Education Board, was present as the Chief Guest.
- UCEP Bangladesh celebrated

World Youth Skills Day (WYSD) 2019 on July 15 with the theme "Learning to Learn for Life and Work". Dr. Qazi Kholiquzzaman Ahmad, Chairman of PKSF attended as Chief Guest.



! বিশ্বাস  
দক্ষ  
কর্মী  
আয়মূলক

## STORY OF CHANGE



### Kolpona Patro overcame physical disability to accomplish life goals

Sree Kolpona Patro is one of the eight siblings constituting one brother and seven sisters, who grew up in rural Thakurer Mathi village under Jaintapur Upazila in the Sylhet district. Kolpona's family was terribly hit by poverty. The story of Kolpona stands out from any of her friends as she is suffering from limping since her childhood. She was considered a burden in her family. Moreover, acquiring education is considered sinful in her community. She had to face objections and repressive challenges from family and outsiders.

Despite several setbacks, Kolpona was determined on her goals. She remained steadfast on her studies. In December 2017, she got enrolled in UCEP Hafiz Mazumder Sylhet Technical School at Electrical Installation and Maintenance (EIM) Trade. With thorough dedication, Kolpona completed her training on skills development with remarkable result. After graduation in 2018, Kolpona got a job at PRAN-RFL Group with an initial monthly salary of BDT 6,500.00. Within a year, Kolpona got promoted for her outstanding performance. Currently she draws a monthly salary of BDT 18,000.00. She is content to carry out all her expenses and to contribute to her family. She is now widely recognized as the cornerstone of her society.

Kolpona wants to contribute to the deprived society. Kolpona says, "There are hundreds of females in our society who grow up doing nothing due to the anxiety created by the repressive society. I want to fight for the rights of women and want to assure that through education, everyone can mark their rights and play a key role in society." This surely is not the ceiling for Kolpona to halt, but the "Takeoff" platform to launch herself higher.



# JOB PLACEMENT AND DECENT WORK

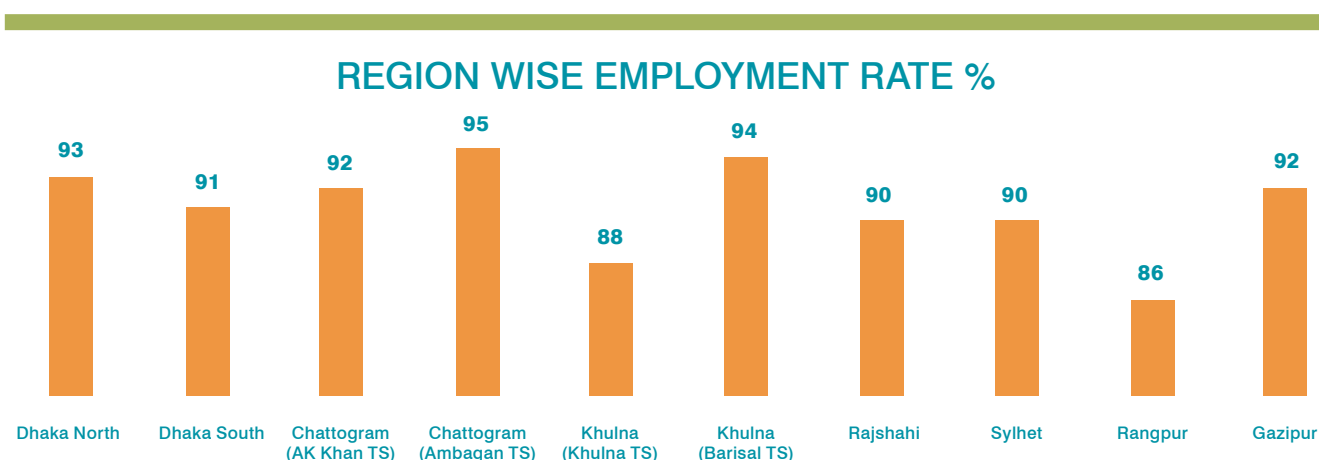
In line with its motto, 'help to learn, skills to earn', the Job Placement and Decent component's work is the end-result of UCEP Bangladesh's programme and services. The integrated approach of UCEP Bangladesh to provide learners with career counselling, soft skills, hands-on demand-driven technical vocational skills and training and/or entrepreneurship development support equips students to avail better jobs within conducive work conditions and better salaries and benefits as well as opening up pathways for career growth or build their own businesses.

The Job placement and Decent Work (JP & DW) program had the following accomplishments in 2019 in line with the services it provides:

- Career Guidance and Counselling: Guidance is provided to trainees by the JP & DW team to help them select potential trades in line with their aspirations. The aptitude and attitude of potential students are assessed during this time. Support is also provided throughout the duration of technical course which focuses employability skills, Occupational health & safety, Digital literacy and Financial literacy to help the trainees for better employment & better performance in decent jobs and consistent upgrading of skill for career improvement in the industry.
- Employment and Apprenticeship support: The JP & DW team facilitates employment

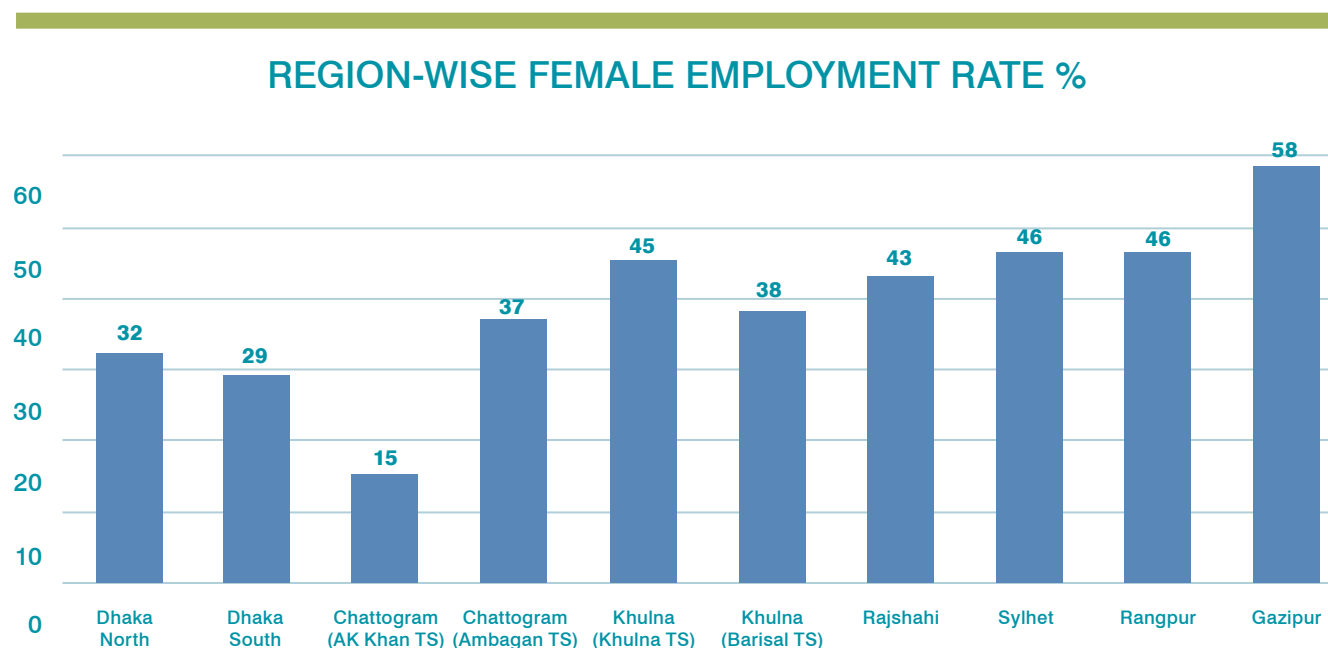
opportunities for graduates and provides on-the-job follow up support for better retention in the job. Employment success was impressive in 2019 with above 90% job placement in decent work. 10,360 (39% female) graduates were placed in different industries and enterprises across the country and this was accomplished within 3 to 6 months after completion of the training. On the other hand, 1,579 (32% female) graduates (below 18 years of age) were provided apprenticeship opportunities in different industries and enterprises. The Dual Apprenticeship model helped graduates increase the rate of retention in jobs.

The region-wise employment status is as follows:





The region-wise female employment rate:



Job placement in light of Social Inclusion:

Number of Persons with Disabilities (PWD) employed in 2019					
Employment – 18 Years and above			Apprenticeship- below 18 Years		
Wage	Self	Total	Apprenticeship	Self	Total
172	59	231	35	11	46

Number of Ethnic Minority employed in 2019					
Employment – 18 Years and above			Apprenticeship- below 18 Years		
Wage	Self	Total	Apprenticeship	Self	Total
118	27	145	10	09	19

- Enterprise Development: Entrepreneurship development training is provided to potential students / graduates / entrepreneurs. The training module includes business management skills training, linkages to seed capital and follow-up support to start and/or improve businesses. UCEP Bangladesh provided

entrepreneurship development support to 871 (43% female) youth who graduated from different technical courses. UCEP Bangladesh's existing module for entrepreneurship development was also reviewed and updated with the support from a2i and OXFAM Bangladesh.



Employers' Committee	Sectoral Committee	Advisory Committee
UCEP Bangladesh has 17 Employers' Committees in its different operational areas with active members from the private sector industries and enterprises. The objectives of UCEP Employers Committee are to provide career counselling, job placement support, apprenticeship improvement activities, create scope for industrial linkages and exploring opportunity for UCEP program.	UCEP Bangladesh has 5 Sector Skills Planning Committee (RMG, Light Engineering, Electrical, Electronics & RAC, Tourism & Hospitality). Sector Skills Planning Committee is formed for thematic guidance to UCEP Bangladesh.	UCEP Bangladesh has 5 Advisory Committee consisting of a group of volunteers who provide advice and other support services to the education program for its continued development and relevance to its stakeholders.

- Employers engagement: Building and maintaining partnerships for job placement is a main task of the JP & DW component. UCEP Bangladesh has formal partnerships with over 2000 employers at national and regional levels which are maintained by the regional managers with the support of the Job Placement and Decent Work team. 1,247 (13% female) employers participated in different events organized by UCEP Bangladesh to promote Decent Work for the graduates of UCEP Bangladesh's Technical Schools. The major events included Employer's Committee Meetings, Sector Skills Planning Committee Meetings, Curriculum Review workshop, Training of Trainers (ToT), assessment of the trainees, career counselling, Job Fair, etc. All staff received ToT on Entrepreneurship Development in 2019 which enhanced their capacity to support the promotion of entrepreneurship among potential graduates. Job fairs were organized for UCEP graduates and associated employers in all Technical Schools to promote decent jobs. Employers supported and actively participated in the employment promotion programs. Female employers

played a catalytic role to promote non-traditional jobs for female graduates. The JP & DW team provided regular follow-up to the graduates for required support and also for re-employment (2nd or 3rd job) as and when necessary. The team also assisted in the mobilized resource (cash & kinds) from private sector industries to help sustainability initiatives of UCEP Bangladesh. Strong linkages with the private sector could help overcome potential challenges in promoting jobs for graduates

- Decent Work: UCEP Bangladesh strives to provide not 'any' job but jobs in line with ILO's convention on Decent Work. However, it has limitations of doing so, being an NGO and therefore focuses on various dimensions of the Decent Work in efforts to be practical and realistic. The JP & DW team provides training to students on Labour Laws so that they are aware of labour rights and responsibilities. The team also negotiates with employers on behalf of UCEP Bangladesh to ensure minimum wage and other benefits, job contracts and other facilities as employees.
- Employment of graduates from

UCEP Polytechnic Institute: To promote Technical and Vocational Education, UCEP Bangladesh has established a Polytechnic Institute named UCEP Institute of Science and Technology (UIST), in 2015, with affiliation from Bangladesh Technical Education Board (BTEB). The institute offers 4 years Diploma-In-Engineering program in Mechanical, Civil and Electrical technologies. Out of 21 graduates from the first batch, 20 successfully graduated from the institute in 2019. 10 out of 20 graduates have already been placed in jobs and 3 of them have become entrepreneurs and the rest of them have stepped into further studies or searching jobs.

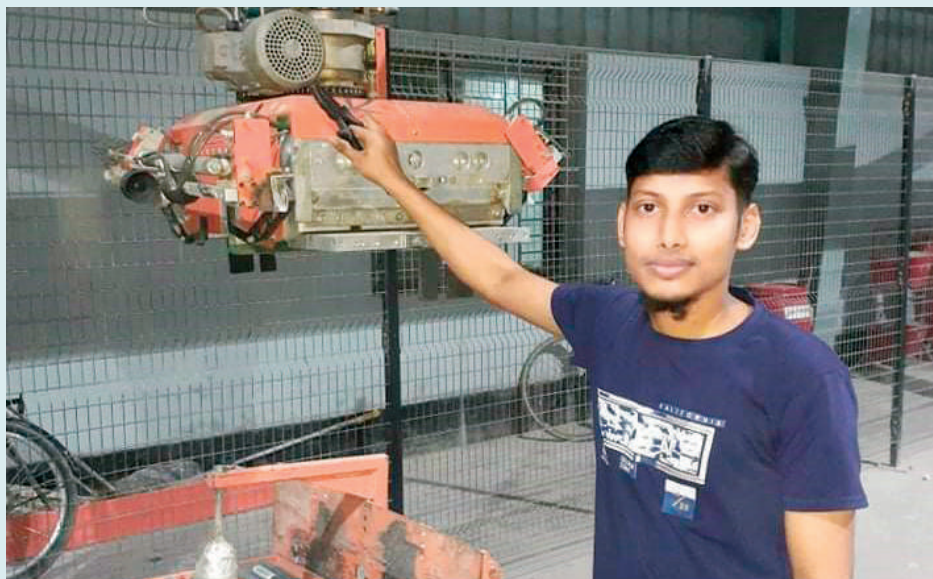
**The JP & DW component faced quite a number of challenges in 2019, the major being as follows:**

- Many industries have specific requirements in terms of physical fitness or height of employees, especially in labor-related positions. Trainees of UCEP Bangladesh are usually from poor and disadvantaged families and therefore suffer from malnourishment, stunting and other health-related problems which sometimes affect their

growth, height, strength, etc.

- Students, especially females, are sometimes unwilling to take up work far from their residences and are unwilling to leave their families even if dormitory facilities are available.
- Most industries have no dormitory facility for employees, especially females and PWDs which is a significant challenge.
- Trade-wise relevant jobs are not always readily available particularly in regions where the number of industries is less.
- Equipment and technologies in some sectors (like RMG, wood furniture) are changing rapidly, which must be addressed in the respective curriculum and training courses accordingly.
- The curriculum provided for training by various regulatory authorities sometimes lacks focus on production line or value chain requirements.
- The absence of minimum pay scale for the worker in most of the service, production and manufacturing sectors is a challenge that leads to a mismatch of salary expectation of the graduates and salary offer from the employer.
- Few trainees are not placed in jobs despite successful completion of training as they only get enrolled to learn the know-how of that particular operation or trade. They do not intend to land in a job after completing the course. Hence the percentage of employment often reduces.

## STORY OF **CHANGE**



### **Sincerity and determination have overcome poverty in Zubair's family**

Md. Zubair Hossain was born in Baya Palpara, Paba in the Rajshahi district. His father Md. Bablu Hosain is a vegetable seller and mother Selina Begum is a housewife. It was difficult for both the parents to bear all the expenditure of living as well as ensure education of Zubair, however, they made sure that he continues to study regardless of financial strain and burdened livelihood.

After passing class VIII Zubair got to know about different trades that UCEP Bangladesh offers. His keenness on developing skills along with education drove him to enroll in UCEP Rajshahi Technical School. He got admitted in the Machinist trade – a three months' course – under the ODFID project.

After the successful completion of the training, the Job Placement & Decent Work team of UCEP Rajshahi Region placed Zubair in Abul Khair Ceramics Industries Ltd., Baligaon, Kaligonj, Gazipur as an Assistant Technician. After working for quite a while there, he got a better offer from Star Ceramics, Hobigonj with a starting salary of BDT 11,500 monthly. Now, for his remarkable performance and sincerity in work, he got several promotions and currently drawing BDT 26,000 per month.

Zubair is happy to support his family and to be the reason behind the happiness of his parents. Zubair dreams big for the future. He plans to study in Bangladesh Open University and upgrade his career ahead. Zubair is thankful to UCEP Bangladesh to provide such an ideal platform to develop skills, as well as ensure jobs.

# SOCIAL ENTERPRISE DEVELOPMENT

Bangladesh is proceeding to attain an upper middle-income status and as a result, the country does not qualify for grants allocated for low income countries. Foreign investments for the social development sector have therefore reduced drastically in the last few years as these funds now head to other low-income countries.

The funds from the Department for International Development (DFID), UCEP Bangladesh's major donor, also has a fast-declining trend for its last phase (from 85% in 2016- to 15% in 2020) support. Managing this fund crisis has been one of the most critical challenges of the institution.

21 schools needed to be shut down since 2016 due to fund shortage, reducing UCEP Bangladesh's capacity to serve over 60,000 students annually to nearly half. Existing schools and workshops functioned underutilized. Staff needed to be reduced but on the other hand, competent staff chose to move on due to the uncertainty. The remaining staff struggled to maintain the institution's high standard of quality, let alone focusing on upgradation and innovations. Some initiatives for fundraising were taken i.e. establishing rental venues and setting up a polytechnic institute but these were not running well due to the lack of expertise of existing staff, who were mostly teaching staff, to run income-generating activities.

In the context, donor funding modalities had also changed, no longer making it possible for institutions like UCEP Bangladesh to apply directly to bi-lateral donor agencies. The government nor other stakeholders took any measures for the protection of national assets like UCEP Bangladesh which for decades had been providing complementary services to the government regarding the socio-economic development of the country. No strategies were taken nationally to ensure alternative funding mechanisms, bridging funds nor support organizational or institutional development or even develop capacity for competing for tenders. Guardians of non-governmental organizations (NGOs), like the Social Welfare Ministry, the NGOAB or CAMPE did not contemplate the consequences of such changes nor advocated for the protection of good performing NGOs or the continuity of their services.

While the existence of such institutions was being put at stake, the need for the services of such institutions remained extremely valid, as the country still has a poverty line of about 23% per annum. Though the capacity of the government has improved significantly, 3 million children remain out of school every year and the number of dropouts from primary and secondary school remains quite high. The government's mechanism for outreach or providing quality service

to the most disadvantaged or extreme poor remained a challenge.

In 2018, the Social Enterprise Development (SED) department was established in this backdrop, with the aim to assist UCEP Bangladesh transform from a fully philanthropic organization into a social enterprise, considering the critical need for the institution to decrease donor dependency and gradually grow towards sustainability.

SED focuses on developing various commercial models and provides business orientation to existing models so that necessary funds can be generated for investing in programme development and continuity. The department provides support to various academic focused enterprises of UCEP Bangladesh i.e.

- The UCEP Institute of Science and Technology (UIST), Dhaka.
- The A K Khan UCEP Private Polytechnic Institute (AKKUPPI), Chattogram.
- The Shaheed Khalek UCEP Textile Institute (SKUTI), Jatrabari.
- The UCEP School and College (USC), Rajshahi

The department manages commercial ventures such as:

- The UCEP Training Institutes (UTI) in Dhaka and Sylhet
- Cheyne Tower







It also explores opportunities to launch new commercial ventures. The challenge of the department is to balance between maintaining UCEP Bangladesh's identity and reputation as an institution geared towards serving the poor and underprivileged and the necessity to develop mechanisms for self-sufficiency.

In 2019, efforts were given to shape the Social Enterprise Development portfolio and strengthen the business models. Achievements were as follows:

- Business Plans were developed for the department and the ongoing projects.
- Studies were conducted to assess the feasibility of new initiatives.
- Departmental and staff's Annual Operational Plans were developed.
- Operational Guidelines, process and workflows were developed.
- The previous service failure of the UCEP Training Institutes in Dhaka and Sylhet were reduced to less than 5%.
- Through effective engagement with the target group and spearheading marketing activities, the Higher Technical Education portfolio (UIST Dhaka) achieved 100 percent enrollment in 2019-20 session. Majority of the students of the first batch of UIST Dhaka have also been placed in decent jobs. As UIST Dhaka enters its growth phase, the institute is preparing itself for expansion by adding four more technologies in 2020, upgrading its curriculum, classrooms and labs and stimulating more project-based learning opportunities for students.
- A MoU has been signed with Vaastukalpa Architects Ltd., which will provide design consultancy support to build a Resort & Convention Centre in Khulna. This social enterprise project is expected to be

convincingly income generating, the returns of which will be used for further programmatic and organizational development.

- Replicability is an integral part of SED department's strategy and as such the team is continuously looking for business replicability opportunities even in new geographical locations. There are proposals from a few social elites for donating their ancestral land so that they are also able to contribute to society through social good. The SED team explored the feasibility of these proposals. As a follow up of one such proposal, a TVET (Technical and Vocational Education & Training) Complex is being designed to be set up in Sujanagar, Pabna, on land donated by a local philanthropist. The project design is in progress and it is expected that the project will be launched in mid-2020 and will become the pioneering Technical Institute in North Bengal.
- Increasing visibility in Social Media Platforms was also another milestone achieved. Two official Facebook pages of UTI Dhaka and UTI Sylhet were launched and one official page of UIST Dhaka was revamped, which created a lot of attention on social sites for these businesses.
- Two among the three ongoing Social Business Programmes have produced surplus, the third venture made operational break even, thus steadily stabilizing themselves financially. Funds of the Social Businesses came in the form of revenues while the team formulated strategies and guidelines for financial aid and sponsorships for students, classroom and lab upgradation, thus allowing more room for viability and social impacts in the coming days.

Team members of the SED department participated in the

following events:

- "Role of Social Enterprises towards the Inclusion of Youth in Aquaculture Tourism in Bangladesh", organized by World Fish Bangladesh under FTF Bangladesh Aquaculture and Nutrition Activity project, on 20.11.2019.
- "Challenges with Startup Business Entrepreneurs", organized by Metropolitan Chamber of Commerce and Industry, Dhaka (MCCI) and Bangladesh Employers' Federation (BEF), on 17.12.2019.

Challenges are apparent in social enterprises; the key task is the day-to-day troubleshooting in existing operations. Most of the enterprises have limited resources (human, financial and technical). Given the different nature of each enterprise, each required separate and custom-made guidelines and work processes that best match their programmatic needs. The development process started in the later part of the year by preparing individual Operational Manual and Process Flow which helped these enterprises being guided properly.

In 2019, the 're-investment' or 'cross-investment' model between the social enterprises was introduced and piloted. It is expected that this capital investment model will help address the limitation of obtaining capital investment for startups.

The process of legal and enterprise formation has also started in consultation with an external Legal Advisor Firm to establish an appropriate governance structure for Social Enterprise Portfolio and to make the application of VAT and Tax laws suitable.

The programme nature from one enterprise to another varies to a greater extent which makes it challenging to provide customized business development needs to these businesses from a single

business unit. However, the SED department is trying to form sub-unit within the enterprises and train these subgroups with basic business management skills as needed.

The beginning period of the second polytechnic institute, the A K Khan UCEP Private Polytechnic Institute (AKUPPI), faced major difficulties particularly getting permission from Bangladesh Technical Education Board (BTEB). These were addressed and the permission process is ongoing. It is expected that the session of AKUPPI will begin in August 2020.

The UCEP School and College (USC) was designed to pilot a fully fee-based model but the results showed that the initiative was not cost effective and rather a risk to UCEP Bangladesh's reputation. The model was therefore discontinued.

Without having structured branding and marketing efforts, the social businesses will not be able to get enough traction in terms of volume of customers and revenue. The SED team hastened their communication with external



stakeholders and became flexible in doing business with clients, which helped the enterprises bring new clients and retain existing clients. Comprehensive marketing and communication plans were prepared for each enterprise, considering their nature of business, customers and geographical location. Some plans have already been implemented and the rest will be implemented in 2020 and onwards. To grow and thrive, some of the social enterprises need growth and investment capital. They also need space and time for piloting

interventions. Impact indicators are being identified and specific business cases are being made to make these enterprises fundable and attractive for investment.

- i. UTI Dhaka organized more than 220 workshops and training events for more than 35 govt. non-govt. and corporate clients.
- ii. Partnering with EMK Center, UTI was able to extend its training services on English Language Course.
- iii. The business was able to generate a 26 percent surplus.



UIST Volunteers showing the community members how to keep the environment clean and protect ourselves, our family and our neighborhood from Dengue



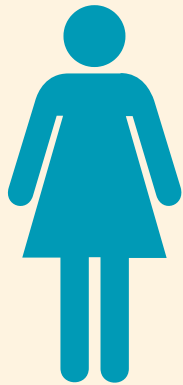
# REGIONAL ACTIVITIES HIGHLIGHTS

**18,250**

students  
received  
general  
education

**12,822**

learners  
received  
skills  
training



**332,897**

people reached in  
the community

**1,880**

Trainees received  
accreditation through  
Recognition of Prior  
Learning (RPL)

**92.30%**

Grade completion  
rate in  
UCEP General Schools



# REGIONS of UCEP Bangladesh

UCEP Bangladesh is operating in eight regions throughout the country: Dhaka North (Mirpur), Dhaka South (Jatrabari), Chattogram, Khulna, Sylhet, Rajshahi, Rangpur, and Gazipur. One Regional Manager is assigned in each regional office to look after the functions and activities of the respective General Schools, Technical Schools, Technical Outreach Centers, Training Institutes, RPL centers, and Polytechnic Institutes. Currently, the regional offices execute the operation in 10 different districts in Bangladesh.

The overall success of UCEP Bangladesh lies in the outcome of these eight regions. These entities ensure General and Technical Education for disadvantaged children and youth, as well as help in facilitating the learners/trainees to find decent jobs and self-employment and further providing training to employees of other organizations. All these are implemented, confirming the participation of females, persons with disabilities, people from ethnic and marginalized groups.

# UCEP DHAKA NORTH REGION

At present Dhaka, the capital city, is the country's central economic and political hub, generating at least one-third of the country's GDP. The economic development of Dhaka North since 1971 has been most impressive. It has a rich and growing upper middle-class population driving the market for modern consumers and luxury goods. As a result, the region has been experiencing rapid growth of industries and economic institutions in different sectors. On the other hand, people from different parts of the country are flooding to this region and work largely in the garments industries as unskilled labor and also involved in other low paid jobs. Hence, they cannot fulfill the demand of the industries. This large disadvantaged population needs assistance to become a skilled workforce and live with a better livelihood. To make these youth and disadvantaged groups skilled, UCEP Bangladesh is working in this region so that they can better contribute to the industrial sector and change their economic conditions as well.

UCEP Dhaka North Region started its journey in 1983 to make an important and significant role to the socio-economic development of the urban poor and disadvantaged people. The regional office is situated in Mirpur 2 at the same premises of the Head Office of UCEP Bangladesh. Following the organizational Mission and Vision,



One of the students of UCEP Bangladesh participated in the drawing competition

UCEP North Region has been contributing to eliminate illiteracy gradually from the urban slums, developing the socio-economic condition of the underprivileged group by providing Technical Vocational Education and Training (TVET) and job supports.

At present, the region is operating its program through six General Schools and one Technical School and one Technical Outreach Center at different locations of Dhaka North City Corporation.

UCEP Dhaka North Region provided education support to 4,052 students (53% girls, 4% PWDs) through its

General Schools. In addition, 3,063 students (31% female, 1% PWDs and 0.26% ethnic minority and others) youths and adults received training on 28 trade courses from Mirpur Technical School and two Technical Outreach Centers. After completing the TVET courses, 1,780 graduates (32% female) were placed in jobs and 494 (female 37%) were placed in apprenticeship in different industries, as their age was less than 18. In addition, 689 trainees (29% female) received Recognition of Prior Learning (RPL) service in 2019. 646 students appeared in the PEC exam and 1,240 students in the JSC exam in November 2019 from all the General Schools under this region.



The average pass rate in the PEC was 92.57% and in the JSC, 78.15%. Three out of six schools have also secured 100% pass rate in the PEC exam. Moreover, 93 students passed in the SSC (Voc) in three trades in 2019 with a rate of 98.94% and out of them, 88 students got A+ (Golden GPA 5). For its consistent and remarkable results for the last few years, the region has planned to open five new trades in the SSC (Voc) course from 2021. The region made significant achievement in ensuring the rate of attendance in General Education. The average rate of attendance of six schools was 93.22% in 2019.

One of the tasks of CWRA & SI team is to identify appropriate target groups for the education and TVET program. The team performs this job by organizing different community-based activities such

as community meeting, parents meeting, community events, etc. A total of 42,874 (46% female) community people were reached through those activities in 2019. In addition, the team also provided attention to enroll more Persons with Disabilities and ethnic minorities in the education and TVET program. With the assistance of the CWRA team, the Dhaka North Region has also worked strongly to maintain a safe and secure environment in the regional campus through training, orientation and awareness building initiatives. Through these initiatives, 230 staff (42% female) and 1,087 students (25% female) received training on safeguarding and protection issues. A gender assessment was conducted to identify the gaps in creating safe and child-friendly environment in the General and Technical Schools, where 110 (56% female) students

participated. The issues were addressed in the training. In addition, a total of 17,222 community people (female 56%) were reached through different marketing activities. 30 Child and Youth Council Members (female 50%) also received leadership development training in 2019.

The region had also taken different initiatives to observe and celebrate several national and international days and events in a notable manner throughout the year with the collaboration of the Head Office. Science Fairs were organized in all General Schools and students of the region participated in a discussion session on "Health and Hygiene" arranged by Shakti+ of Grameen Shakti.



Celebrating the success of UCEP Bangladesh scholars for their outstanding results in SSC Vocational Exam 2019.

# STORY OF **CHANGE**



## Ruliya Akter eyes new hope beyond early marriage

As Ruliya Akter walks her way towards the classroom along with her batch mates, there is an essence of anxiety and a quench of hope in her eyes that sets her distinct among the crowd. Known well for her sincerity and commendable performance, this young woman has a big story to tell.

Ruliya is a student of Cooking trade at UCEP Mirpur Technical School, Dhaka. She lives with her mother and nine siblings in Kafrul, near Mirpur. She lost her father at the age of seven. The struggle to afford daily bread for the family started from then onwards. The family did not have enough money or other source of income except their own property they were living in. Unable to bear the expenses of the whole family, Ruliya's mother decided to rent a portion of their house as a sublet to a partner and hence accommodate all her children and herself in one room. With this minute income her mother could hardly bear household expenses. Later, she let all her daughters' hands into early marriage to cut down the costs and Ruliya was also a victim of it when she was in Class X.

Ruliya was only 13 years old when she got married to a so-called tiles businessman – later found out that he was jobless. Her times at in-laws were of severe abuse and sufferings. She kept herself pinned under the sword as she knew the consequence of returning to her mother. Bearing this pain and torture for nine years, at one point Ruliya's husband left her. By this time, she became a mother of two children. Having no other way, Ruliya returned to her mother.

Looking at her children's future, Ruliya had inspired herself to do something better. She learned about UCEP Technical Schools and after exploring thoroughly Ruliya got admitted into the Cooking trade. Now, Ruliya is one of the top performers of the class and is recognized as a 'Perfectionist' among the trainers. She remains focused on learning and shows sincerity towards her tasks. Ruliya gives all credit to UCEP Bangladesh for providing a platform for a person who was stranded in the middle of the ocean. She knows her dreams are filling colors right now. Determined Ruliya states, "UCEP Bangladesh opened a new path to success and I know the upcoming steps will take me higher."

**100%**

**Pass Rate**

secured by  
3 out of 6 schools in  
the PEC exam

**88**

**Students**

got Golden  
GPA-5 in the  
SSC (Voc) exam

help to **learn** **earn!**  
skills to

# UCEP DHAKA SOUTH REGION

The remarkable socio-economic development of Bangladesh in the last decades has made the country eligible to graduate from being a Least Developed Country. To grow further, the country needs rapid and planned industrialization. The Dhaka South Region is a densely populated industrial area and has a huge impact on the economy of the country. Most of the laborers working in this industrial area are underprivileged and unskilled. UCEP Bangladesh has been working in this region to equip the underprivileged population as skilled workforce for the industries so that they can position themselves in decent jobs, improve their living standards and better contribute to the industrial growth of the region.

The UCEP Dhaka South Region started its journey in 2006 to serve the poor and disadvantaged people of the southern part of Dhaka City Corporation. The regional office is situated in Jatrabari, Dhaka is very close to Narayanganj district, which is one of the biggest industrial zones in Bangladesh and many people commute there to improve their livelihood, working in different industries.

Initially, the region started its program with seven General Schools and one Technical School. At present, the region implements its program operation with four General Schools and one Technical School.

The Dhaka South Region provided

education support to 2,121 children (51% girls, 6 % PWDS and 0.43% ethnic minority) through its General Schools. In addition, 1,717 (33% female, 3.78% PWDS and 3.15% ethnic minority and others) youths and adults received skills training in 11 trade courses from the Jatrabari Technical School, of which total 1,591 graduated in 2019.

By the efforts of Job Placement Team, 1,210 (female 39%) graduates were placed in wage and self-employment, of which 341 (female 25%) were engaged in self-employment after getting an orientation on entrepreneurship. 280 trainees (female 27%) were assessed through Recognition of Prior Learning (RPL) from Jatrabari Technical School.

305 students appeared in the PEC exam and 586 students in the JSC exam in November 2019 from the General Schools. The region secured a significant pass rate in JSC (83.28%), which is slightly higher than the Dhaka Education Board (83%). On the other hand, the average pass rate of the PEC was 90.82% and two schools out of four scored 100% pass rate in the PEC exam.

16,772 (female 45%) parents and community people participated in different types of awareness and student's mobilization activities organized by the CWRA & SI team throughout the year. The team was able to enroll 186 (5% of the total)

Students with Disabilities and 63 (2% of the total) ethnic minorities in 2019. The types and degree of disabilities of students were identified by using the Washington Group of Questionnaire, where the CWRA & SI team was involved as Assessor.

UCEP Dhaka South Region took additional initiatives to develop safe and secure environment providing training on safeguarding issues to 118 (29% female) staff (including service staff provided by vendors e.g. student bus drivers, security guards, cleaners, etc.) and 450 (44% female) students of the Technical School. In addition, a gender assessment was conducted to identify the gap for creating safe and friendly environment in General and Technical Schools, in which 80 (female 100%) students participated.

The region had also taken different initiatives to observe and celebrate 16 national and international days and events in a notable manner throughout the year. In addition, 25,533 (44% female) community people were oriented through mass awareness campaign for reaching more students in Education and Skills Training Program. On the other hand, 18 (67% female) Child and Youth Council Members received leadership development training with the assistance of CWRA & SI team. The region also carried out the following events:

- Organized a cleanliness program at school level with



the collaboration of a volunteer organization “BD Clean”.

- On 06 August 2019, the Dhaka South Region participated in a rally and an awareness program on Dengue and Chikungunya organized by Dhaka South City Corporation. Mr. Md. Aminul Islam, Deputy Secretary, Ministry of Commerce and Industry of Government of Bangladesh graced the program.
- The Dhaka Community Hospital provided health service (free medical checkup) for all students.
- Ms. Shapla Begum, the Thana Education Officer of Shyampur Thana was invited to attend

different school programs such as Annual Sports, Independence Day, Pohela Boishakh, etc.

- The students of Dhaka South Region participated in different activities and received prizes, organized by Azad Muslim Welfare Foundation.
- In addition, the region celebrated different national and international days and events where government officials, NGO personnel and local elites attended those events. All schools in this region had organized Annual Sports and Science Fairs separately in the first quarter of 2019 where local government and other influential

persons were invited.

- Students of the Dhaka South Region attended different competitions such as the Nutrition Olympiad, recitation competition and National Art Competition, etc.

A 5-days training on Safeguarding issues for all staff was organized. Renowned Human Rights activists, Chairperson of UCEP Bangladesh Board of Governor and the Executive Director of UCEP Bangladesh visited this training program. Advocate Alena Khan, Bangladesh Human Rights Foundation (BHRF) conducted a special session on this event.



Inauguration ceremony of UCEP-SIBL Skills Training Project 2019





## STORY OF **CHANGE**



### Early Marriage Could Not Halt Morium Akter Nipa

Morium Akter Nipa is the youngest of the two children of Ismail Biswas, a rickshaw puller and Roksana Begum, a maid servant. The poverty-ridden family used to live in Shariatpur. They all came to Dhaka in 2005 in search of betterment of their lives.

Nipa used to study in a Primary School in Lalbagh, Dhaka. Although she had a great interest in education, her father decided to give her marriage due to the financial crisis. On one hand, everyone was forcing against Nipa's will and secondly, she was not eighteen years old by then, the minimum legal age for marriage in Bangladesh. Helpless Nipa had no option but to get married to an immigrant labourer in Italy, Delowar Hossain, in 2018. Just a few days after marriage her husband and in-laws started torturing her mentally and physically for dowry. Two months later, Delowar left for Italy. Unable to bear affliction and mistreat from the in-laws, Nipa returned to her father's place. She says, "I had to come back to my father because they created pressure on me for dowry. Moreover, my husband wants a divorce from me."

Nipa's education had stopped since 2017. Returning to her family, she decided to continue her study and establish herself in a higher position. Her family yet did not encourage her. She tried to motivate her parents about the outcomes of education and that she wanted to bring about a change in her life. She got herself enrolled at Nazir Hossain Three Star UCEP School in Class VII. Besides being an attentive student, Nipa helps out weaker students in her class. Nipa dreams of working for women's rights and the importance of education for females. She also urges national and international organizations to take bold initiatives to stop early marriage in Bangladesh. Nipa does not want another girl to undergo the devastation she had to bear.

**100%**

**Pass Rate**

secured by 2 out of 4 schools in the PEC exam

**83.28%**

**Pass Rate**

secured by the UCEP students in the JSC exam





# UCEP CHATTOGRAM REGION

Hosting about 40 percent of the country's heavy industries and the second RMG heartland, Chattogram City has the potential to strengthen the national economy through traditional and emerging sectors like RMG, Tourism & Hospitality, Shipbuilding, Light Engineering, Furniture, Home Appliance and Steel. There are a lot of poor, disadvantaged and unskilled people working in these industries. Because of their skills gap, they are unable to move from low-paid work to a decent job and to better contribute to the economic development of the country. UCEP Bangladesh is working in the Chattogram Region to make the disadvantaged groups skilled so that they can fulfill the demands of industries as well as change their own economic conditions.

UCEP Bangladesh started the regional operation in 1980 with two General Schools in Ambagan and Motijharna area with only 350 students. In 1992, the program operation expanded by opening one Technical School. Now, the UCEP Chattogram Region provides service to about 7,500 underprivileged children, youths and adults each year through eight General Schools and two Technical Schools, comprising of 53% girls in education and 40% female in TVET, 5% Person with Disabilities (PWDs) and 2% ethnic minorities.



In addition, the region has been offering SSC (Voc) program under the BTEB since 2006.

Students of this institute have always achieved outstanding performance in public exams since its inception.

5,330 (girls 56%, PWDs 5% Ethnic 1%) students enrolled in 2019 against the set target 4,993. All schools of this region monitor the attendance of students and staff through Access Control Device and the average attendance rate was 95% during the reporting period.

From eight General Schools, 692 passed in the PEC exam with a rate of 97%, which was higher than the national average in 2019. In addition, 1,669 students passed the JSC exam in the same year.

2,176 (female 28%, PWDs 7%) students received skills training in 11 trades against the target of 2,155, of which 2,095 completed those courses. The rate of student attendance was 92.95%. In

addition, 265 participants received Recognition of Prior Learning (RPL) service from the Chattogram Technical School.

Trainees who graduated in December 2019 will get job placement within January – June 2020. The Job Placement team provided employment support to 1,379 graduates in 2019. Among them, 93% (above 18) engaged in decent jobs and 71% (below 18) engaged in apprenticeship throughout the year. In addition, the job placement rate for PWDs was also very significantly high in Chattogram Region. 116 (PWDs) graduated were placed in decent jobs.

The Child and Woman Rights Advocacy and Social Inclusion (CWRA & SI) program reached 136,336 (43% female and 7% PWD & Ethnic) people through community-based activities such as community meetings, sharing and awareness sessions, parents and elite meetings, community visits, etc.

The team provided more attention to enrol PWDs and ethnic minorities in the education and skills training program. Throughout the year, the team enrolled 5.38% PWDs and 1.25% ethnic minorities in programs.

UCEP Chattogram Region also puts emphasis on ensuring a safe and secure environment in the regional campus through training, orientations and awareness building initiatives, etc. As a part of these initiatives, 285 staff (32% female) and 1,093 students (33% female) received training on safeguarding and protection mechanisms. A gender assessment was conducted to identify the gaps for creating safe and friendly environment in General and Technical School, where 112 (93% female) students participated. 170,186 (47% female) community people were reached through different marketing activities and 141 (42% female) Child and Youth Council Members received leadership development training in 2019.

Chattogram Region forged new partnerships which helped to expand the programme.

**97% Pass  
Rate**  
secured by the  
UCEP students in  
the PEC exam

**11 Trades**  
on which 2,176  
learners received  
skills training

## STORY OF **CHANGE**



### There is no other way to establish without education: Maria Akter

Maria Akter dreams of becoming a Software Engineer and contribute to the country's development. Perhaps it appears easy for anyone to dream likewise. But for few, such dreams seem unattainable. Such is the case of Maria who lost her mother during childhood. She along with her two siblings had to move to her maternal grandparents due to her father's second marriage. Maria's grandfather is a security guard, while her grandmother works as a maidservant. From a very early age, Maria also assisted her grandmother as a maid.

Despite a profound desire for education, Maria could not study due to the precarious income of her grandparents. Maria understood that education is one of the most important child rights and she needs to study. Once, she came to know about UCEP General School and got herself admitted to A. K. Khan UCEP School, Chattogram in January 2015 in Class III without fees. Besides her work as a maidservant, she continued her studies there and passed the JSC exam in 2018. Later, she got admitted to SSC Vocational at A. K. Khan UCEP Technical School, Chattogram in Class IX in 2019. Currently, she is a student of Class X.

The girl, who against all odds once only desired to study a little, now hopes to complete BSc. Engineering. Meanwhile, she does private tuition to cover her educational and personal expenses. She believes that there is no other way to establish oneself without education. Thus, she inspires children in her community to get enrolled in UCEP Bangladesh and become self-dependent.

# UCEP RAJSHAHI REGION

Rajshahi is an important administrative division of Bangladesh prevalent with significant educational, cultural and business activities. This land across the alluvial plains of the Padma River is also famous for producing silk and high-quality mango. On the other hand, the land is characterized by its cheap labor force and heavily dependent on agriculture. As a result, the monthly household income is very low with very low industrial growth. Most of the industries are based on jute, textile, sugar, pharmaceutical, food processing and mango. Investment in the industrial sector is gradually increasing in the region which contributes to the field of its employment generation. To run these industries smoothly, skilled labor force is essential. There are a significant number of ethnic minorities in Rajshahi who are mostly dependent on low paid and low skilled work. Different NGOs are working with them to improve their socio-economic condition. UCEP Bangladesh has also been working with these groups for a long time to provide them with education and skills development opportunities.

UCEP Rajshahi Region started its journey with five General Schools and one Technical School in 1994 to make an important and significant role to the socio-economic development of the urban poor and disadvantaged people.

At present, the region is implementing programs through three General Schools and one Technical School. The UCEP Rajshahi Technical School has two Technical Outreach Training Centers at Tikapara, Rajshahi and Sariakandi, Bogura. Both centers have residential facilities. UCEP Tikapara City Corporation School focuses on ensuring the skills training of ethnic minorities in a successful partnership with the Department of Women Affairs (DWA), providing training support since 2014. The UCEP Rajshahi Technical School is accredited by the Bangladesh Technical Education Board (BTEB) for SSC (Vocational), Recognition of Prior Learning (RPL) and Registered Training Organization (RTO) programs.

The UCEP Rajshahi Region provided education to 1,411 children (42% girls, 5% PWDS and 1% ethnic minorities) through its General Schools and provided TVET to 1,709 youths (42% female, 3% PWDs and 11% ethnic minorities and others) through its Technical School and two Technical Outreach Centers. After completing the TVET courses, 1,029 (female 43%) graduates were placed in Decent Jobs in industries in 2019 in different industrial zones of the country as the scope for getting local level Decent Job opportunity is very low in Rajshahi. 128 (girls: 17) students received technical education under the SSC (Voc) program. The Technical School also

provided RPL assessment to 140 youth who had practical skills but no formal certification.

In 2019, 311 students appeared in the PEC exam and 426 students in the JSC exam from General Schools. The region secured a significant pass rate in the JSC examination (95%) which is more than the Rajshahi Education Board. On the other hand, the average pass rate of the PEC examination was 74%. One of the schools made significant achievement (95% pass rate) in the PEC exam.

61 students passed in the SSC (Voc) exam from two trades in 2019 with the pass rate of 100%. 35 students earned A+ (golden GPA 5). Having a consistent success rate for the last consecutive years, the school received approval from the government to open a new trade on Computer Operation from 2020.

The region has significantly maintained the attendance (93%) and dropout (4%) rate as per target through the huge number of student engagement in different co-curricular activities.

In 2019, 17,470 (53% female) parents and community people participated in different types of awareness and student's mobilization activities organized by the Child and Women Rights Advocacy (CWRA) & Social Inclusion (SI) team. Through assessing the types and degree of



disabilities by using the Washington Group of Questionnaire, the team has included total 102 (4%) students with disabilities in the programs. In addition, 186 (11%) ethnic minorities received education and training throughout the year.

UCEP Rajshahi Region emphasized promoting a safe and secure environment in schools providing safeguarding training to 125 (31% female) staff (including staff hired from outsourcing) and 398 (38% female) students of the Technical School. The region also organized and celebrated different events in line with the Organizational Annual Event Calendar 2019.

As a new initiative, the CWRA & SI team formed partnerships with two Disability focused Organization and one Safe Home in Rajshahi for providing training to adolescents. 10 trainees from the Safe Home,

who were accused of different delinquencies received 6 months vocational training in ISMO trade under the security protection of the local police. After completing the course successfully all of them were placed in jobs in a reputed industry in Dhaka.

The region celebrated different national and international days or events where government officials, NGO personnel and local elites attended as guests. All the schools organized Annual Sports and Science Fairs separately within the first quarter of 2019 where local government and other influential persons were invited.

The Rajshahi regional team participated in the following events:

1. A dialogue session was held between youths & employers, organized by UCEP Rajshahi

Region on 25 August 2019. The topic was "Opportunities & Barriers of Skills Development & Employment for Youths".

2. An advocacy meeting was organized by UCEP Rajshahi Region on 21 November 2019. The topic was "Advocacy Meeting for Inclusive development for Persons with Disabilities".
3. A "Dialogue for Employment of Youths" was organized by the Village Development Center (VDC) and UCEP Bangladesh on 23 April 2019.

An Employers Committee meeting was organized by UCEP Rajshahi Region on 01 December 2019. The meeting focused on the role and responsibilities of the Employers Committee to develop the UCEP Bangladesh graduates as entrepreneurs.



"Advocacy Meeting for Inclusive development for Persons with Disabilities" organized by UCEP Rajshahi Region on 21 November 2019





**35**  
**Students**  
got Golden  
GPA-5 in the  
SSC (Voc) exam

**95%**  
**Pass Rate**  
secured by the  
UCEP students  
in the JSC exam

উন্নয়ন  
সহায়তা  
প্রদান  
করা

## STORY OF **CHANGE**



### Raju Ahmed: Once deprived of education, now a Teacher

Raju Ahmed is the youngest among the six siblings who lived in Chhotobonogram, Uttorpara of Rajshahi District. His father is a painter by profession and the mother looks after the house. Being the only earner Raju's father always witnessed an unforeseen family crisis that depleted their livelihood. Hence, ensuring education for all the six children was uncertain for him.

One day Raju got to know about UCEP Bangladesh General School from his friends. He immediately informed this to his father, who made no delay and came to the school to know more about the curriculum that UCEP Bangladesh follows. Perceiving all information Raju was eventually enrolled at UCEP Chhotobonogram City Corporation School. Raju successfully passed Class VIII and then got admitted at the SSC (Vocational) from UCEP Rajshahi Technical School. His remarkable result motivated him to step up higher. He earned Diploma in Engineering in Electrical Technology from Popular Polytechnic Institute, Rajshahi. Meanwhile, he decided to take teaching as a part-time profession besides studies. He opened a coaching center named 'Satota Private Coaching Center'. This small attempt turned out to be a big success in Raju's life. As he gained popularity as a teacher locally, the coaching center resumed expanding.

With the success of the coaching center, Raju then focused to practically implement his area of interest (Electrical technology) and contribute therein. With this plan, Raju opened 'Satota Electronics' shop – an electronic items sales and servicing outlet. Thereafter, Raju formed a Mrittika Consumer Goods Samobai Samity and recently he established Bangladesh National School and College. There is no brake for Raju. With his popularity as a teacher and then as a businessman Raju now earns above BDT 30000.00 monthly. He is happy to contribute to the family as well as society. Raju said, "It's all because of UCEP Bangladesh that I could establish myself and bring smiles on hundreds of faces among my students. Once I thought I would remain illiterate and now the society deems me as a teacher. I want to remove poverty and establish social inclusion, which is one of the principles of UCEP Bangladesh."



# UCEP KHULNA REGION

Khulna is one of the eight divisions located in the south-west region of the country where different industries have been growing in recent years. Being a divisional city, good communication and availability of raw materials help to develop the industries in Khulna. The Padma Bridge, Rampal Power Plant will also affect the economy of Khulna. The region has an Export Processing Zone (EPZ) to contribute to the national economy through the large and medium industries, especially the jute manufacturing industries, fish and seafood packaging, food processing, sugar mills, power generation and ship building. These industries require a lot of skilled workforces but most of the laborers work here are unskilled. UCEP Bangladesh is working in Khulna Region to transform them into skilled workforce so that they can equip themselves according to the demands of the local industries.

The UCEP Khulna Region was established in 1982 initially with two General Schools, in 1993, one Technical School, the UCEP Mohsin Khulna Technical School was established. At present, there are five General Schools, one Technical School and one Outreach Center in Barishal under the Khulna Region.

## **Barishal Outreach Center:**

Barishal city stands on the Kirtankhola river which is one of the largest river ports in Bangladesh. It is a city of nearly 0.38 million people and a divisional headquarter. A

medical college, a cadet college, some pharmaceutical industries, textile industries and Bangladesh Inland Water Transport Authority's Head Office are situated there. Barishal is a rice-producing center of Bangladesh as well. It is also famous for betel leaf. Agricultural products, Hilsha fish, medicine and cement are exported from here. Within a decade, Barishal division is expected to be turned into one of the largest economic zones of the country. The government has started the works for the development of Barishal division including the Payra seaport. Once it is operational, the Payra seaport will be the third seaport in Bangladesh.

In 2007, UCEP Bangladesh expanded its operation initially with two General Schools in 2007 with a full regional setup namely as "Barishal Region". After one year in 2008, two more General Schools and one Technical School were added to its operation. But during this time, many organization (GOs and NGOs) started providing stipends for the education of their students and therefore the availability of eligible students declined for UCEP Bangladesh. Donor funds also decreased with the pulling out of DFID, UCEP Bangladesh's major donor. All the General Schools were closed by December 31, 2016 due to resource constraint, market demand and alignment with the organizational strategy. However, since the demand for technical education was still high in the region, from January 2018, the Barishal

Technical School began operating as the "Barishal Technical Outreach Center" under the Khulna Region.

In 2019, 1,981 (girls 47%) students were enrolled in five General Schools in Khulna. 309 (girls 47%) students appeared in the PEC exam and 625 (girls 46%) appeared in the JSC exam in 2019. The pass rate of both the exams was 74% and 84% respectively.

In 2019, the UCEP Khulna Region provided TVET and Skills Development training to 1,595 youth and adults (42% female, 5% PWDs, 2% ethnic minorities) in 16 market-driven courses through its Technical School and Technical Outreach Center.

Barishal Technical Outreach Center of Khulna Region provided TVET and Skills Development training to 1,167 youth and adults (40% female, 5% PWDs, 2% ethnic minorities) in eight market-driven courses through one Technical School and two Outreach Centers.

The Khulna Technical School, on the other hand, offered SSC (Vocational) education in two trades. 194 (female 31%) students received SSC (Voc) education of which 56 students (female 50%) appeared in public SSC Vocational exam. The pass rate of the SSC (Voc) exam was 100% of which 49 students secured GPA 5 (A+).

The Job Placement team provided job placement support to 1,108 (female: 45%) age-appropriate skills

graduates, who completed training in the Khulna Technical School with a rate of 88%. In addition, the Job Placement team of Barishal also offered jobs to 724 (female:38%) graduates with the rate of 94% during this reporting period.

UCEP Khulna Region organized different events in 2019 for community mobilization, where 28,169 (female 50%) people were reached through meetings, workshops and other events like-street drama, video documentary sharing, celebrating national and international days, etc. by the involvement of CWRA&SI team.

The team was able to include 176 (4%) Students with Disabilities and 71 (2%) ethnic minorities in programs in 2019. The team organized training for 188 (19.14% female) staff on safeguarding and protection issues. In addition, 388 students (52% female) of the Technical Schools received training on child protection and safeguarding for awareness raising in 2019.

Community campaign is one of the important activities of the CWRA&SI team for creating mass awareness among the local communities, where 42,926 (61% female) people were reached through marketing activities.

For addressing the gender issue and female enrollment, staff training was one of the main initiatives for ensuring gender equality in UCEP Khulna region. As a part of a gender-friendly environment, gender assessment was taken place where 120 (50% female) participants participated in this assessment process.

The following activities were carried out by UCEP Bangladesh's Khulna Region including its Barishal Technical Outreach Center:

- Ms. Monisha Ahmed, Executive



Celebrating International Girl Child Day 2019

Magistrate, DC's Office, Barishal, visited UCEP Barishal Technical School.

- Engr. Shahadat Hossain, Coordinator (M&E) of AEOSIB Project took a motivational class in the Electrical Trade.
- Dr. Engr. Md. Ruhul Amin, Principal of Barishal Polytechnic Institute visited UCEP Barishal Technical School to encourage students.
- The UCEP Khulna Region arranged
  - a special team building workshop at Karamjal in Sundarban
  - a training for all staff on safeguard and other issues. As a result, they show positive attitude and behave to the students.
  - a special meeting for all staff to reduce the mental stress for job security and sustainability of UCEP Bangladesh.
- In Barishal Technical Outreach Center, Mr. Md. Salim Tarique,

Head of Technical School, Barishal, participated in the NGO Co-ordination Meetings in the DC Office, Barishal.

The UCEP Khulna Region observed all the national and international days namely – the International Mother Language Day, Independence Day, National Children's Day, World Women's Day, International Literacy Day, World Environment Day, etc. Besides, the UCEP Khulna Region organized Annual Sports at every General and Technical Schools. These programs were published in local newspapers such as the Daily Purbanchal, the Daily Probaha, the Daily Tathya, etc. International Youth Day event and the Inauguration of Cleanliness Campaign news were published at the Daily Amader Barishal, the Daily Biplobi Bangladesh, the Daily Aajkaal, the Daily Sokaler Barta. News about 'Meeting with Employers Committee' was also published at the 'Daily Aajker Barta'.

**49**  
**Students**  
got Golden  
GPA-5 in the  
SSC (Voc) exam

**84%**  
**Pass Rate**  
secured by the  
UCEP students  
in the JSC exam



## STORY OF **CHANGE**



### Tasfia Fatema: Rescued from Prostitution, Dreams to be an Engineer

The cheerful face of the 16 years old girl Tasfia Fatema does not reveal the scars she bears inside. Born in a neglected community in Banisanta under Mongla Upazila, Khulna where the village took prostitution as a tradition, Tasfia does not know who her father is. Her mother, being a prostitute herself, did not pay much attention to young Tasfia. Moreover, she forced Tasfia to have sex as this is the only income source in their village.

Fortunately, when Tasfia was 5 years old, a private development organization rescued her from the village and took up the task of raising her under the Food Feeding Project. They ensured her education till class VIII. She was then enrolled in UCEP Mohsin Khulna Technical School under SSC Vocational program. By this time, Tasfia returned to her mother to bring her back to normal life. Instead, she insisted Tasfia again to become a professional sex worker. Tasfia tried everything possible to take her mother away from this profession. The courtesan of their community did not allow her mother to leave. Realizing she might fall into the trap again, Tasfia left the village herself without her mother.

Tasfia dreams of a beautiful and happy life. Her aim in life is to study well and become an engineer. Tasfia urged there are many girls like her in brothels who have similar dreams and are counting days to return to a decent livelihood. She seeks support from all to free away those girls and give them a stable life.



# UCEP SYLHET REGION

The economy of Sylhet Division is the third largest in Bangladesh and is seen as the future economic engine of Bangladesh due to its vast economic prospects. The region is home to the world's largest tea plantations where a large number of people are engaged with the tea and other industries. The socio-economic condition of the tea workers is extremely poor and vulnerable with insignificant rights and living standards. There are also many disadvantaged groups working in different small industries for their livelihoods but unfortunately, they are not able to contribute much because of their lack of required skills. UCEP Bangladesh is working in the Sylhet Region to strengthen the skills of disadvantaged groups so that they can change their economic conditions and contribute to the national economy.

UCEP Bangladesh had started its program at Sylhet in 2008 with four General Schools and one Technical School. At present, Sylhet Region is operating two General Schools, one Technical School & two Technical Outreach Centers and one training institute namely the UCEP Training Institute (UTI).

UCEP Bangladesh has created a positive impact on the mindset of the local people. 1,021 (56% girls) students continued General Education against the set target of 950, and 995 (female 47%) enrolled in vocational skills training program

against the set target of 965. The achievement of female participation in both General Education and Skills Training was quite remarkable despite having the social conservativeness of the region. The regional program was also able to provide services to Persons with Disabilities (average: 3.33%; General Education: 3% and Skills: 5%) and ethnic and other minorities (average: 2.5%; Education: 2.25% and Skills: 3.32%). Although Sylhet is not an industrial area, an outstanding performance was shown in the area of Job Placement where 90% of the graduates were placed in jobs.

In two General Schools, 65 (51% girls) students passed in the PEC examination with the rate of 81.25% and 367 (51% girls) students passed in the JSC exam, where the average pass rate (91.29%) is very close to the national average (93%) in 2019. In addition, 56 students appeared in the SSC (Voc) examination and the pass rate was 96.42%, of which 49 students got GPA 5 (A+).

Moreover, the region has also managed to keep the attendance rate of 94% and dropout rate limited to 4% within the set target in the reporting year.

81 (female 15%) staff and 245 (female 38%) students of UCEP Sylhet Technical Schools received training by the CWRA team on Safeguarding and Protection for creating a safe and secure

environment in the organization.

The Child and Youth Council members work as a Child/Youth leader of their respective schools. To develop the leadership skills of this group, the CWRA&SI team provided training to 43 (female 51%) Council Members this year.

19,591 (55% female) community people were reached through different types of community related activities throughout the year.

The regional office raised some operational costs as per target through sponsorships and other sources.

In 2019 there were some challenges like shortage of staff in different positions, quality of education, enrollment of female, persons with disabilities, ethnic minority student/trainees, meet different requirements of trainees for different projects, enrollment of trainees with and without stipend in the same trade and same period.

Despite having the challenges, the region was able to overcome these by strengthening mobilization activities, expand catchment areas and target groups, provide extra efforts for enrollment, engaging teachers and instructors, improve the quality of learning by integrating structure and systematic co-curricular activities with regular programs, engage contractual staff

and render close monitoring and supervision for them, etc.

Memorandum of Understandings were signed with Green Disable Foundation and SoS Shishu Palli, regular coordination was maintained with the UNO, DC's office and other relevant stakeholders. National and international days observed in Schools and participated in government and other NGO organized programs.

Students of UCEP Ghashitola School participated in a parade and display competition in Sylhet stadium and secured 5th position among 35

renowned schools in Sylhet.

The regional office organized:

- an awareness session for students and staff on "Using mobile phone and other radioactive devices have negative impact on health".
- a program for students on vaccination to prevent various diseases.
- a team building and capacity development workshop to make the staff aware of their job responsibilities.
- training on safeguarding issues for all staff of Sylhet Region.
- a cleanliness campaign in General Schools, Technical School and Sylhet regional complex by students to prevent dengue.
- periodic medical support (treatment) from "Surjer Hashi" Health Center for students of the Technical School
- a Fresher's Reception in the General and Technical Schools.
- events to celebrate the brilliant results of the SSC (Voc) students.
- Boishakhi Utsob on 01 January 2019 through some cultural programs.



**49**  
**Students**  
got Golden  
GPA-5 in the  
SSC (Voc) exam

**91.29%**  
**Pass Rate**  
secured by the  
UCEP students in  
the JSC exam

! **বিশ্বাস**  
**সফল**  
**কাজ**  
**করুন**

## STORY OF **CHANGE**



### Trishna pursuits to transform the condition of women

In an exploitive society where disability is considered a hindrance, growing up was quite ignominious for Trishna Biswas. Born in a poor family of five members in Moulovibazar, Sylhet, Trishna had severe vision impairment since her childhood. Her father is a landless farmer, while her mother took care of their home. Due to financial constraints Trishna never received any treatment and her vision persistently resumed to deteriorate.

Despite that she went to school and remained attentive as much as possible, however Trishna was considered discrete among her friends, classmates and teachers. Apart from contending from teasing and feeling burdensomeness, Trishna never experienced the elation of participating in a sport or attending a cultural event. Things as such grieved and desolated Trishna, however, it could not derail her from studies. She was determined that once she completes her studies, she would learn technical skills. After snaking a thorough research on a number of training institutes, Trishna sorted UCEP-Hafiz Mazumdar Sylhet Technical School to be the best option for her considering the quality of training on skills development it offers and the opportunity it opens for job placement after successful completion of the courses. She got admitted in the Machinist trade in 2018.

After completing the courses, Trishna was offered a job of an Assistant Operator at Pran-RFL Group at the beginning of 2019. She grabbed the offer with a starting monthly salary of BDT 5,300.00. Within this short period, Trishna proved to be a remarkably proficient and skillful employee and convinced by her output her employer currently pays her BDT 8,000.00.

Trishna is trying her best to assist her family with the income she gets. She is determined to uplift the condition of her family. "UCEP Bangladesh opened a new chapter in my life at a time when I was vulnerable and being neglected in the society. I want to transform the condition of my family and in the future, I want to do something for the girls who are considered a burden in the family," the powerful voice of Trishna utters.



# UCEP RANGPUR REGION

Rangpur is situated in the northern part of Bangladesh. The majority of people who live here are poor and unskilled. Seasonal employments, lack of income source or low income are the common income generating features of Rangpur. But Rangpur is slowly transforming into a growth zone due to a rapid expansion of farm and non-farm activities in the last decade. Since 2003, Rangpur, has seen a rising number of economic units and households that have non-agricultural economic activities such as cottage industry, shop or workshop in or within their premises. The number of permanent economic establishments also grew fast in this division. Uttara Export Processing Zone (Uttara EPZ) - Nilphamari has created job opportunities for more than 10,000 people, according to Bangladesh Export Processing Zones Authority. Government and many national and international development organizations have undertaken special skills development programs for many years to address and improve the poverty of the Rangpur Region. Massive social safety net programs (SSNPs), skill enhancing training for youths, microcredit and various allowances and other assistance and cooperation of NGOs, donor agencies and development partners helped significantly to reduce 'monga'- the yearly cyclical phenomenon of poverty and hunger in Bangladesh. However, industrialization in the region is still in its nascent stage. Many of the economic units that

have grown in the region are involved in informal activities. Most females prefer to do jobs in garment industries and males are involved in low paid jobs. Most of them are uneducated and unskilled thus they cannot fulfill the demand of the industries. UCEP Bangladesh is working in Rangpur Region to make these youth and disadvantaged groups skilled and competent for the industrial demand.

UCEP Rangpur Region started its journey in 2010 with a mission to increase the socio-economic condition of the poor and underprivileged people through its four General and one Technical School.

1,014 children (37% girls) received education from the General Schools. The Technical School has provided training to 1,527 youths (46.36% female) through 11 different trade courses in 2019. After completing the vocational training courses 1,037 (female: 46%) were placed in jobs in different industries throughout the country as the scope of decent jobs at the local level is very limited. 15,360 (50% female) parents and community people were targeted to be reached through in different types of awareness building and student mobilization activities organized by the CWRA&SI team throughout the year.

160 students appeared in the PEC exam and 254 students in the JSC exam in November

2019. Despite having numerous difficulties, students made significant achievement in the PEC exam with an average pass rate of 93.13%. On the other hand, the pass rate in the JSC exam was 77.95% against the national average of the respective Education Board being 84%. The Technical School provided Recognition of Prior Learning (RPL) assessment services to 250 youth who had practical skills but no formal certification.

34,248 (female: 50%) parents & community people were reached through advocacy and social inclusion activities. As a result, the region has managed to achieve the target of 37% girls in education, 50% female in skills training and inclusion of at least 3% PWDs in programs. Students with Disabilities were assessed on the level of degree of impairment by using the Washington Group of Questionnaire in this region. Among the eight regions, Rangpur was in the second top position (09%) to include ethnic and other minorities in the education and skills training program.

UCEP Rangpur Region took some initiatives for promoting the safe and secure environment in program operation areas through developing the capacity of staff and learners. 81 (26% female) staff and 314 (39% female) learners participated in such sessions. 33 (48% female) Child/ Youth Council members received capacity development training on leadership.

Various activities and events were organized by the Rangpur Region as follows:

- UCEP Bangladesh participated in a rally and placed flower wreath at the central Shahid Minar along with other GOs and NGOs on International Mother Language Day
- Rangpur Metropolitan Police Commissioner (DIG) participated as the Chief Guest in the "Annual Sports" event organized by the General Schools.
- A sharing meeting with youths, employers & different stakeholders was organized on the occasion of International Youth Day 2019 at the Rangpur Chamber of Commerce &

Industry Office.

- UCEP Bangladesh's Rangpur Region students participated in a cultural program "Ki Anando-Kishore Alo" organized by Prothom Alo, Rangpur Division on 11 October 2019 at the Rangpur Zila School premises.
- UCEP Bangladesh's Rangpur Region participated in the Human Chain Program at the celebration of 15 Days of Activism against Gender-Based Violence 2019.
- Students participated in different co-curricular activities e.g. drawing, poem recitation and essay writing competitions in different events.
- Training on Leadership Management for Child Council

& Youth Council Members arranged on 26 December 2019 at the Rangpur Region.

- Street Dramas were organized on 16 & 18 December 2019 at Tatipara & Sigaret Company, Rangpur to motivate the parents and community people for their children's education.
- Four teachers of the General Schools participated in the subject-based training on Mathematics held in Rajshahi organized by UCEP Bangladesh.

Follow up activities were arranged for the graduates to build up relationship with the industries and to increase the retention of graduates in the job.



UCEP Bangladesh's Rangpur Region students participated in a cultural program "Ki Anando- Kishore Alo" organized by Prothom Alo.

help to **learn** **earn!**  
skills to

**93.13%**  
**Pass Rate**  
secured by the  
UCEP students in  
the PEC exam

**11**  
**Trades**  
on which 1,527  
learners received  
skills training

## STORY OF **CHANGE**



### **Raju Roy: Comes from a social excluding community, dreams of a new horizon**

Raju Roy is one of the six siblings who lives at New Jummapara Sweeper Colony in Rangpur district. His father Mohabir Roy works as a sweeper under Rangpur City Corporation and his mother is bed-ridden due to mental illness. Mohabir is the only breadwinner of the family consisting of ten members, along with Raju's grandparents. The family bears enormous sufferings due to poverty, lack of health care services and access to basic needs such as clean water, electricity, gas, etc.

Excluding everything else, on a particular day when Raju's family had enough food for the family, that was their contentment. As Raju and his siblings were growing under the threat of illiteracy, a Community Mobilizer from UCEP Bangladesh extended support towards them. Raju being the eldest among them got enrolled in the UCEP-Rangpur Poursava New Jummapara School, which is now known as KIK UCEP Rangpur City Corporation School. After completing his General Education (Grade VIII), he progressed further in quest for a Graduation degree. Raju has been a trailblazer in his community being the only person to complete Graduation. Currently, he is eyeing on acquiring a Masters' degree and getting a decent job.

Besides his studies, Raju is relentlessly working to provide education to the small children in his community for free. According to Raju, "UCEP Bangladesh helped me to get educated without a penny. There is a taboo in our community that parents do not offer their children education due to poverty. I want to establish the model of free education among the children here and want to spread the vision that UCEP Bangladesh aspired me to see."



# UCEP GAZIPUR REGION



In the last two decades, Gazipur has experienced a dramatic expansion in small and medium level industries, particularly in the garments and textile sector, which has a significant impact on the economy of the country. Targeting the industrial demand, a large number of disadvantaged people have been coming from different districts of Bangladesh as migrant workers. Most of the migrant workers come as unskilled labor and are disorganized. UCEP Bangladesh is working in the Gazipur Region to transform such people into a skilled workforce so that they can efficiently contribute to the growth of the industries and improve their economic conditions.

UCEP Gazipur Region started its operation with five General Schools

and one Technical School for urban underprivileged children and youths in 2008. At present, the region implements its program with two General Schools, one Technical School, three Technical Outreach Centers and two Community Learning Centers (CLCs).

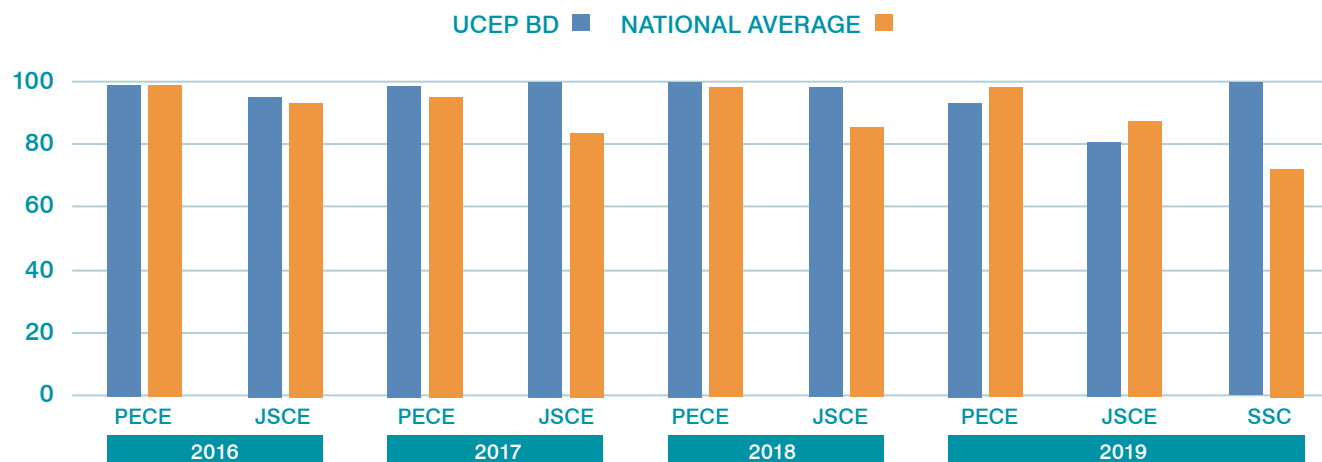
2,640 (female 61%) students/trainees including 112 Persons with Disabilities (PWDs) received education and training from these institutes. 160 students received pre-technical education, 320 were assessed by Recognition of Prior Learning (RPL) services, 103 graduates/trainees received entrepreneurship development training and 79 welfare/compliance officers of RMG industries received professional training on Workplace

Wellbeing Management (WWM). 3,199 children, youths and adults received services from UCEP Gazipur Region.

1,021 students (female 56%) enrolled in two General Schools: UCEP-Tongi Purasova Kalabagan School and UCEP-Kashimpur School in 2019. Both the schools were able to attract the community's attention for their outstanding results in the public examination in the last four consecutive years in comparison to the national average.

The results comparison between UCEP Gazipur Region and national average of public exams is given below:

## RESULT COMPARISON BETWEEN UCEP BANGLADESH AND NATIONAL AVERAGE



The Gazipur Technical School offers seven TVET courses for 2 - 9 months' duration including 06 National Technical and Vocational Quality Framework (NTVQF) - Level 1 & 2 with industrial attachments, Recognition of Prior Learning (RPL) services, Entrepreneurship Development Training and professional training on WWM course.

UCEP Gazipur CWRA&SI team took different interventions like ensuring community & stakeholders supports for mobilization, campaign & partnership building, and enhancing social inclusion of disadvantaged youth into UCEP Bangladesh's programs. The major achievements in 2019 were:

- Female participation increased in all interventions i.e. 56%



in General Schools, 61% in TVET and 58% in Decent Job Placements.

- 13,232 people (female 59%) participated in different awareness events/meetings.
- 39 meetings were conducted at communities and schools and 10 national/international days were observed throughout the year.
- Different steps were taken to enroll PWDs in all interventions. As a result, 61 new PWDs were scout enrolled in education and skills training in 2019.



The Job Placement and Decent Work team provided support for both wage (90%) and self-employment (10%). The team also provided entrepreneurship development training and facilitated in creating



linkages with financial institutions for those graduates who are interested to be entrepreneurs.

1,254 (female 58%) graduates were placed in decent jobs of which 1,143 were in wage employment (91.14%) and 111 in self-employment (8.86%). The team also monitored the employed graduates to ensure their retention in jobs, wages and safety & security in their working environment. During the reporting period, 2,024 students/trainees received career guidance from the Job Placement team.

In 2019, UCEP Gazipur staff attended different meetings, workshops, events and training.







Initiatives undertaken to keep pace with the technological changes. Approximately 65 percent of today's children will work in jobs that do not yet exist, jobs that will require a new suite of technical and soft skills (Source: World Economic Forum 2016). Rapid advancements in technology are largely responsible for this shifting landscape. It has been observed that majority of industries, products, processes and services are undergoing constant

change, and new occupations are emerging. Traditional models of TVET will be inadequate in preparing workers for a constantly evolving labor market. As a training service organization, it would be difficult to upgrade the training machineries with rapid changing of technology. To introduce the students with modern machineries, schools are using ICT for learning demands in TVET teachings and improving the quality of work-based learning

experiences. However, we have added following equipment in our training workshop considering labor market demands.

- MIG equipment at Welding Workshop
- Image Setter Machine at Apparel Screen Printing Workshop
- Induction Motor and Star-Delta Starter at EIM Workshop



Team Building Workshop 2019 in Gazipur Region

## Female Participation Increased

**56%**  
in General  
Schools

**61%**  
in TVET

**58%**  
in Decent  
Job Placements



## STORY OF **CHANGE**



### Farzana Faria: The Deprived Girl Now Educating Others

Farzana Faria was born in a poor family in Narshingdi. She was the third child of her parents. His father was a rickshaw puller while her mother looked after their home. As it was difficult for her father to meet the expenses of the family by pulling a rickshaw, Farzana and her siblings never went to school. One day, her father got to know about the free schools of UCEP Bangladesh. In a motive to educate the children the whole family moved to Gazipur, where Farzana was admitted at UCEP-Tongi Pourashava Kalabagan School in Class III.

Known for her honesty, punctuality and good behavior, Farzana is currently studying in Class X. Besides her studies, she is well-known as a teacher in her community. She bears the educational expenses by tutoring. She helps the local children with their studies and persuades others to study. She always comes forward to help weaker students in her class.

Farzana enjoys teaching. That is why she wants to become a teacher at a public university in the future. According to her, "Poverty is not a problem if there is willingness and honesty to step forward." She feels blessed to have come to UCEP Bangladesh free-of-cost school. Farzana's parents are also thankful to UCEP Bangladesh, "If there was no UCEP school, Farzana would have remained uneducated. But now she is studying and also helping others to become educated," they stated.

# REGIONS: RECAPITULATING 2019

UCEP Bangladesh's programme is implemented through its Regional Offices. Most of the regions of UCEP Bangladesh faced similar challenges as mentioned below. However, most of these challenges were mitigated or minimized by collective efforts.

## Enrollment

### Ensuring 50% females in trade courses due to

- social and cultural barriers
- unwillingness to enroll in male dominated trades
- offer scholarships for skills development training by other organizations
- early marriage and engage in jobs

PWDs and ethnic students as per target in General Schools and technical trades

Various projects have different designs, management mechanisms and training modalities which causes the need for many adjustments on UCEP Bangladesh's side e.g. some projects provide stipends to trainees and others do not for training in the same trade.

## Quality

Six months class duration of Class VI and VII poses difficulty to appear in and achieve desired learning outcomes and good results in public exams.

Multi grade teaching in ROLLs is challenging for some teachers.

### Short term contractual staff:

- difficulty in community mobilization for enrollment, developing new partnerships, strengthening existing networks
- difficult to maintain the quality of work

Attaining good results is more difficult for urban working children, who work part time for a living and attend school during one of the shifts (morning or day, as per their convenience).

Most of the students are first generation learners, so have little help at home with their studies.

Majority of students are heavily engaged in house chores, helping their parents with work, looking after siblings or have other responsibilities with a substantial workload to carry out when they are not in school. The time and energy left for studies are limited.

Upgradation of equipment and workshops or the introduction of new trades are required in line with market demand but this is challenging due to fund shortage and as most donors are not able to provide hardware support.



### Retention

Reducing the dropout rate in both General Education and Technical Education is difficult in some regions e.g. Dhaka, due to easy availability of work in the informal sector

Some students (specially females, as otherwise they risk being compelled to get married) tend to get engaged in full time jobs acquiring some skills, before completing their training. Female students prefer shorter courses.

Difficult to ensure full attendance and eliminate dropout rate due to frequent slum eviction and migration.

Difficult for some students to attend or continue without dormitory facility specially as social insecurity of female students is an issue in some places, distance is another issue.

Continuation becomes challenging for first-generation learners, especially in English and Mathematics.

### Job Placement

Stoppage of semi-skilled worker recruitment in RMG industries due to new increased salary and more than three hundred industries lay off.

The mismatch between the high expectation of salary, benefits, work conditions, treatment and the actual situation in industries causes the graduates to leave their jobs after a short time after placement.

Some graduates, especially females, are not allowed to take up jobs in other areas, even if good paying jobs are available outside their own area of residence.

Attaining good results is more difficult for urban working children, who work part time for a living and attend school during one of the shifts (morning or day, as per their convenience).

Some students, especially of TVET projects which provide stipends, get enrolled only for the money and prefer to continue their higher studies rather than pursue jobs after completion of their training.

Less scope of jobs for the PWD graduates in the technical arena.

### Others

New technical training institutions are mushrooming up and though their quality is poor, they attract students as they offer stipends.

Scope for NGOs to provide nonformal education / general education (especially at primary and secondary level) to the underprivileged group is decreasing day by day.

UCEP Bangladesh is trying to broaden its beneficiary groups and also experimenting with various cost sharing models due to fund shortage. It is challenging to materialize under the banner of UCEP Bangladesh as it has been providing philanthropic services to the most vulnerable for 48 years and has gained a reputation of serving only the poorest.

# FINANCE AND COMPLIANCE

The Finance and Compliance (F&C) Department ensures transparency, accountability, compliance, internal control and accuracy of financial processes within UCEP Bangladesh and all its entities at Head Office and Regional level. Previously known as the Finance and Accounts (F&A) Department, the F&C Department was renamed as such with the aim to expand the scope of the department for playing a more critical role in the efficiency and effectiveness of financial management across the institution. Grants and Compliance was introduced as a new component of the department, in addition to the Finance & Accounts component, with the aim to better manage a large number of diverse grants, ensure compliance and strengthen external relations in this regard. The position of Director, Finance & Compliance became vacant in February but was duly filled by July. A Manager, a Deputy Manager and two Program Officers were hired for the Grants and compliance component. Besides, a Program Officer and two Deputy Program Officers were appointed for strengthening the Finance and Accounts component. The changes in personnel and need for capacity development of departmental staff was a challenge. The transition created some disruption, but which was quickly overcome due to the expertise of the new staff, especially the leadership of the Director. The F&C Department also oversees the work to establish a Small and Micro Enterprise Development wing of UCEP Bangladesh. The main highlights of the year were as follows:

## **Policy development / update:**

- A consultant supported the process to review and update the Financial Manual and develop Standard Operating Procedures (SoP).

## **Capacity development:**

- Besides regular monthly meetings, workshops, meetings and events with other departments and entities were organized to disseminate necessary information, improve and strengthen internal communication, coordination, capacity, support and procedures of financial management of UCEP Bangladesh.

## **FINANCE AND ACCOUNTS:**

- UCEP Bangladesh uses “QuickBooks” for recording and reporting of financial issues of the organization and Tally ERP version for maintaining the provident fund and gratuity fund. There was significant improvement in the accounting software “QuickBooks” to ensure timely recording and reporting systems. Further upgradation and transformation to the ERP system is ongoing with support from the ICT & BS team, however, designing/upgrading an accounting software with multiple features like cost center wise / trade wise / school wise reporting is quite challenging and time consuming.
- A cost-sharing approach for individual project charging

was followed according to the requirements of specific donors and separate reports for multi-donor projects started to be maintained, whereas earlier, a consortium style reporting approach was used. The multi-donor funded projects with different reporting requirements and diverse criteria were therefore more effectively followed up. Difficulty was faced to manage funds with re-imbursement conditions and on the utilization of project funds with performance / result-based project funding.

- The use of Straight to Bank (S2B), Bangladesh Electronic Funds Transfer Network, etc. increased efficiency of the financial management.
- A separate account for the Social Enterprise Department activities was launched.
- The budget for 2019 was efficiently managed despite fund gaps especially at the beginning of the year. Starting with a 25% shortfall of the total budget at the beginning of the year, it exceeds 11% of total budget by resource mobilization at the end year.

## **GRANTS AND COMPLIANCE:**

- Meetings of UCEP Bangladesh’s Board of Governors lead Finance and Audit Committee (FAC), which assists the BoG in fulfilling its oversight responsibilities in regard to financial management. The Director of Finance and Compliance as Member Secretary of the FAC followed up the decisions of the FAC and updated the BoG accordingly.
- Donor reports and other

statutory reports were prepared and submitted to the Non-Governmental Organization Affairs Bureau (NGOAB), the National Board of Revenue (NBR) and other regulatory authorities to ensure regulatory requirements and compliances.

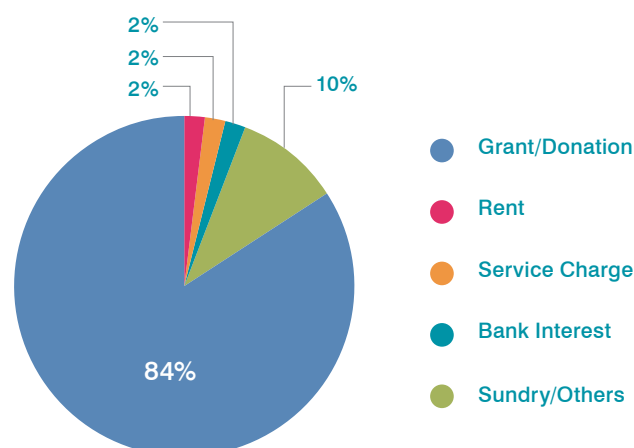
- Special efforts were given to strengthen the relationship with external agencies, especially regulatory bodies. There were many pending issues with the Non-Government Organization Affairs Bureau (NGOAB) regarding multiple project approval, audit report acceptance and fund clearance, which progressed and cleared significantly by the end of the year.
- The statutory and donor audit for multiple projects with foreign and local donors were streamlined. The Annual audit was completed on time and total 26 partnership/donor audit reports has been finalized with unqualified opinion. In addition, 5 audits and 3 Due-Diligence Assessments were conducted by donors e.g. DFID, DFAT, OXFAM and UNFPA.
- New VAT Registration Certificate (Business Identification Number-BIN) was obtained and full compliance was maintained in deducting and depositing tax and VAT to the government exchequer according to the National Board of Revenue (NBR) prescribed rates and timeline. Information regarding the filing of tax returns by employees was also submitted to NBR.

## SMALL AND MICRO ENTERPRISE DEVELOPMENT PROGRAM

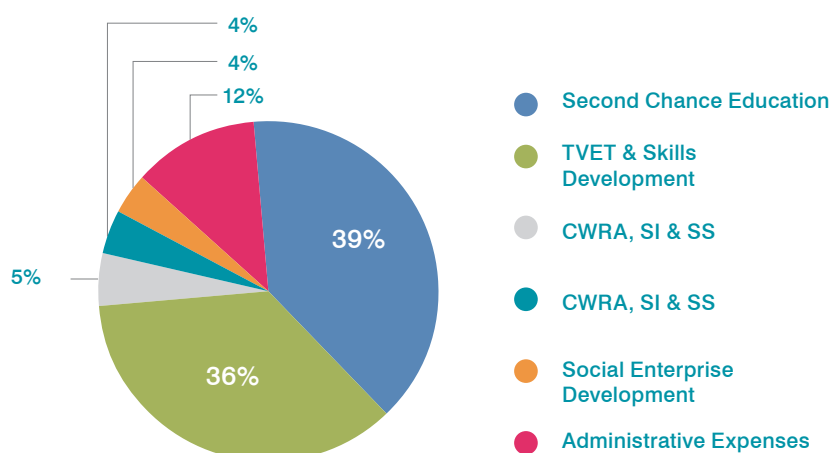
Considering the difficulty of UCEP Bangladesh's graduates to get easy access to financial support for starting their own businesses, the Board of Governors (BoG) of UCEP Bangladesh advised UCEP

The financial overview for the year is as follows:

## SOURCE-WISE INCOME IN 2018-2019



## EXPENSE 2018-2019



Bangladesh management to explore the feasibility of launching a 'Small and Micro Enterprise Development Program' for UCEP Bangladesh. A micro-credit program existed previously but had been closed down as it could not be well managed. Previous lessons are being considered, the market demand carefully analyzed, and

guidance is being taken from key stakeholders for a better design. The F&C team is leading the necessary background work for this initiative, which if successful, will eventually become a separate entity under UCEP Bangladesh's BoG and will also contribute to the institution's sustainability.





# INTERNAL AUDIT

Internal Audit (IA) is a component of UCEP Bangladesh's Governance and Management Department. It contributes to strengthen institutional governance processes by assisting to ensure compliance, manage risks and keep stringent control over all activities of an organization. It also assures management about the authenticity of financial records and the efficiency of organizational operations.

21 (out of 24) cost centers were audited and using the Opportunities for Improvement (OFI) approach, the findings were discussed in 6 Internal Audit joint meetings with the

Senior Management Team (SMT) and the respective cost centers of UCEP Bangladesh. Decisions and recommendations were duly followed up throughout the year. As a new task, the Internal Audit team conducted pre-audit functions for all bills and vouchers of BDT 10'000 or above.

Observations were also shared duly with the Board of Governors lead Finance and Audit Committee (FAC) meeting, 3 of which took place during the year. In addition, 8 Special Audits 7 investigations and 2 fact-finding missions were conducted on need and demand basis.

Risk Registers addressing the issues of finance and internal audit, which were developed last year, were rolled out this year across the institution. All regions and departments are using these registers. In addition, a Risk Management Manual, covering all departments, has been developed and is in the process of being approved.

The work for establishing an Automated Audit Management system is in progress.

# HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT

Human Resource Development & Management (HRD&M) is a component of the People and Operations Department. The HRD&M team continuously assesses and addresses human resource requirements to ensure organizational performance, growth and development. It also sets standards for attitude, behaviour and conduct of staff and beneficiaries. The HRD&M team managed its work despite having vacancies and had significant achievements in the following areas:

## Revision / development of Policies

- Rigorous efforts were given to promote UCEP Bangladesh's Values (Mutual Respect, Integrity, Transparency, Accountability) and Guiding Principles (Due Diligence, Commitment to Excellence, Diversity & Inclusion, Innovation).
- UCEP Bangladesh had a 'Service Rules' but did not have a 'Human Resource Policy & Procedural Manual' (HRPPM). This has been developed and is in the process of being approved. The HRPPM will provide guidance to UCEP Bangladesh and all its entities regarding rules, standards and procedures of human resource management.
- UCEP Bangladesh Service Rules, which was approved by the Board of Governors (BoG) in 2018, was rolled out in 2019. This is now an integral part of the HRPPM.

- The 'Gender Policy' and the 'Child Protection Policy' were reviewed and updated.
- A 'Person with Disability Policy' was developed and is in the process of being approved.
- Necessary translation of key policies into Bangla and organizing extensive orientation for staff, students, guardians and other stakeholders as necessary, at central and regional levels at all UCEP Bangladesh's entities is planned.

## Safeguard and Protection:

- The HRD&M team and the Rights and Social Inclusion team jointly lead the Safeguard and Protection interventions in UCEP Bangladesh and promote the organization's stance of 'Zero Tolerance' against Corruption, (Sexual, Physical, Psychological) Abuse and Harassment of students and staff. A series of orientation sessions were organized with 110 staff on critical issues such as prevention of sexual harassment and corporal punishment, promotion of child protection and safeguard, etc.

## Strengthening Systems and Structures

- A major improvement in human resource management was the integration of UCEP Bangladesh's existing Human Resource Management

System (HRMS) into the newly developed Enterprise Resource Planning (ERP) System. Staff profiles were updated and staff management mechanisms, including personal file maintenance, appraisal, leave management, separation, etc. became automated.

- The HRD&M team is working with the ICT & BS team to develop an online Training & Development Needs Analysis (TDNA) system. This will enable the institution to have a Skills Inventory of its staff, identify strengths and gaps and take developmental measures accordingly. The TDNA system will also provide necessary information through which UCEP Bangladesh will set up a Talent Management System, geared to identify and groom second and third tier leadership which is essential for the growth and development of the organization.

## Management of regular tasks

- 2019 marked the conclusion of the two-year term contract of all staff of UCEP Bangladesh. The performance of 891 staff was duly assessed using the e-Performance Management System (e-PMS) and the decision for staff on-boarding for 2020 was taken on time. Offer letters for all staff were sent out within December 2019.

- Ensuring that staff with the necessary qualifications and expertise are available and motivated is one of the most important tasks of the HRD&M team. 46 staff resigned in 2019, mainly due to job offers with higher salary or position. 5 staff retired, 7 were dismissed, 13 were terminated and 1 staff passed away. 10 induction sessions were organized for 43 newly recruited staff. 5 staff received external training.
- Allegations placed through UCEP Bangladesh's grievance management system or other channels were duly investigated and addressed properly.
- A salary survey was conducted, and the findings were used to streamline the salary structure with the market, taking into consideration UCEP Bangladesh's budget limitation.
- The organogram was reviewed and updated considering the changing focus of the institution and in efforts to strengthen collaboration, efficiency, chain of command and transparency.

আয়তনক পক্ষত  
শিখনে সহায়তা!

# ADMINISTRATION

Administration is a component of the People and Operations Department. The Administration team plays a vital role to ensure the effective and efficient functioning of all departments and the smooth running of the organization by providing necessary logistic support. The team works in collaboration with other departments and teams at central and regional levels provide support for office management, procurement, vehicle management, asset management, etc. Administration is guided by UCEP Bangladesh's internal policies e.g. the Procurement Policy, which was updated in 2018 and rolled out accordingly in 2019. The Administration team strives to ensure that administrative processes are transparent, qualitative, effective and frugal.

Challenges were mostly addressed, and processes were well maintained in 2019 for key administrative services as follows:

## Procurement:

- Vendor enlistment process was completed.
- Vendors for outsourced services, e.g. cleaning, security, student's bus service etc. were selected and contracts were duly signed.
- Ensuring timely completion of procurement process was sometimes challenging, due to staff workload.

## Asset Management:

- Half-yearly asset inventory was conducted in June 2019 and annual inventory is under process

- Damaged asset auctions for six regions were completed.
- Asset insurance, vehicle insurance and life insurance were renewed.
- Asset management system was assessed and mechanisms for better management were introduced.

## Vehicle Management:

- Management of the carpool is a difficult task in general, especially in efforts to provide services to the whole institution. Experience showed that challenges are minimized if the staff who manages the carpool has an automobile engineering background.
- Vehicles were assessed and 11 were successfully auctioned.
- In-depth analysis of vehicle management etc. was conducted for cost reduction and strengthening of the internal control system. Accordingly, timely vehicle maintenance, proper documentation, more detailed record keeping of mileages and cross-checking risk issues were introduced to strengthen vehicle management.

## Maintenance and Renovations:

- The roof top of the Automobile Trade building and the Server Room were renovated.
- Boundary wall of the Head Office was painted.
- Security systems were assessed. Security lighting was newly installed, and CCTVs were increased.
- Generators and sub-stations were maintained.



- Drinking water system was assessed and steps were taken to ensure safe drinking water.

#### Support to Departments:

- Ensured necessary sitting arrangements/meeting facility for Programme and Innovation team, Monitoring, Evaluation, and Knowledge Management (MEKM) team, Strategy and Corporate Affairs (S&CA) team.
- Support was provided to the UCEP Institute of Science & Technology (UIST) to set up new classrooms, purchase equipment for its Mechanical, Civil, Electrical and Physics labs.

#### Estate Management:

- Two new rental agreements (with Public Expenditure and Management Strengthening / PEMS and Strengthening Public Financial Management for Social Protection / SPFMSP) were finalized with tenants of Cheyne Tower.
- Gazi Satellite Television is a tenant in Cheney Tower but is extremely irregular in paying rent or updating its contracts. Huge time and effort are unnecessarily needed every year on the Administration team's side to pursue these. A significant amount of outstanding rent was realized the contract was renewed after being pending for about two years. However full dues are still not cleared.
- Proper management and maintenance of Cheyne Tower had been impeded due to the lack of designated staff. This problem was addressed.

# INFORMATION AND COMMUNICATION TECHNOLOGY AND BUSINESS SOLUTIONS

Information and Communication Technology and Business Solutions (ICT & BS) is a component of the People and Operations Department. The ICT & BS team ensures that the ICT system and business processes (Programme, Finance, Administration, Human Resource Management, Legal, etc.) in UCEP Bangladesh and its entities at the central and regional level function effectively and efficiently, considering especially the issues of security, cost-effectiveness and the reduction of carbon footprints. A strong emphasis is provided on the automation of systems and structures. The team works collaboratively with all departments and teams.

The year focused on strengthening security and better managing

the ICT & BS system of UCEP Bangladesh. The year, therefore, was quite a challenge as it was first required to identify loopholes in the system and then take due measures to address these. On the other hand, adapting the existing system to ongoing changes, especially taking care not to disrupt the regular flow of work was also not easy. It was challenging to find software security issues and manage the existing system in a secured manner. Many changes needed to be made in the existing software, which was quite outdated, for delivering IT services. To ensure better internet services, the team needed to change the logical network and ensure system endpoint security for computers.

An ICT Policy was also developed for UCEP Bangladesh.



ERP training session at UCEP Chattogram Region



UCEP Bangladesh Data Center after renovation

The team successfully developed in-house and launched an Enterprise Resource Planning (ERP) system. The ERP is the integrated management of main business processes, often in real-time and mediated by software and technology. The team also developed the capacity of relevant staff so that the ERP would function correctly.

An interactive training session was conducted at Head Office and Regional Offices during the launching of in-house developed ERP software.

A System Vulnerabilities Assessment was conducted, based on which the server room (Data Center) was renovated successfully.

The team developed an Active Directory Domain Service (ADDS) based infrastructure service where employees are able to share documents securely and conveniently.

A secured network data connectivity was also established between and within Head Office and Regional Offices for communication and

resource sharing across the organization.

Security of other critical areas i.e. email, internet firewall, LAN, Wi-Fi, etc. were reviewed and strengthened.

A Program Officer ICT, Programme and Organizational Development and an Assistant Program Officer ICT and Software were hired to strengthen the team's capacity. The Manager ICT & BS also received training on Information Systems Audit at the ICAB.

The ICT & BS team developed systems, updated changes and provided day to day support to different departments and teams as follows:

#### People and Operations:

- Automated Human Resource Management System (HRMS)
- Automated Performance Management System

- Career Portal for e-recruitment
- e-Tender System based tender management

#### Programme and Innovations:

- Job Portal for job placement of graduates
- Developed Student Database which is to be launched in early 2020.

#### Finance and Compliance:

- Financial Software for accounting, controlling and compliance.

#### Strategy, Knowledge Management and Corporate Affairs:

- UCEP Bangladesh's website and social media
- Assist Monitoring, Evaluation and Knowledge Management (MEKM) team develop necessary tools for M&E and research related tools.



# STRATEGY, KNOWLEDGE MANAGEMENT AND CORPORATE AFFAIRS

The Strategy, Knowledge Management and Corporate Affairs (SKM&CA) Department was set up in mid-2018 with the aim to guide the strategic work of UCEP Bangladesh and in this regard to:

- oversee the implementation and monitor the progress of UCEP Bangladesh's Strategy 2016-2025 and other key policy documents
- generate necessary knowledge and establish mechanisms to transform UCEP Bangladesh into a learning organization
- develop mechanisms to build UCEP Bangladesh's corporate identity as a Center of Excellence for Human Resource Development in the country, regionally and internationally
- build and promote professional and institutional linkages within and outside the country for the growth, development and sustainability of the institution.

The department has two components: 1) Strategy and Corporate Affairs (SCA), which includes communication, branding, marketing and partnership building for fundraising; and 2) Monitoring, Evaluation and Knowledge Management (MEKM).

The Department faced huge challenges since its establishment due to the difficulty to find staff with the necessary expertise. A Director could not be hired till July 2019 but eventually was not able to continue

after December 2019 due to family constraints. 8 staff were recruited, including the Director, but quite a few could not qualify during their probation. The lesson in this regard was that it is much more important to find staff with strong soft skills i.e. leadership, diligence, team building attitude, pro-activeness, problem solving attitude, very strong creativity, analytical, negotiation and necessary communication skills, etc. By the end of the year, though it had to function with one-third capacity, the SKM&CA team could achieve some important milestones. However, much of the work was delayed due to the mentioned problems, the challenge of finding vendors with the appropriate expertise. Developing new and strengthening existing partnerships, identifying potential sources and supporting to secure new funds are critical tasks of the department. Some work was done in this regard but not significantly due to the lack of staff. Most of the work of this department depended heavily on the cooperation and collaboration of other teams, especially Programme and Innovation, Administration, ICT & Business Solutions, Finance and Compliance, etc.

## STRATEGY AND CORPORATE AFFAIRS (SCA)

### • Policy development

The team was supposed to develop and roll out Communication, Marketing, Branding and Fund-Raising Strategies for UCEP

Bangladesh. These important tasks were delayed due to the difficulty of boarding the necessary staff. But the department could not progress with its work without these strategic documents. Therefore, the work was delegated to a consultant, who initiated the work in mid-2019 through a review of UCEP Bangladesh's Strategy 2016-2025 and finalized the drafts within December 2019 and is expected to complete the work by early 2020. As part of this work, UCEP Bangladesh's Vision, Mission and Goal was updated in light with the present context, especially considering UCEP Bangladesh's contribution at the macro level i.e. in the Sustainable Development Goals (SDGs), national targets, etc. The documents produced will serve as strategic guidelines to steer the organization forward.

### • Publication and dissemination of Communication Materials

- An Organizational Event Calendar was developed to track the special and eventful days congruent to the context of UCEP Bangladesh. This helped to forecast upcoming events and design the events accordingly.
- The Annual Report 2018 ('The Power of a Smile') was published.
- 12 flyers in bilingual format illustrating the activities of the major programmes of UCEP Bangladesh were published.



- A thematic notebook covering the achievements of the regions of UCEP Bangladesh was published and disseminated.
- UCEP Bangladesh's history has been documented in Bangla by Prof. M. Hafizul Islam, member, UCEP Bangladesh BoG. Work is in progress to edit it and translate it into English by Prof. Shafi Ahmed.
- Work is in progress to develop and publish a book ('Amar Shapno'/My Dream) compiled of stories written by students of UCEP Bangladesh.
- A 20-minutes long audio-visual on UCEP Bangladesh was developed, which is to be aired in early 2020.
- A theme song on UCEP Bangladesh was created and performed by students on different occasions. Prof. M. Hafizul Islam recreated the lyrics based on a song written and used when UCEP Bangladesh's founder Mr. Cheyne was alive.
- The boundary wall of the Head Office was painted with inspirational quotes promoting education, training and employment in line with UCEP Bangladesh's services.

These communication materials were effective to brand and market UCEP Bangladesh's activities, promote the programmes and highlight the results achieved to the relevant stakeholders.

#### • **Management of Social Media**

- Response rate 84% (till 31/12/2019) on Facebook, 700+ Facebook page likes on an average in three months, 20,000-27,000 people reached through weekly posts.
- Initiatives were taken to revamp UCEP Bangladesh's

website and develop a website for the UCEP Institute of Science and Technology.

- Some efforts were made to strengthen the relationship with media and journalists.

#### • **Observation of National and International Days or events**

- Support was provided to organize in the following events:
  - > International Days: International Woman's Day, International Literacy Day, International Disability Day, International Day for the Elimination of Violence against Women, World Decent Work Day, World Children's Day, International Mother Language Day, International Girl Child's Day, International Skills Day,
  - > National Days: Birthday of the Father of the Nation Bangabandhu Sheikh Mujibur Rahman, Independence Day, National Mourning Day (death anniversary of the Father of the Nation Bangabandhu Sheikh Mujibur Rahman), Victory Day.
  - > Programme / Project Events: QuEST project launching, Citi UCEP Technical Education Program Certificate Awarding Ceremony, SSC Vocational Result Celebration, Motivational Talks by Guest Speakers, events of the UCEP Institute of Science and Technology (UIST) e.g. launching of labs, inauguration of Photography Club and exhibition, celebration of fresher's reception, annual sports, Bengali New Year, etc.

- > Special Events: Storytelling event ('Jibon Poribortoner Golpo') on UCEP Bangladesh's founder Lindsay Allan Cheyne's birthday, Cheyne Day (death anniversary of UCEP Bangladesh's founder)
- Support was provided for participation in the following events:
  - > PKSF Development Fair, Borno Mela, 10th Bangladesh and 3rd SANSO Scout Jamboree at Gazipur, "Ki Anando" event anniversary program of Kishore Alo in Dhaka and Chattogram

### **MONITORING EVALUATION AND KNOWLEDGE MANAGEMENT (MEKM)**

UCEP Bangladesh promotes a Result Based Framework to steer its Strategy 2016 – 2025 and Project Cycle Management tools to ensure the proper implementation of its programme and delivery of its services. The Monitoring Evaluation and Knowledge Management (MEKM) facilitates this process.

The MEKM team ensures the effectiveness of monitoring, evaluation and knowledge management to improve the quality of programme and services, assist in decision making, correspondingly reduce costs and increase productivity as well as enhance optimum use of resources. The MEKM component has two pillars: Monitoring & Evaluation (M&E), and Research and Development (R&D).

Continuously questioning 'are we doing the right thing' and 'are we doing the right thing rightly?', the MEKM team

- develops and implements strategic M&E and R&D tools and systems specially to measure impact at the

institutional and organizational level.

- develops and implements departmental, programmatic, and project management tools and ensures their implementation of monitoring management processes and measure outcomes.
- builds in-house capacity at Head Office and regional level for proper M&E and for R&D.
- supports management as a 'Third Eye' regarding Quality Assurance.
- initiates and conducts necessary research for development of products, projects and programmes; validates and disseminates learning and results; supports the improvement of quality of services etc.
- ensures the availability of necessary data for programmatic and organizational use.

At the strategic/macro level, the MEKM team worked on identifying impact indicators to measure if and how UCEP Bangladesh is

- Contributing to national and international goals i.e. the Sustainable Development Goals (SDGs), the Five-Year Plans, the Vision 2020-2021 etc.
- attaining its Vision, Mission, Goal and Strategies.

In this regard, UCEP Bangladesh actively participated in national initiatives, for example:

- Discussions initiated by the Principal Secretary for SDG's office of the PMO
- The NGOAB initiated a follow-up discussion on the contribution of NGOs to achieving the SDGs.
- Education Ministries (MOE and MOPME)'s Capacity Development for Education (CapED) programme (supported by UNESCO)
- The Centre for Policy Dialogue

(CPD) initiated Citizen's Platform for SDGs Bangladesh.

- Registering for the Educational Institute Identification Number (EIIN) and enlisting of General Schools and Technical Schools for data mapping and country wide data collection of the Bangladesh Bureau of Educational Information and Statistics (BANBEIS).

At the operational level, MEKM team has been working to modernize and strengthen UCEP Bangladesh's M&E system. As a part of that initiative, the MEKM team developed

- a Results Frameworks for the QuEST Project
- Performance Data Tables (PDT)
- Detail Implementation Plans (DIP)
- Data Quality Assessment (DQA) checklists etc.
- an online Project Progress Tracking System (PPTS) for the OXFAM-EYW project

With the support of the ICT & BS team, the MEKM team is working on developing an automated student database for UCEP Bangladesh's current students and trainees and is working on developing a graduate tracking mechanism and an automated monitoring system for UCEP Bangladesh.

The team conducted field visits for monitoring and provided periodic feedback to management, departments, regions, programmes and projects. It reviewed and updated M&E tools and templates and provided technical assistance as required.

Regarding research and studies, the MEKM team conducted

- market demand surveys for technical training
- baseline survey of the Remedial of Literacy and Livelihood (ROLLs) model
- feasibility study for new projects

- tracer study of UCEP technical training graduates
- user satisfaction surveys of UCEP Bangladesh's outsourced services

The team is designing studies to

- measure the effectiveness and sustainability of different training models
- conduct a skills demand survey
- assess the viability of fee-paying education model
- evaluate the impact of the YES4Growth Project

The team is supporting on-going studies initiated by donors i.e. a Randomized Control Trial (RCT) on the ROLLS model.

The MEKM team arranged:

- a workshop on log-frame development at Rajshahi in February. The main objective of the workshop was to orient participants on developing organizational, departmental and component-wise log-frame.
- a Learning and Planning Workshop in October with an aim to develop a common understanding of the Result Based Monitoring System (RBMS) so that staff may contribute to establish a RBMS and an automated monitoring system for the organization.
- orientation and training sessions on Students Database management for IT instructors in Dhaka North, Dhaka South, Gazipur, Rangpur, Rajshahi and Chattogram regions.

# GOVERNANCE AND MANAGEMENT

UCEP Bangladesh is governed and managed by the UCEP Association, the UCEP Bangladesh Board of Governors (BoG), the UCEP Bangladesh's Senior Management Team, and UCEP Bangladesh's Regional Management Teams.

## **General Body of UCEP Bangladesh: UCEP Association**

UCEP Bangladesh is governed by a voluntary group of highly respectable and prominent personalities of Bangladesh. This group is known

as the UCEP Association. The General Body or Association of UCEP Bangladesh consists of 43 members. The UCEP Association elects UCEP Bangladesh's BoG for two years.

The major events in 2019 of UCEP Bangladesh Association were as follows:

- The 31st Annual General Meeting (AGM) of UCEP Bangladesh Association was held in December 2019.





**Four new members were included in the UCEP Association during the year 2019. They are as follows:**



**Ar.  
Mubasshar  
Hussain**

Mr. Mubasshar Hussain completed his Bachelor of Architecture from the Bangladesh University of Engineering and Technology (BUET). He is the principal architect of Assoconsult Ltd. He was the president of the Commonwealth Association of Architects and Institute of Architects Bangladesh. He served as the president of the Architects Regional Council, Asia ARCASIA. He is the founding Chairman of the Global Insurance Ltd.



**Professor  
Tahmina  
Akhtar**

Ms. Tahmina Akhtar is a professor of the Institute of Social Welfare and Research (ISWR), University of Dhaka and is now serving as the Director of this Institute. She attained her BSS & MSS degrees in Social Welfare from the University of Dhaka in 1986 and 1987 respectively. She completed her post graduate degree on Counselling and Psychotherapy from Bangabandhu Sheikh Mujib Medical University (BSMMU). She received fellowship training on research methodology and was also a visiting professor at the Birmingham University in 2001. She has published more than 40 research articles about different social and development issues in national and international journals. She is the Secretary General of the Bangladesh Council for Social Work Education (BCSWE) & the President of the Bangladesh Clinical Social Workers Association (BCSWA); the founder of the Specialized Master of Social Sciences in Clinical Social Work (CSW); and the Executive Director in Mandi Dental College, as an Advisory Member of the Bangladesh Shishu Adhikar Forum.



**Dr.  
Muhammad  
Abdul Mazid**

Dr. Muhammad Abdul Mazid, is a retired Secretary to the Government of Bangladesh. He was the former Chairman of the National Board of Revenue (NBR), the former the Chairman of the Chittagong Stock Exchange (CSE) and the former treasurer of the Asiatic Society of Bangladesh and Dhaka Ahsania Mission. He served as the Chairman of the South Asian Federation of Exchanges (SAFE) and represented the Stock Exchanges of the South Asian Region in the BCIM-EC initiatives. Dr. Mazid is currently the Adviser of the A K Khan and Company Limited and an Adviser of the South East Asian Cooperation (SEACO) Foundation. He is a member of the Governing Board of the Human Development Foundation, the Bangladesh NGO Foundation, the International Business Forum of Bangladesh (IBFB).



**Ms. Zahida  
Ispahani**

Ms. Zahida Ispahani is the Director of M. M. Ispahani Limited and Ispahani Tea Limited. She is an Honorary Adviser of the Ispahani Islamia Eye Institute & Hospital since 2001. She started her career as an educationalist. She served as a Secretary for six years at the United Nations Women's Association in Bangladesh. She was the Founder Secretary and President for two terms at the SAARC Women Association in Bangladesh. She is the spouse of Late Mr. Mirza Ali Behrouze Ispahani, the Chairperson of M M Ispahani group. She is a philanthropist, serving several orphanages, social and community trusts and organizations. Ms. Zahida Ispahani is a graduate in Economics from the University of Punjab, Pakistan.

- The UCEP Association and UCEP Bangladesh management welcomed the new members of the UCEP Association and also thanked the existing BoG members for their leadership and contribution to steer UCEP Bangladesh throughout the year.
- During the AGM, the UCEP Association approved
  - o and adopted the audited Financial Statements for the financial year 2018 – 2019
  - o the Annual Plan and Budget for the year 2020
  - o the appointment of the External Auditor for the period July 2019 - June 2020
  - o the initiation of the UCEP Enterprise Development Programme





- Two Extra ordinary General Meetings (EGM) of the UCEP Association were held on 24 March 2019 and 02 November 2019 respectively.



EGM of UCEP Association held on 24<sup>th</sup> March 2019









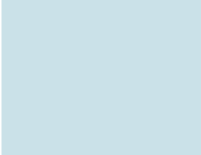




Ms. Parveen Mahmud, Chairperson of UCEP Bangladesh Board of Governors (BoG), Mr. Jitendra Lal Bhowmik, Vice-Chairperson, UCEP Board of Governors & Managing Director, Shatarupa Group and Ms. Tahsinah Ahmed, Executive Director of UCEP Bangladesh at the Board Meeting 2019.





# MEMBERS OF UCEP ASSOCIATION (2019-2020)

	Sl.	Name & Designation
	01.	<b>Ms. Parveen Mahmud FCA</b> Chairperson, UCEP Board of Governors Managing Director, Grameen Telecom Trust
	02.	<b>Mr. Jitendra Lal Bhowmik</b> Vice-Chairperson, UCEP Board of Governors Managing Director, Shatarupa Group
	03.	<b>Prof. M. Hafizul Islam</b> Member, UCEP Association Professor, ISWR, Dhaka University
	04.	<b>Mr. Chaklader Mansurul Alam FCA</b> Member, UCEP Association Chairman, Kapita Holdings Ltd.
	05.	<b>Mr. Moslehuddin Ahmed</b> Member, UCEP Board of Governors Chairperson, Population Services and Training Center (PSTC)
	06.	<b>Dr. Rubana Ahmed</b> Member, UCEP Board of Governors Assistant Professor, BRAC University
	07.	<b>Ms. Uzma Chowdhury, CPA</b> Member, UCEP Association Director, PRAN-RFL Group
	08.	<b>Mr. A. Q. Siddiqui</b> Immediate Past Chairperson, UCEP Board of Governors Former Chairman, Bangladesh Commerce Bank Ltd. Former Managing Director of Sonali Bank, Agrani Bank and Palli Daridro Bimochon Foundation (PDBF) Former Director, RCPD, Bangladesh Bank Former Director, BRAC

	Sl.	Name & Designation
	09.	<b>Prof. M. Anwarul Haq Khan Majlis</b> Member, UCEP Association Former Director, Bangladesh Bureau of Educational Information and Statistics (BANBEIS)
	10.	<b>Prof. Dr. K. M. Mohsin</b> Past Chairperson, UCEP Board of Governors Vice Chancellor, Dhaka Int'l University Former Member, UGC
	11.	<b>Col Mujib Ur Rahman Khan (Retd)</b> Past Chairperson, UCEP Board of Governors Managing Director, Al Kashif Group
	12.	<b>Mr. Salahuddin Kasem Khan</b> Past Chairperson, UCEP Board of Governors Trustee Secretary, A.K. Khan Foundation & Managing Director, A. K. Khan & Company Ltd.
	13.	<b>Dr. Mohammed Alauddin</b> Past Vice Chairperson, UCEP Board of Governors Former Country Representative Pathfinder International
	14.	<b>Mr. Syed Shapir Khasru</b> Member, UCEP Board of Governors Managing Director, Information Solutions Limited Concord Tower, Suite: 1401 (13th Floor) 113 Kazi Nazrul Islam Avenue, Bangla Motor, Dhaka.
	15.	<b>Mrs. Zeba Rasheed Chowdhury</b> Past Chairperson, UCEP Board of Governors Chairman, Rasheed Enterprises Ltd.
	16.	<b>Mr. A. G. M. Shamsul Kamal</b> Past Chairperson, UCEP Board of Governors Former MD, Reckitt & Colman Bangladesh Ltd. Chittagong Stock Exchange Ltd. & Central Depository BD Ltd.
	17.	<b>Mr. A. Matin Chowdhury</b> Past Chairperson, UCEP Board of Governors Managing Director Malek Spinning Mills Limited
	18.	<b>Mr. M. Mokammel Haque</b> Past Chairperson, UCEP Board of Governors Former Secretary to the Government of Bangladesh, Chairman, Kabi Mozammel Haque Foundation
	19.	<b>Dr. Ubaidur Rob</b> Past Chairperson, UCEP Board of Governors Country Director, Population Council Bangladesh

	Sl.	Name & Designation
	20.	<b>Mr. Hossain Toufique Imam</b> Member, UCEP Association Adviser to the Prime Minister Govt. of the People's Republic of Bangladesh Former Cabinet Secretary to Govt. of Bangladesh Chairman, Pathmark Associates Limited.
	21.	<b>Ms. Shahamin Shahadat Zaman</b> Member, UCEP Board of Governors CEO, CSR Centre
	22.	<b>Dr. Mehtab Khanam</b> Member, UCEP Association Professor, Dept. of Psychology, Dhaka University
	23.	<b>Mr. Hafiz Ahmed Mazumdar</b> Member, UCEP Association Chairman, Bangladesh Red Crescent Society Chairman, Pubali Bank Ltd., Brindabon Tea Estate Rupantar Ltd., Bichitra Garments Ltd. Member of Parliament
	24.	<b>Ms. Laila Rahman Kabir</b> Member, UCEP Association Managing Director Kedarpur Tea Company Limited.
	25.	<b>Mr. Mikhail I. Islam</b> Member, UCEP Association Executive Director, CSDC, Chittagong Managing Director, I-K Properties
	26.	<b>Mr. Shaikh Abdud Daiyan</b> Member, UCEP Association Retired Managing Director, Grameen Kalyan and Grameen Fund
	27.	<b>Ms. Luna Shamsuddoha</b> Member, UCEP Association Chairman, Dohatec New Media Doha House, 43 Purana Paltan Line, Dhaka-1000
	28.	<b>Mr. Syed Afzal Hasan Uddin</b> Member, UCEP Association Barrister-at-Law & Advocate, Supreme Court of Bangladesh.
	29.	<b>Ms. Farah Kabir</b> Member, UCEP Association Country Director, ActionAid Bangladesh
	30.	<b>Mr. Md. Nazrul Islam Khan</b> Member, UCEP Association Retired Secretary to the Government of Bangladesh



	Sl.	Name & Designation
	31.	<b>Mr. Wahid Malek</b> Member, UCEP Association Managing Editor, Dainik Azadi
	32.	<b>Ms. Sabrina Islam</b> Member, UCEP Board of Governors Director
	33.	<b>Ms. Gule Afruz Mahbub</b> Member, UCEP Association
	34.	<b>Mr. Md. Shahedul Islam</b> Member, UCEP Association
	35.	<b>Dr. Mohammad Kaykobad</b> Member, UCEP Association Professor Department of Computer Science and Engineering (BUET)
	36.	<b>Mr. Md. Habibur Rahman</b> Member, UCEP Association Managing Director, Citadel Developers Ltd.
	37.	<b>Mr. Naveed Akbar</b> Member, UCEP Association Sustainable Business Strategist (Consultant)
	38.	<b>Mr. Md. Rafiquzzaman</b> Member, UCEP Association Former Director General (Additional Secretary) (B.C.S Admn.) National Institute of Mass Communication
	39.	<b>Mr. Shyamal Kanti Ghosh</b> Member, UCEP Association Former Secretary of Ministry of Agriculture
	40.	<b>Ar. Mr. Mubasshar Hussain</b> Member, UCEP Association Principal architect of Assoconsult Ltd.
	41.	<b>Professor Tahmina Akhtar</b> Member, UCEP Association Director- Institute of Social welfare and Research University of Dhaka.
	42.	<b>Dr. Muhammad Abdul Mazid</b> Member, UCEP Association Former Secretary to the Government of Bangladesh
	43.	<b>Ms. Zahida Ispahani</b> Member, UCEP Association Director of M. M. Ispahani Limited, Ispahani Tea Limited and MIDAS Ltd.

## Finance and Accounts Committee

The Finance and Audit Committee (FAC) of UCEP Bangladesh had five meetings in 2019. The FAC consists representatives from UCEP Bangladesh BoG and UCEP Association. The membership is as follows:

- Mr. Chaklader Mansurul Alam FCA, Chairperson
- Ms. Uzma Chowdhury, Vice Chairperson
- Dr. Ubaidur Rob, Member
- Mr. Jitendra Lal Bhowmik, Member

Ms. Nazmun Nahar, Director Finance and Compliance is the Member Secretary of the FAC. The primary function of the FAC is to assist the BoG and UCEP Bangladesh's management in fulfilling its responsibilities regarding:

- Financial reporting and budgeting processes.
- Management of internal control system and risk assessment
- Compliance with the regulatory requirements
- Qualification, independence, and performance of the external and internal auditors

The FAC meets twice a month prior to the BoG meeting and provides recommendations to the BoG in regard to the above. In 2019, the FAC had three meetings.

In 2019, the FAC recommended the approval of UCEP Bangladesh's Financial Year Budget of BDT 130 crore for the period January 2020 - December 2020. It also recommended the appointment of SF Ahmed & Co. Chartered Accountants Bangladesh, as the auditor of UCEP Bangladesh for the year July 2019 -June 2020.

## Working Committees of UCEP Bangladesh Board of Governors

Working Committees exist under the UCEP Bangladesh BoG, which are formed by representatives of the UCEP Bangladesh BoG and the UCEP Association members. These are as follows:

- UCEP Bangladesh Human Resource Committee
- UCEP Bangladesh SDG and Strategy Development Committee
- UCEP Bangladesh Sustainability Committee
- UCEP Bangladesh Estate Development Committee

Besides, there are also BoG Level Management Committees to guide project in development as follows:

- Management Committee for the Shahed Khalek UCEP Textile Institute (SKUTI), Jatrabari, Dhaka.
- Management Committee for A.K Khan – UCEP TVET Complex, Kalurghat, Chattogram.

These Committees provide necessary guidance through out the year.

# UCEP BANGLADESH BOARD OF GOVERNORS

## Board of Governors (BoG) of UCEP Bangladesh

The Board of Governors (BoG) of UCEP Bangladesh is the supreme authority for the management and provides directions for quality assurance of services, accountability and transparency of the organization, especially in relation to programme and financial management. It also played the most important role to ensure the sustainability of the organization. The seven members of UCEP Bangladesh BoG comprises distinguished professionals, activists and entrepreneurs of excellent repute who bring their diverse skills and experience to strengthen and support UCEP Bangladesh. The BoG meets every two months. A 7-members Board of Governors (BoG) gets elected from UCEP Association members for (two) years term. The list of BoG members, who have been elected for the period 2019 – 2020 is given below:

## UCEP Board of Governors for the period 01 January 2019 to 31 December 2020



### **Ms. Parveen Mahmud FCA** **Chairperson**

Ms. Parveen Mahmud, FCA has been associated with UCEP since 2004. Ms. Mahmud, in her varied professional career, has worked on social innovation, entrepreneurship, and sustainable development. Ms. Mahmud is a fellow member of the Institute of Chartered Accountants of Bangladesh (ICAB). She was the first woman President of the ICAB in 2011 and now serving the third term in the Council, ICAB. She was also the first female board member of the South Asian Federation of Accountants (SAFA), the apex accounting professional body of the SAARC. She is the Chairperson of CA Female Forum- Women in Leadership Committee, ICAB and is the Vice Chairperson of the Women in Leadership Committee of SAFA.

She started her career with BRAC. In her varied professional career worked substantial time with national and international development agencies and was a practicing Chartered Accountant. She was Deputy Managing Director in Palli Karma-Sahayak Foundation (PKSF). She is the Founding Managing Director (MD) of the Grameen Telecom Trust.

She sits on numerous Boards including Transparency International Bangladesh (TIB), Centre for Policy Dialogue (CPD), BRAC International, PKSF, RDRS, DAM Foundation for Economic Development (Dhaka Ahsania Mission), Manusher Jonnyo Foundation (MJF), Grameenphone Ltd., Ms Mahmud is the independent director of the Linde Bangladesh Ltd., Apex Footwear Ltd. and Chairperson of Shasha Denims Ltd. and Micro Industries Development and Assistance Services (MIDAS). She was the Chairperson, Acid Survivor's Foundation and Vice Chairperson of Underprivileged Children Education Program (UCEP) - Bangladesh and is a member of the International Chamber of Commerce (ICC), Bangladesh.

Ms. Mahmud was a member of the National Advisory Panel for SME Development of Bangladesh and founding board member of SME Foundation and Convenor, SME Women's Forum. Ms. Mahmud was a Working Group Member, Consultative Group on Social Indicators, UNCTAD/ISAR.



She is the recipient of Joya Alokita Nari- 2018 Award from RTV, "Women at Work -2017" Award from Association of Software and Information Services (BASIS) and "Women of Inspiration Awards"-2017 from the Bangladesh Organization for Learning & Development (BOLD). Ms. Mahmud received Begum Rokeya Shining Personality Award 2006 for women's empowerment from Narikantha Foundation.



### **Mr. Jitendra Lal Bhowmik**

#### **Vice-Chairperson**

Mr. Bhowmik joined UCEP in the year of 2006. He is the Managing Director of Shatarupa Group. He was UCEP Board Member for 2 times, from 2009 to 2010 and then again from 2011 to 2012. Mr. Bhowmik is the Chairman of Dhaka Progressive Lions Eye Hospital. He is also the Chairman of UCEP Associate Multipurpose Cooperative Society Ltd (UAMCSL). Currently, he serves as the board or council members of various organizations.



### **Mr. Professor M. Hafizul Islam**

#### **Member**

Professor Islam has been associated with UCEP since 1990 and currently serves as a member of BoG. Professor Islam was the Director and Faculty member of the Institute of Social Welfare and Research, University of Dhaka. He has carried out various research on family planning, nutrition, female enrollment and dropout in primary school, disable children in Dhaka city, etc. He serves on Boards of various organizations focusing on social services.



### **Mr. Chaklader Mansurul Alam FCA**

#### **Member**

Mr. Alam has been associated with UCEP since 1992. He has been a Member of UCEP BoG for a number of times. He is a Chartered Accountant qualified in the UK and has a post-graduation in Economics and Social Science from the London School of Economics. He is the former Chairman of IDLC, former Managing Director of IPDC and former Vice President of Metropolitan Chamber of Commerce and Industry.



### **Mr. Mosleh Uddin Ahmed, M.A. M.Ph.**

#### **Member**

Mr. Ahmed has been associated with UCEP since 2015 and currently serves as a member of the BoG. He is the chairperson of Population Services and Training Center, Chairman of PSTC Enterprise Ltd. and is associated with different educational institutions. He has over 40 years of work experience in the development sector with national NGOs, INGOs and donor agencies in Bangladesh and in the Asia regional countries. His expertise is in public health and in NGO management.



### **Dr. Rubana Ahmed**

#### **Member**

Rubana Ahmed has been associated with UCEP since 2015. Rubana is an Assistant Professor at the Department of Economics & Social Sciences at BRAC University. With her background in Public Policy and Political Economy, she is also teaching at the Bangladesh Institute of Governance & Management. Over the years, Dr. Rubana has also worked with various other research institutes.



### **Ms. Uzma Chowdhury**

#### **Member**

Ms. Uzma Chowdhury, CPA, has been associated with UCEP Bangladesh since 2015 and currently serves as a member of the BoG. She is a registered CPA from the United States of America Texas and a Bachelor of Science in Accounting from the University of Texas at Dallas. She has been in the Accounting profession for over 7 years in the United States and has been holding Director Finance's position in PRAN RFL Group since October, 2008. She has received several international and national awards.

# UCEP ASSOCIATION AND BoG ACTIVITIES



Ms. Parveen Mahmud FCA, Chairperson of the Board of the Governors, Ms. Tahsinah Ahmed, Executive Director, UCEP Bangladesh and Ms. Mohua Rashid, Director Strategy, Knowledge Management and Corporate Affairs, met Mr. A H M Mustafa Kamal, FCA, MP, The Honorable Finance Minister.



Ms. Parveen Mahmud FCA, Chairperson of the Board of the Governors, Ms. Tahsinah Ahmed, Executive Director, UCEP Bangladesh and Ms. Mohua Rashid, Director Strategy, Knowledge Management and Corporate Affairs, met Mr. M A Mannan MP, The Honorable Minister of Planning.



Ms. Parveen Mahmud, Chairperson of UCEP Bangladesh Board of Governors (BoG) and Ms. Tahsinah Ahmed, Executive Director of UCEP Bangladesh with Mr. H.T. Imam, the Honorable Advisor to the Honorable Prime Minister at the Prime Minister's Office also a member of UCEP Bangladesh's Association.



Ms. Parveen Mahmud, Chairperson, UCEP Bangladesh's Board of Governors (BoG) with Ms. Tahsinah Ahmed, Executive Director, UCEP Bangladesh meeting Ms. Judith Herbertson, Head of the Department of International Development (DFID) at her office.

## Senior Management Team

Under the strategic guidance of the Executive Director, the managerial, operational and programmatic decisions of the organization are taken by a Senior Management Team (SMT) of UCEP Bangladesh, following the guidelines of UCEP Bangladesh policies and its BoG. The SMT had twenty-two meetings in 2019. The SMT guides an Extended Management Team (EMT).

## UCEP Bangladesh Senior Management Team



**Ms. Tahsinah Ahmed**

Executive Director



**Mr. Md. Iqbal Hossain**

Director  
People and Operations



**Ms. Nazmun Nahar**

Director  
Finance and Compliance



**Ms. Mohua Rashid**

Director  
Strategy, Knowledge  
Management and Corporate  
Affairs



**Mr. Didarul Anam Chowdhury**

Director  
Programme and Innovations



## Regional Management Team (RMT)

UCEP Bangladesh works in Dhaka North, Dhaka South (Jatrabari), Gazipur, Chattogram, Sylhet, Rajshahi, Rangpur and Khulna (which includes Barisal) region through Regional Offices, under the leadership of a Regional Manager. The regional programme is implemented by a Regional Management Team (RMT). The RMT has quarterly meetings with the SMT for progress review.

## Internal Audit

The Internal Audit team made twenty six visits to nineteen cost centers in 2019. Issues raised were discussed with SMT and actions taken accordingly. The findings are also shared with the FAC for discussion and guidance.

## External Audit

The appointment of SF Ahmed & Co. Chartered Accountants, as the external auditor of UCEP Bangladesh for the July 2019 to June 2020 has been approved in the 31st Annual General Meeting.

## Registration

UCEP Bangladesh is registered with the Directorate of Social Welfare under the Voluntary Social Welfare Agencies (Registration and Control) Ordinance of 1961. It is also registered with the NGO Affairs Bureau of Bangladesh under Foreign Donation Regulations Ordinance 1978. All 10 of its Technical Schools are accredited by the Bangladesh Technical Education Board (BTEB) as Registered Training Organizations (RTO) and Recognition of Prior Learning (RPL) centers.

## Remembrance

Mrs. Husniara Huq, Member UCEP Association and Professor of Department of English at the Dhaka University passed away on the 12 June 2019. UCEP BoG and Association members as well as staff of UCEP Bangladesh observed one minute silence in remembrance of late Mrs. Husniara Huq in the Annual General Meeting of 21st December 2019 at UCEP Bangladesh Head Office, Mirpur, Dhaka.

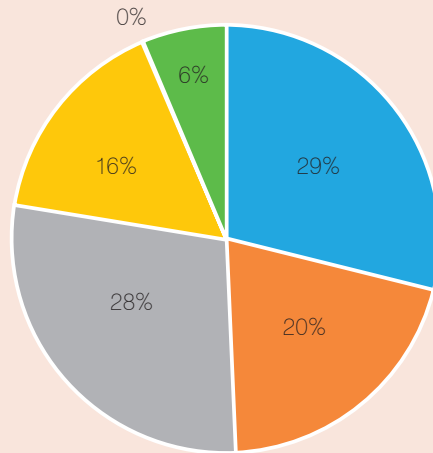


UCEP Association Members have expressed their condolences and observed one-minute silence to pay homage to the departed souls of Sir Fazle Hasan Abed KCMG, Founder and Chair of BRAC, and Mrs. Husniara Huq, Member, UCEP Association and Professor of Department of English, University of Dhaka.



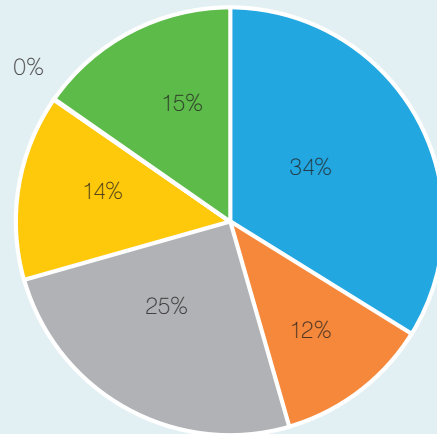
# FINANCIAL STATEMENT

### Assets 2018-2019



ASSETS		Amount in BDT (2018-2019)
	Property, plant and equipment	403,079,588
	Investment in FDR	285,163,048
	Accounts receivable	394,572,959
	Loan and Advance	223,935,419
	Inventories	1,352,898
	Cash and cash equivalents	87,558,935
<b>TOTAL ASSETS</b>		<b>1,395,662,848</b>

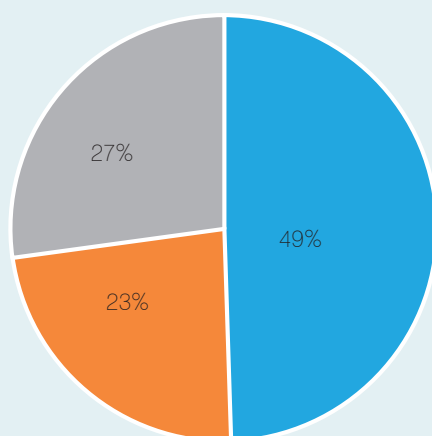
### Assets 2017-2018



ASSETS		Amount in BDT (2017-2018)
	Property, plant and equipment	458,352,294
	Investment in FDR	158,530,991
	Accounts receivable	339,589,654
	Loan and Advance	189,610,559
	Inventories	1,293,845
	Cash and cash equivalents	207,191,568
<b>TOTAL ASSETS</b>		<b>1,354,568,911</b>

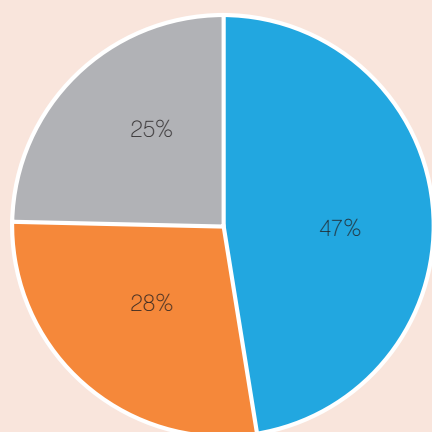


## Fund and Liabilities 2018-2019



Fund and Liabilities		Amount in BDT (2018-2019)
	Property, plant and equipment	690,754,302
	Investment in FDR	325,710,007
	Accounts receivable	379,198,539
<b>Total Fund and Liabilities</b>		<b>1,395,662,848</b>

## Fund and Liabilities 2017-2018



Fund and Liabilities		Amount in BDT (2017-2018)
	Property, plant and equipment	642,777,211
	Investment in FDR	378,029,076
	Accounts receivable	333,762,624
<b>Total Fund and Liabilities</b>		<b>1,354,568,911</b>



# **EXTERNAL AUDIT REPORT**

# **Underprivileged Children's Educational Programs (UCEP) Bangladesh**

## **Auditors' Report and Consolidated Financial Statements *as at and for the year ended 30 June 2019***



**S. F. AHMED & CO.**

Chartered Accountants ...since 1958  
Member Firm of HLB International

**Dhaka Office:**

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01707079856  
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E-mail: sfaco@dhaka.net; ahmeds@bol-online.com

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Phone: (880) 31-716184  
Fax: (880) 31-713683  
Email: sfaco@bbts.net



## INDEPENDENT AUDITORS' REPORT

### Opinion

We have audited the accompanying consolidated financial statements of Underprivileged Children's Educational Programs (UCEP) Bangladesh which comprise the consolidated statement of financial position as at 30 June 2019, consolidated statement of income & expenditure, consolidated statement of receipts and payments and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of Underprivileged Children's Educational Programs (UCEP) Bangladesh as of 30 June 2019 and of its consolidated financial performance and its consolidated receipts and payments for the year then ended in accordance with the accounting policies summarized in the note 3 of the financial statements.

### Basis for Opinion

We have conducted the audit in accordance with International Standards on Auditing. Our responsibility according to these standards is further described in the section "Auditor's responsibility for the audit of the financial report" in our report. We are independent in relation to Underprivileged Children's Educational Programs (UCEP) Bangladesh according to the professional ethical requirements that are relevant for the audit of the financial report in Bangladesh and have otherwise fulfilled our professional ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Management's Responsibility for the Consolidated Financial Statement

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRSs as explained in note 3, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing as adopted in Bangladesh. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Dated, Dhaka;  
10 December 2019




*S. F. Ahmed & Co.*  
S. F. Ahmed & Co.  
Chartered Accountants




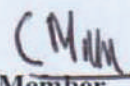
**Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects**  
**Consolidated Statement of Financial Position**  
**As at 30 June 2019**

	Notes	30.06.2019 Taka	30.06.2018 Taka
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, plant and equipment	4	403,079,588	458,352,294
<b>Current assets</b>			
Investment in FDR	5	285,163,048	158,530,991
Accounts receivable	6	153,272,142	164,536,167
Receivable from UCEP Welfare Trust	7	19,187,900	19,187,900
Receivable from UCEP University	8	8,500,000	8,500,000
Receivable from Donor	9	213,612,917	147,365,587
Advance income tax	10	574,934	-
Advance, deposit and pre-payments	11	5,767,895	10,621,351
Inventories	12	1,352,898	1,293,845
Inter project current account	13	217,592,590	178,989,208
Cash and cash equivalents	14	87,558,935	207,191,568
		<b>992,583,259</b>	<b>896,216,616</b>
<b>TOTAL ASSETS</b>		<b>1,395,662,848</b>	<b>1,354,568,911</b>
<b>Fund and Liabilities</b>			
<b>Fund account</b>			
Fund account	15	690,754,302	642,777,211
Fixed assets fund	16	325,710,007	378,029,076
		<b>1,016,464,309</b>	<b>1,020,806,287</b>
<b>Current Liabilities</b>			
Provision and liabilities	17	239,363,317	192,840,029
Inter project current account	18	123,794,765	124,882,138
Security deposit	19	16,040,457	16,040,457
		<b>379,198,539</b>	<b>333,762,624</b>
<b>Total Fund and Liabilities</b>		<b>1,395,662,848</b>	<b>1,354,568,911</b>

*The annexed notes from an integral part of this financial statement*

  
**Director**  
**Finance and Compliance**  
**UCEP Bangladesh**


  
**Executive Director**  
**UCEP-Bangladesh**

  
**Member**  
**UCEP Board of Governors**

*Signed in terms of our separate report of even date annexed*



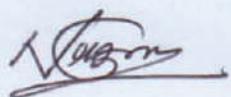
Dated; Dhaka,  
10 December 2019

  
**S. F. Ahmed & Co.,**  
**Chartered Accountants**

**Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects**  
**Consolidated Statement of Income and Expenditure**  
**For the year ended 30 June 2019**

	Notes	30.06.2019 Taka	30.06.2018 Taka
<b>Income</b>			
Grant Income	20	836,888,080	1,019,896,306
Income from House Property	21	51,444,278	63,412,426
Bank Interest	22	19,273,296	8,035,427
Other Income	23	22,147,215	74,088,525
<b>Total Income</b>		<b>929,752,869</b>	<b>1,165,432,684</b>
<b>Expenditure</b>			
Salary and Emoluments	24	565,661,128	692,001,624
Education and Social Expenses	25	108,812,774	106,502,869
Office and administration Expenses	26	20,093,344	21,138,141
Property and Building Maintenances	27	72,220,302	92,186,126
Training Expenses	28	19,626,037	13,185,904
Development Expenses	29	14,171,743	7,635,046
Monitoring, Research and	30	8,209,735	6,398,856
Utility Expenses	31	687,139	916,260
Depreciation	32	62,650,761	111,595,164
<b>Total Expenditure</b>		<b>872,132,963</b>	<b>1,051,559,990</b>
Net Surplus		57,619,906	113,872,694
<b>Total</b>		<b>929,752,869</b>	<b>1,165,432,684</b>

*The annexed notes from an integral part of this financial statement*



**Director**  
**Finance and Compliance**  
**UCEP Bangladesh**



**Executive Director**  
**UCEP Bangladesh**



**Member**  
**UCEP Board of Governors**

*Signed in terms of our separate report of even date annexed*



Dated: Dhaka  
10 December 2019


*S.F. Ahmed & Co.*  
**S.F. Ahmed & Co.**  
Chartered Accountants




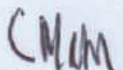
**Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects**  
**Consolidated Statement of Receipts and Payments**  
**For the year ended 30 June 2019**

	30.06.2019 Taka	30.06.2018 Taka
<b>Opening Balance:</b>	<b>207,191,567</b>	<b>152,493,062</b>
Cash in hand	129,310	240,161
Cash at bank	207,062,257	152,252,902
<b>Receipts</b>		
Fund Received from Donors	718,321,681	844,565,001
Local Donation Received	-	64,074,295
Income From House Property	55,667,907	59,961,384
Received from Tenants against Utilities Bill	13,400,092	16,109,126
Bank Interest	17,676,771	8,031,823
Received from Other Projects	95,393,362	66,749,834
Advance against Expenses	2,914,978	6,947,263
FDR Encashment	543,039,788	323,491,313
Received against Receivable	4,555,652	22,709,353
Other Receipts	22,147,215	10,014,231
	<b>1,473,117,446</b>	<b>1,422,653,623</b>
<b>Total Receipts</b>	<b>1,680,309,013</b>	<b>1,575,146,686</b>
<b>Payments</b>		
Salary and Emoluments	565,419,589	691,907,422
Educational and Social Expenses	108,869,366	106,166,225
Office /Administration Expenses	17,876,309	21,136,356
Property and Building Maintenance	72,140,558	92,186,126
Training Expenses	19,617,303	13,185,904
Development Expenses	14,171,743	7,635,046
Monitoring, Research and Evaluation	8,209,735	6,398,856
Capital Expenditure	7,378,056	30,947,021
Payment to others projects	85,781,462	111,706,788
Payment of Utility Bill Tenants	16,382,280	14,436,446
Account Receivable	-	569,982
Utility bill	687,139	916,260
Advance against Expenses	3,046,580	6,813,830
FDR Investment	669,671,845	260,727,166
Account Payable	453,574	1,016,837
Advance Income Tax	574,934	-
Other Payments	2,469,604	2,204,854
<b>Total Payments</b>	<b>1,592,750,077</b>	<b>1,367,955,119</b>
<b>Closing Balance:</b>	<b>87,558,935</b>	<b>207,191,567</b>
Cash in hand	309,023	129,310
Cash at bank	87,249,913	207,062,257
<b>Total</b>	<b>1,680,309,013</b>	<b>1,575,146,686</b>

The annexed notes from an integral part of this financial statement

  
**Director**  
**Finance and Compliance**  
**UCEP Bangladesh**


  
**Executive Director**  
**UCEP Bangladesh**

  
**Member**  
**UCEP Board of Governors**



Dated: Dhaka  
10 December 2019

Signed in terms of our separate report of even date annexed

  
**S.F. Ahmed & Co.**  
**Chartered Accountants**



**Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects**  
**Notes to the Consolidated Financial Statements**  
**For the year ended 30 June 2019**

**About UCEP Bangladesh**

**1 Background Information**

Underprivileged Children's Educational Program (UCEP) Bangladesh is a non-profit and non-governmental organization aims to uplift the socio-economic conditions of underprivileged communities through help to learn skills to earn. UCEP was started in 1972. UCEP's founder Mr. Lindsay Allan Cheyne, a New Zealander who came to help war-victims people, came across a study by faculty members of Dhaka University on distressed situation of street children. Mr. Cheyne started a non-formal school for 60 working children. That social entrepreneurship in more than 4 decades has expanded both programmatically and geographically. UCEP also has presence in Nepal but since the death of the founder in 1985, UCEP Bangladesh and UCEP Nepal Operates as separate entity.

At present UCEP is governed by UCEP association, which is comprised of 40 voluntary members among whom a 7 members of Board of Governors got elected for a two years term. The members of UCEP association are highly respected individuals from a diverse sector of the country.

UCEP is registered with the NGO Affairs Bureau (Registration No. 34) dated 22 April 1981 and renewed on 14 September 2015, under the Prime Minister's office and with the Directorate of Social Affairs under the Ministry of Social Welfare (Registration No. Dha-02480) Dated 26 September 1990.

At present, UCEP's core program is the Technical and Vocational Education and Training, which is comprised of both 6 months (and also customized shorter course as per industry needs) skills training as well as formal stream of technical education (Grade 9 and 10 toward S.S.C. Vocational). It is backed up by an education program (IGVE) from Grade 1 to 8 for those who got dropped out from mainstream education for various reasons. The general education gets integrated to vocational education through introducing basic vocational literacy during the general education. The skills training has a forward linkage of job placement support, which includes both wage-employment and self-employment supports. All these three components are cross-cut with a child and woman rights advocacy that attempts to bring more children, especially girls, back to education especially in technical education stream; to engage family and community for more support to their children's education and training; and to build partnership with employers, organization, government and others for fostering the institutionalization and sustainability process of the efforts. UCEP has established polytechnic institute with the name UCEP Institute of Science & Technology (UIST) in Dhaka.

At present, UCEP has operations in 10 districts among which in 8 districts, UCEP has land and infrastructure of its own, district level management, accounting system, and other setups; while in the rest 2 districts, UCEP implements skills training for women in government's training centers.

There are 43 Schools of which 10 are technical schools and the rest 33 are either general schools or a mixed of both general and technical. Yearly UCEP serve more than 47,000 underprivileged children/youth. In 2017, about 14,176 (44% female) completed technical education and being employed. On an average 95% of the job-seeking graduates from UCEP find a job with the help of UCEP within the first six months of course completion. In 2018, the target is about 13,562 to be graduated.

**1.2 Goals and Objectives**

**a. Goals**

In keeping pace with the national priority to remove illiteracy and poverty from the country, UCEP seeks to establish opportunities for the poorest children particularly in the cities, so that they can have basic education meaningful to ordinary practical life and enhance their chances for having better conditions of life style. UCEP is working to improve the standard of social and economic living of the working children and their families in urban areas of Bangladesh.





## **b. Objectives**

The specific objectives of the organization are to:

- i. Provide special schooling facilities for the urban working children or street boys and girls who have no opportunity to attend public school or have dropped out in the very early stage of primary education;
- ii. Provide such children with training to acquire employable technical skills after they have received their basic education in UCEP schools;
- iii. Assist such children to find suitable employment and for that purpose, establish links with potential employees;
- iv. Undertake social work services to ensure cooperation of families and other concerned in promoting education and social rehabilitation of the children;
- v. Organize and conduct activities in cooperation with other agencies in order to contribute to the establishment of rights of the working children and thereby increase the conditions of human fulfillment at a wider scale; and
- vi. Provide necessary training facilities with staff to fulfill the above objectives efficiently and economically.

## **1.3 Major Physical Components of the Projects**

Major physical components of the project are as follows :

- i. General Education;
- ii. Technical and Vocational Education and Training ;
- iii. Job Placement; and
- iv. Child and Women Rights Advocacy (CWRA).

## **2. Finance and Operational Strategies**

### **2.1 Finance**

All donations and grants from foreign institutions are received by UCEP-Bangladesh Head Office and thereafter transferred to various divisions for running their respective approved program activities. Statements of accounts and vouchers in support of transactions are forwarded to UCEP-Bangladesh Head Office on monthly basis.

### **2.2 Target Group/Operational Strategies**

The target group of UCEP-Bangladesh consists of working children of poor families living in urban slums. The major categories of such children are domestic servants, vendors/ hawkers, factory workers, shop-assistants, fire wood collectors or rag pickers, porters and day labors. The unique characters of operational strategies of UCEP-Bangladesh are to encourage school enrolment and retention of working children and assist them in getting permanent employment and increased income through their educational and training programs.

## **3. Significant Accounting Policies**

### **3.1 Basis of Accounting**

The financial statements have been prepared under the historical cost convention in accordance with Bangladesh Financial Reporting Standards. Transactions are recognized on accrual basis..

### **3.2 Basis of Reporting:**

Financial statement presentation follows the recommendations and formats provided by UCEP Bangladesh management and also conforms with applicable generally accepted accounting principles.

### **3.3 Basis of Consolidation**

The consolidated financial statements have been prepared compiling Nine (09) financial statements of projects and income generating activities of UCEP-Bangladesh which have been independently audited by us.

The name of the projects and income generating activities are as follows :

- 1 UCEP Development Fund (Mainstream Program)
2. Cheyne Tower
3. UCEP Training Institute, Dhaka
4. UCEP Training Institute, Sylhet
5. UCEP Institute Science and Technology (UIST)
6. UCEP University
- 7 UCEP School and College , Rajshahi





- 8 A.K.Khan UCEP Politechnic Institute , Kalurghat, Chattagram  
9 Shahid Khaled UCEP Textile Institute , Jatrabari, Dhaka

### 3.4 Fixed Assets and Depreciation

Fixed Assets have been stated at cost less accumulated depreciation. Depreciation is charged on fixed assets using straight-line method. Full year's depreciation is charged on addition to fixed assets irrespective of date of acquisition but no depreciation charged on the assets disposed off during the year.

### 3.5 Accounting for Grants

- i. Grants are recognized as income in accordance with Bangladesh Accounting Standard-20, i.e., grant income is recognized over the periods necessary to match them with the related costs of that periods.
- ii. Grant related to purchase of fixed assets is accounted for as deferred income and is recognized as income over the useful lives of the assets.

### 3.6 Fixed Assets Fund

This represents the written down value of fixed assets acquired out of the grants received from donor. This fund actually indicates deferred income that are being credited to income over the useful lives of the assets.

### 3.7 Taxation

UCEP Bangladesh is exempted from income tax as per letter no ৮(১৩৯) বিসিএস-১৭(কসআই-২)/২০০৪/৪৩২ তারিখ ২৩/০৯/২০০৪ issued by the National Board of Revenue (NBR).

### 3.8 Related Parties

The credit for self employment loans provided to the related parties are unsecured and settlement occurs through bank transfer. There have been no guarantee provided or received for any related party receivables or payables.

### 3.9 Events after the Reporting Period

No material events occurred after the reporting period.

### 3.10 General

- i. Figures in the financial statements have been rounded off to the nearest Taka.
- ii. Previous year's figures have been rearranged whether considered necessary to confirm to the current year's presentation.
- iii. Among all the projects, the financial statements of UCEP SCHOOL & COLLEGE (USC)-RAJSHAHI, A.K. Khan UCEP Polytechnic institute (AKKUPI) and Shahid Khaled UCEP Textile Institute (SKUTI) Project for the year 2018 was unaudited. As well as the financial statements of UCEP University was unaudited from its inception. To prepare the consolidated financial statements of UCEP Bangladesh, figures of the two projects are taken from the signed financial statements of the project management.
- iv. In the consolidation of overall financial statement nine (9) projects have been consider as per decision of the management.



	30.06.2019 Taka	30.06.2018 Taka
<b>4 Property, plant and equipment</b>		
<b>A. Cost</b>		
Opening balance	1,318,520,979	1,290,808,824
Add: Addition during the period	7,556,926	30,947,021
	<u>1,326,077,905</u>	<u>1,321,755,845</u>
Less: Disposal during the period	-	3,234,866
	<u><b>1,326,077,905</b></u>	<u><b>1,318,520,979</b></u>
<b>B. Accumulated Depreciation</b>		
Opening balance	860,168,685	751,808,387
Add: Charged during the period	62,829,632	111,595,164
	<u>922,998,317</u>	<u>863,403,551</u>
Less: Disposal during the period	-	3,234,866
	<u><b>922,998,317</b></u>	<u><b>860,168,685</b></u>
<b>C. Written Down Value (A-B)</b>	<u><b>403,079,588</b></u>	<u><b>458,352,294</b></u>
A schedule of property, plant and equipment is given in Annexure - A.		
<b>4.1 Property, plant and equipment</b>		
Cheyne Tower	8,850,971	9,559,048
UCEP Training Institute, Dhaka	9,435,181	10,745,570
UCEP Training Institute, Sylhet	54,516,898	57,190,095
UCEP Institute of Science and technology (UIST)	3,654,903	1,801,242
UCEP School and College , Rajshahi	911,629	1,027,264
Underprivileged Children's Educational Programs (UCEP) Bangladesh	325,710,006	378,029,075
	<u><b>403,079,588</b></u>	<u><b>458,352,294</b></u>
<b>5 Investment in FDR</b>		
Cheyne Tower	1,650,000	-
UCEP Training Institute, Dhaka	25,945,000	17,500,000
UCEP Training Institute, Sylhet	2,361,085	2,000,000
UCEP Institute of Science and technology (UIST)	8,000,000	5,000,000
UCEP University	98,916,307	85,000,000
UCEP School and College , Rajshahi	51,530	50,000
A.K.Khan UCEP Politechnic Institute , Kalurghat, Chattagram	1,500,000	541,065
Underprivileged Children's Educational Programs (UCEP) Bangladesh	146,739,126	48,439,926
	<u><b>285,163,048</b></u>	<u><b>158,530,991</b></u>
<b>6 Accounts receivable</b>		
Cheyne Tower	29,873,716	29,807,660
UCEP Training Institute, Dhaka	965,231	30,620
UCEP Training Institute, Sylhet	189,346	1,320,280
UCEP Institute of Science and technology (UIST)	254,333	-
UCEP University	414,402	10,000,000
UCEP School and College , Rajshahi	1,627	1,579
A.K.Khan UCEP Politechnic Institute , Kalurghat, Chattagram	71,358	8,114
Underprivileged Children's Educational Programs (UCEP) Bangladesh	121,502,128	123,367,914
	<u><b>153,272,142</b></u>	<u><b>164,536,167</b></u>
<b>7 Receivable from UCEP Welfare Trust</b>		
Cheyne Tower	<u><b>19,187,900</b></u>	<u><b>19,187,900</b></u>
<b>8 Receivable from UCEP University</b>		
Cheyne Tower	<u><b>8,500,000</b></u>	<u><b>8,500,000</b></u>
<b>9 Receivable from Donors</b>		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	213,612,917	147,365,587
	<u><b>213,612,917</b></u>	<u><b>147,365,587</b></u>





	30.06.2019 Taka	30.06.2018 Taka
<b>10 Advance Income Tax</b>		
UCEP Training Institute, Dhaka	161,641	-
UCEP Training Institute, Sylhet	8,977	-
UCEP Institute of Science and technology (UIST)	68,510	-
UCEP University	335,806	-
	<b>574,934</b>	<b>-</b>
<b>11 Advance, deposit and pre-payments</b>		
UCEP Training Institute, Sylhet	-	7,200
UCEP Training Institute, Dhaka	159,422	-
UCEP Institute of Science and technology (UIST)	10,000	-
Underprivileged Children's Educational Programs (UCEP) Bangladesh	5,598,473	10,614,151
	<b>5,767,895</b>	<b>10,621,351</b>
<b>12 Inventories</b>		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	1,352,898	1,293,845
	<b>1,352,898</b>	<b>1,293,845</b>
<b>13 Inter project current account</b>		
Cheyne Tower	217,592,590	178,989,208
	<b>217,592,590</b>	<b>178,989,208</b>
<b>14 Cash and cash equivalents</b>		
Cash in Hand	309,023	129,310
Cash at Bank	87,249,913	207,062,258
	<b>87,558,935</b>	<b>207,191,568</b>
<b>14.1 Cash in Hand</b>		
UCEP Training Institute, Dhaka	6,905	1,625
UCEP Training Institute, Sylhet	55,799	26,327
UCEP Institute of Science and technology (UIST)	14,411	1,418
UCEP School and College , Rajshahi	2,125	23
Underprivileged Children's Educational Programs (UCEP) Bangladesh	229,783	99,918
	<b>309,023</b>	<b>129,310</b>
<b>14.2 Cash at Bank</b>		
Cheyne Tower	30,932	1,680,196
UCEP Training Institute, Dhaka	3,120,872	8,579,118
UCEP Training Institute, Sylhet	1,500,770	2,979,736
UCEP Institute of Science and technology (UIST)	1,793,237	4,449,995
UCEP University	12,226	86,046
UCEP School and College , Rajshahi	1,778,266	695,423
A.K.Khan UCEP Politechnic Institute , Kalurghat, Chattagram	864,144	100,638
Underprivileged Children's Educational Programs (UCEP) Bangladesh	78,149,466	188,491,105
	<b>87,249,913</b>	<b>207,062,258</b>
<b>15 Fund account</b>		
Cheyne Tower	269,345,412	231,501,305
UCEP Training Institute, Dhaka	39,785,518	36,688,283
UCEP Training Institute, Sylhet	1,617,762	6,243,600
UCEP Institute of Science and Technology (UIST)	11,522,403	11,252,655
UCEP University	46,620,944	32,014,046
UCEP School and College , Rajshahi	(5,168,975)	(1,899,113)
A.K.Khan UCEP Politechnic Institute , Kalurghat, Chattagram	(733,817)	49,818
Shahid Khaled UCEP Textile Institute , Jatrabari, Dhaka	(808,336)	-
Underprivileged Children's Educational Programs (UCEP) Bangladesh	328,573,391	326,926,617
	<b>690,754,302</b>	<b>642,777,211</b>





	30.06.2019 Taka	30.06.2018 Taka
<b>16 Fixed assets fund</b>		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	325,710,007	378,029,076
	<b>325,710,007</b>	<b>378,029,076</b>
<b>17 Provision and liabilities</b>		
Cheyne Tower	300,241	-
UCEP Training Institute, Dhaka	8,734	-
UCEP Institute of Science and Technology (UIST)	102,993	-
UCEP University	5,000	-
UCEP School and College , Rajshahi	334,952	94,202
Underprivileged Children's Educational Programs (UCEP) Bangladesh	238,611,397	192,745,827
	<b>239,363,317</b>	<b>192,840,029</b>
<b>18 Inter project current account</b>		
Cheyne Tower	-	182,250
UCEP Training Institute, Dhaka	-	168,650
UCEP Training Institute, Sylhet	57,015,114	57,280,038
UCEP Institute of Science and Technology (UIST)	2,170,000	-
UCEP University	53,052,797	63,072,000
UCEP School and College , Rajshahi	7,579,200	3,579,200
A.K.Khan UCEP Politechnic Institute , Kalurghat, Chattagram	3,169,319	600,000
Shahid Khaled UCEP Textile Institute , Jatrabari, Dhaka	808,336	-
	<b>123,794,765</b>	<b>124,882,138</b>
<b>19 Security Deposit</b>		
Cheyne Tower	16,040,457	16,040,457
UCEP Training Institute, Sylhet	-	-
	<b>16,040,457</b>	<b>16,040,457</b>



		30.06.2019 Taka	30.06.2018 Taka
<b>20 Grant Income</b>			
UCEP Institute of Science and Technology (UIST)		-	630,980
Underprivileged Children's Educational Programs (UCEP) Bangladesh		836,888,080	1,019,265,326
		<b>836,888,080</b>	<b>1,019,896,306</b>
<b>21 Income from House Property</b>			
Cheyne Tower		42,046,404	40,826,292
UCEP Training Institute, Dhaka		5,903,249	14,701,044
UCEP Training Institute, Sylhet		3,494,625	7,885,090
		<b>51,444,278</b>	<b>63,412,426</b>
<b>22 Bank Interest</b>			
Cheyne Tower		154,061	119,629
UCEP Training Institute, Dhaka		3,279,202	254,893
UCEP Training Institute, Sylhet		346,661	126,886
UCEP Institute of Science and Technology (UIST)		711,068	442,343
UCEP University		14,667,536	7,053,380
UCEP School and College, Rajshahi		23,480	18,414
A.K.Khan UCEP Politechnic Institute, Kalurghat, Chattagram		91,288	19,881
		<b>19,273,296</b>	<b>8,035,427</b>
<b>23 Other Income</b>			
UCEP Institute of Science and Technology (UIST)	23.1	11,232,230	9,335,825
UCEP School and College, Rajshahi	23.2	778,659	678,406
Underprivileged Children's Educational Programs (UCEP) Bangladesh	23.3	10,136,326	64,074,294
		<b>22,147,215</b>	<b>74,088,525</b>
<b>23.1 UCEP Institute of Science and Technology (UIST)</b>			
<b>Student Fees</b>			
Admission fee		1,646,240	5,143,750
Tuition fee		8,652,800	3,473,380
Sponsorship		21,050	108,000
Exam fee		877,995	552,235
Registration fee		4,200	-
Other receipts		29,945	58,460
		<b>11,232,230</b>	<b>9,335,825</b>
<b>23.2 UCEP School and College, Rajshahi</b>			
<b>Student Fees</b>			
Student Admission & others fees		89,650	287,828
Tuition Fee		683,278	388,178
Canteen		721	-
Others Receipts		5,010	2,400
		<b>778,659</b>	<b>678,406</b>
<b>23.3 Underprivileged Children's Educational Programs (UCEP) Bangladesh</b>			
Under Development Fund		-	64,074,294
Bank Interest		7,962,476	-
Rental Income		2,170,000	-
Sale of agricultural products		3,850	-
		<b>10,136,326</b>	<b>64,074,294</b>





	30.06.2019 Taka	30.06.2018 Taka
<b>24 Salary and Emoluments</b>		
Cheyne Tower	-	-
UCEP Training Institute, Dhaka	1,817,458	811,259
UCEP Training Institute, Sylhet	1,530,746	789,317
UCEP Institute of Science and Technology (UIST)	4,307,066	3,654,124
UCEP School and College , Rajshahi	3,380,009	972,557
A.K.Khan UCEP Politechnic Institute , Kalurghat, Chattagram	791,068	-
Shahid Khaled UCEP Textile Institute , Jatrabari, Dhaka	783,568	-
Underprivileged Children's Educational Programs (UCEP) Bangladesh	553,051,213	685,774,367
	<b>565,661,128</b>	<b>692,001,624</b>
<b>25 Education and Social Expenses</b>		
UCEP Institute of Science and Technology (UIST)	1,199,533	798,000
UCEP School and College , Rajshahi	116,031	170,123
Underprivileged Children's Educational Programs (UCEP) Bangladesh	107,497,210	105,534,746
	<b>108,812,774</b>	<b>106,502,869</b>
<b>26 Office and Administration Expenses</b>		
Cheyne Tower	278,756	1,139,430
UCEP Training Institute, Dhaka	502,881	52,975
UCEP Training Institute, Sylhet	2,120,185	4,042,401
UCEP Institute of Science and Technology (UIST)	2,373,906	305,499
UCEP University	79,840	27,418
UCEP School and College , Rajshahi	38,718	270,908
A.K.Khan UCEP Politechnic Institute , Kalurghat, Chattagram	83,102	3,264
Shahid Khaled UCEP Textile Institute , Jatrabari, Dhaka	24,768	-
Underprivileged Children's Educational Programs (UCEP) Bangladesh	14,591,187	15,296,246
	<b>20,093,344</b>	<b>21,138,141</b>
<b>27 Property and Building Maintenances</b>		
Cheyne Tower	3,369,525	4,726,648
UCEP Training Institute, Dhaka	96,361	47,405
UCEP Training Institute, Sylhet	255,893	870,687
UCEP Institute of Science and Technology (UIST)	2,616,742	446,725
UCEP School and College , Rajshahi	109,640	387,738
Underprivileged Children's Educational Programs (UCEP) Bangladesh	65,772,141	85,706,923
	<b>72,220,302</b>	<b>92,186,126</b>
<b>28 Training Expenses</b>		
UCEP Training Institute, Dhaka	2,358,128	4,864,432
UCEP Institute of Science and Technology (UIST)	10,700	-
UCEP School and College , Rajshahi	181,061	535,797
Underprivileged Children's Educational Programs (UCEP) Bangladesh	17,076,148	7,785,675
	<b>19,626,037</b>	<b>13,185,904</b>
<b>29 Development Expenses</b>		
UCEP Science and Technology (UIST)	351,065	61,554
UCEP School and College , Rajshahi	61,333	80,558
Underprivileged Children's Educational Programs (UCEP) Bangladesh	13,759,345	7,492,934
	<b>14,171,743</b>	<b>7,635,046</b>
<b>30 Monitoring, Research and Evaluation</b>		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	8,209,735	6,398,856
	<b>8,209,735</b>	<b>6,398,856</b>





	30.06.2019 Taka	30.06.2018 Taka
<b>31 Utility Expenses</b>		
UCEP Training Institute, Sylhet	<u>687,139</u>	<u>916,260</u>
<b>32 Depreciation</b>		
Cheyne Tower	708,077	708,077
UCEP Training Institute, Dhaka	1,310,388	1,310,388
UCEP Training Institute, Sylhet	2,701,448	3,601,209
UCEP Institute of Science and Technology (UIST)	814,539	521,659
UCEP School and College , Rajshahi	185,209	178,252
Underprivileged Children's Educational Programs (UCEP) Bangladesh	56,931,101	105,275,580
	<u>62,650,761</u>	<u>111,595,164</u>



Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects  
Schedule of property, plant and equipment  
As at 30 June 2019

Particulars	Cost				Rate (%)	Depreciation				Amounts in Taka	
	Opening balance as on 01.07.2018	Addition during the year	Adjustment/ Disposal during the year	Total balance as on 30.06.2019		Opening balance as on 01.07.2018	Charged during the year	Adjustment/ Disposal during the year	Total balance as on 30.06.2019	Written Down Value as on 30.06.2019	
Construction/vertical expansion	722,634,952	137,565	-	722,772,517	5%	485,315,876	33,442,828	-	518,758,704	204,013,813	
Teaching Training Equipment	127,521,148	2,434,215	-	129,955,363	20%	114,996,841	14,958,521	-	129,955,362	1	
Training Tools	10,127,818	-	-	10,127,818	25%	10,127,817	-	-	10,127,817	1	
Furniture and Equipment	188,438,426	4,956,896	-	193,395,322	20%	176,132,055	14,422,633	-	190,554,687	2,840,635	
Transport	70,411,977	-	-	70,411,977	20%	70,411,976	-	-	70,411,976	2	
Land for School building	196,202,534	-	-	196,202,534	0%	-	-	-	-	196,202,534	
Hotel Room Equipment	1,235,715	-	-	1,235,715	20%	1,235,714	-	-	1,235,714	1	
Kitchen Equipment	-	28,250	-	28,250	20%	-	5,650	-	5,650	22,600	
AirConditioner	1,932,409	-	-	1,932,409	20%	1,932,408	-	-	1,932,408	1	
Sign Board	16,000	-	-	16,000	20%	15,999	-	-	15,999	1	
<b>Total as on 30.06.2019</b>	<b>1,318,520,979</b>	<b>7,556,926</b>	<b>-</b>	<b>1,326,077,905</b>		<b>860,168,685</b>	<b>62,829,632</b>	<b>-</b>	<b>922,998,317</b>	<b>403,079,588</b>	
<b>Total as on 30.06.2018</b>	<b>1,290,808,824</b>	<b>30,947,021</b>	<b>3,234,866</b>	<b>1,318,520,979</b>	<b>-</b>	<b>751,808,387</b>	<b>111,595,164</b>	<b>3,234,866</b>	<b>860,168,685</b>	<b>458,352,294</b>	



Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects  
Consolidated Statement of Financial Position  
as at 30 June 2019

Particulars	Social Enterprise Department (SED)								Underprivileged Children's Educational Programs (UCEP) Bangladesh	Total
	Cheyne Tower	UTL, Dhaka	UTL, Sylhet	UIST	UCEP University	USC, Rajshahi	AKKUPI	SKUTI		
ASSETS										
Non-current assets										
Property, plant and equipment	8,850,971	9,435,181	54,516,898	3,654,903	-	911,629	-	-	77,369,582	325,710,006
										403,079,588
Current assets										
Investment in FDR	1,650,000	25,945,000	2,361,085	8,000,000	98,916,307	51,530	1,500,000	-	138,423,922	146,739,126
Accounts receivable	29,873,716	965,231	189,346	254,333	414,402	1,627	71,358	-	31,770,014	121,502,128
Receivable from UCEP Welfare Trust	19,187,900	-	-	-	-	-	-	-	19,187,900	-
Receivable from UCEP University	8,500,000	-	-	-	-	-	-	-	8,500,000	-
Receivable from Donor	-	-	-	-	-	-	-	-	-	8,500,000
Advance income tax	-	161,641	8,977	68,510	335,806	-	-	-	574,934	-
Advance, deposit and pre-payments	-	159,422	-	10,000	-	-	-	-	169,422	5,598,473
Inventories	-	-	-	-	-	-	-	-	1,352,898	-
Inter project current account	217,592,590	-	-	-	-	-	-	-	217,592,590	-
Cash and cash equivalents	30,932	3,127,777	1,556,569	1,807,648	12,226	1,780,391	864,144	-	9,179,688	78,379,248
	276,835,138	30,359,071	4,115,978	10,140,493	99,678,741	1,833,548	2,435,502	-	425,398,471	567,184,789
TOTAL ASSETS	285,686,109	39,794,252	58,632,875	13,795,396	99,678,741	2,745,177	2,435,502	-	502,768,053	892,894,796
										1,395,662,848
Fund and Liabilities										
Fund										
Fund account/Retain earnings	269,345,412	39,785,518	1,617,762	11,522,403	46,620,944	(5,168,975)	(733,817)	(808,336)	362,180,911	328,573,391
Fixed assets fund	-	-	-	-	-	-	-	-	-	325,710,007
	269,345,412	39,785,518	1,617,762	11,522,403	46,620,944	(5,168,975)	(733,817)	(808,336)	362,180,911	654,283,398
										1,016,464,309
Liabilities										
Provision and liabilities	300,241	8,734	-	102,993	5,000	334,952	-	-	751,920	238,611,397
Inter project current account	-	-	57,015,114	2,170,000	53,052,797	7,579,200	3,169,319	808,336	123,794,765	123,794,765
Security deposit	16,040,457	-	-	-	-	-	-	-	16,040,457	-
Total Liabilities	16,340,698	8,734	57,015,114	2,272,993	53,057,797	7,914,152	3,169,319	808,336	140,587,142	238,611,397
										379,198,539
TOTAL FUND AND LIABILITIES	285,686,109	39,794,252	58,632,875	13,795,396	99,678,741	2,745,177	2,435,502	-	502,768,053	892,894,796
										1,395,662,848





# Segmental financial information

Annexure-A2

Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects  
Consolidated Statement of Income and Expenditure

For the year ended 30 June 2019

Particulars	Social Enterprise Department (SED)							Amounts in Taka			
	Cheyne Tower	UTL, Dhaka	UTL, Sylhet	UIST	UCEP University	USC, Rajshahi	AKKUPL, Kalurghat, Chattogram	SKUTI, Jatrabari, Dhaka	Social Enterprise Department (SED)	Underprivileged Children's Educational Programs (UCEP) Bangladesh	Total
<b>Income</b>											
Grant /Donation Income	-	-	-	-	-	-	-	-	-	836,888,080	836,888,080
Income from House Property	42,046,404	5,903,249	3,494,625	-	-	-	-	-	51,444,278	-	51,444,278
Bank Interest	154,061	3,279,202	346,661	711,068	14,667,536	23,480	91,288	-	19,273,296	-	19,273,296
Other income	-	-	-	11,232,230	-	778,659	-	-	12,010,889	10,136,326	22,147,215
<b>Total Income</b>	<b>42,200,465</b>	<b>9,182,451</b>	<b>3,841,286</b>	<b>11,943,298</b>	<b>14,667,536</b>	<b>802,139</b>	<b>91,288</b>	<b>-</b>	<b>82,728,463</b>	<b>847,024,406</b>	<b>929,752,869</b>
<b>Expenditure</b>											
Salary and Emoluments	-	1,817,458	1,530,746	4,307,066	-	3,380,009	791,068	783,568	12,609,915	553,051,213	565,661,128
Education and Social Expenses	-	-	-	1,199,533	-	116,031	-	-	1,315,564	107,497,210	108,812,774
Office and administration Expenses	278,756	502,881	2,120,185	2,373,906	79,840	38,718	83,102	24,768	5,502,157	14,591,187	20,093,344
Property and Building Maintenances	3,369,525	96,361	255,893	2,616,742	-	109,640	-	-	6,448,161	65,772,141	72,220,302
Training Expenses	-	2,358,128	-	10,700	-	181,061	-	-	2,549,889	17,076,148	19,626,037
Development Expenses	-	-	-	351,065	-	61,333	-	-	412,398	13,759,345	14,171,743
Monitoring, Research and Evaluation	-	-	-	-	-	-	-	-	-	8,209,735	8,209,735
Utility Expenses	-	-	687,139	-	-	-	-	-	687,139	-	687,139
Depreciation	708,077	1,310,388	2,701,448	814,539	-	185,209	-	-	5,719,660	56,931,101	62,650,761
<b>Total Expenditure</b>	<b>4,356,358</b>	<b>6,085,216</b>	<b>7,295,411</b>	<b>11,673,551</b>	<b>79,840</b>	<b>4,072,001</b>	<b>874,170</b>	<b>808,336</b>	<b>35,244,883</b>	<b>836,888,080</b>	<b>872,132,963</b>
<b>Net Surplus</b>	<b>37,844,107</b>	<b>3,097,235</b>	<b>(3,454,125)</b>	<b>269,747</b>	<b>14,587,696</b>	<b>(3,269,862)</b>	<b>(782,882)</b>	<b>(808,336)</b>	<b>47,483,580</b>	<b>10,136,326</b>	<b>57,619,906</b>



Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects  
Consolidated Statement of Receipts and Payments  
For the year ended 30 June 2019

Particulars	Social Enterprise Department (SED)								Underprivileged Children's Educational Programs (UCEP) Bangladesh		Total
	Cheyne Tower	UTI, Dhaka	UTI, Sylhet	UIST	UCEP University	USC, Rajshahi	AKKUP, Kalurghat, Chattogram	SKUTL, Jatrabari, Dhaka	Social Enterprise Department (SED)		
<b>Opening Balance</b>	1,680,197	8,580,743	3,006,063	4,451,413	86,046	695,446	100,638	-	18,600,545	188,591,022	207,191,567
Cash in hand	-	1,625	26,327	1,418	-	23	-	-	29,393	99,917	129,310
Cash at bank	1,680,197	8,579,118	2,979,736	4,449,995	86,046	695,423	100,638	-	18,571,152	188,491,105	207,062,257
<b>Receipts</b>											
Fund Received from Donors	-	-	-	-	-	-	-	-	-	718,321,681	718,321,681
Local Donation Received	-	-	-	-	-	-	-	-	-	-	-
Income From House Property	46,270,033	5,903,249	3,494,625	-	-	-	-	-	55,667,907	-	55,667,907
Received from Tenants against Utilities Bill	13,400,092	-	-	-	-	-	-	-	13,400,092	-	13,400,092
Bank Interest	4,386	2,566,415	346,661	456,735	14,253,133	23,432	26,010	-	17,676,771	88,016,460	17,676,771
Received from Other Projects	-	-	-	-	-	4,000,000	2,568,566	808,336	7,376,902	-	95,393,362
Advance against Expenses	-	2,603,278	7,200	304,500	-	-	-	-	2,914,978	-	2,914,978
FDR Encashment	-	36,500,000	-	15,318,156	223,422,145	-	1,098,687	-	276,338,988	266,700,800	543,039,788
Received against Receivable	-	3,424,718	1,130,934	-	-	-	-	-	4,555,652	-	4,555,652
Other Receipts	-	-	-	11,232,230	-	778,659	-	-	12,010,889	10,136,326	22,147,215
	59,674,511	50,997,660	4,979,420	27,311,621	237,675,278	4,802,091	3,693,263	808,336	389,942,179	1,083,175,267	1,473,117,446
<b>Total Receipts</b>	61,354,707	59,578,403	7,985,483	31,763,034	237,761,324	5,497,537	3,793,901	808,336	408,542,724	1,271,766,288	1,680,309,013



Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects  
Consolidated Statement of Receipts and Payments  
For the year ended 30 June 2019

Particulars	Social Enterprise Department (SED)										Amounts in Taka	
	Cheyne Tower	UTL Dhaka	UTL Sylhet	UIST	UCEP University	USC, Rajshahi	AKKUPI, Kalurghat, Chattogram	SKUTI, Jajirabari, Dhaka	Social Enterprise Department (SED)	Underprivileged Children's Educational Programs (UCEP) Bangladesh	Total	
<b>Payments</b>												
Salary and Enrolments	-	1,817,458	1,530,746	4,306,277	-	3,139,259	791,068	783,568	12,268,376	553,051,213	565,419,589	
Educational and Social Expenses	-	-	-	1,197,073	-	116,031	-	-	1,313,104	107,556,262	108,869,366	
Office /Administration Expenses	278,756	502,881	2,100,185	183,906	74,840	38,718	81,068	24,768	3,285,121	14,591,187	17,876,309	
Property and Building Maintenance	3,369,525	96,361	255,893	2,536,998	-	109,640	-	-	6,568,417	65,772,141	72,140,558	
Training Expenses	-	2,349,394	-	10,700	-	181,061	-	-	2,541,155	17,076,148	19,617,303	
Development Expenses	-	-	-	351,065	-	61,333	-	-	412,398	13,759,345	14,171,743	
Monitoring, Research and Evaluation	-	-	-	-	-	-	-	-	-	8,209,735	8,209,735	
Capital Expenditure	-	-	28,250	2,668,200	-	69,574	-	-	2,766,024	4,612,032	7,378,056	
Payment to others projects	38,345,324	3,677,161	-	-	-	-	-	-	42,022,485	43,758,977	85,781,462	
Payment of Utility Bill Tenants	16,382,280	-	-	-	-	-	-	-	16,382,280	-	16,382,280	
Account Receivable	-	-	-	-	-	-	-	-	-	-	-	
Utility bill	-	-	687,139	-	-	-	-	-	687,139	-	687,139	
Advance against Expenses	-	2,732,080	-	314,500	-	-	-	-	3,046,580	-	3,046,580	
FDR Investment	1,650,000	44,945,000	361,085	18,318,156	237,338,452	1,530	2,057,622	-	304,671,845	365,000,000	669,671,845	
Account Payable	-	168,650	284,924	-	-	-	-	-	453,574	-	453,574	
Advance Income Tax	-	161,641	8,977	68,510	335,806	-	-	-	574,934	-	574,934	
Other Payments	1,297,890	-	1,171,714	-	-	-	-	-	2,469,604	-	2,469,604	
	<b>61,323,775</b>	<b>56,450,626</b>	<b>6,428,913</b>	<b>29,955,386</b>	<b>237,749,098</b>	<b>3,717,146</b>	<b>2,929,758</b>	<b>808,336</b>	<b>399,363,037</b>	<b>1,193,387,040</b>	<b>1,592,750,077</b>	
<b>Closing Balance</b>	<b>30,932</b>	<b>3,127,777</b>	<b>1,556,569</b>	<b>1,807,648</b>	<b>12,226</b>	<b>1,780,391</b>	<b>864,144</b>	<b>-</b>	<b>9,179,687</b>	<b>78,379,248</b>	<b>87,558,935</b>	
Cash in Hand	-	6,905	55,799	14,411	-	2,125	-	-	79,240	229,783	309,023	
Cash at Bank	30,932	3,120,872	1,500,770	1,793,237	12,226	1,778,266	864,144	-	9,100,447	78,149,466	87,249,913	
<b>Total</b>	<b>61,354,707</b>	<b>59,578,403</b>	<b>7,985,482</b>	<b>31,763,034</b>	<b>237,761,324</b>	<b>5,497,537</b>	<b>3,793,901</b>	<b>808,336</b>	<b>408,541,724</b>	<b>1,271,766,288</b>	<b>1,680,309,013</b>	





# Segmental financial information

Annexure-A4

Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects  
Consolidated Statement of Financial Position  
as at 30 June 2018

Particulars	Social Enterprise Department (SED)								Underprivileged Children's Educational Programs (UCEP) Bangladesh		Total
	Social Enterprise Department (SED)								Social Enterprise Department (SED)		
	Cheyne Tower	UTI, Dhaka	UTI, Sylhet	UIST	UCEP University	USC, Rajshahi	AKKUPL, Kalurghat, Chattagram				
Assets											
Non-Current Assets											
Property, plant and equipment	9,559,048	10,745,570	57,190,095	1,801,242	-	1,027,264	-	80,323,219	378,029,075	458,352,294	
Current Assets											
Investment in FDR	-	17,500,000	2,000,000	5,000,000	85,000,000	50,000	541,065	110,091,065	48,439,926	158,530,991	
Accounts receivable	29,807,660	30,620	1,320,280	-	10,000,000	1,579	8,114	41,168,253	123,367,914	164,536,167	
Receivable from UCEP Welfare Trust	19,187,900	-	-	-	-	-	-	19,187,900	-	19,187,900	
Receivable from UCEP University	8,500,000	-	-	-	-	-	-	8,500,000	-	8,500,000	
Receivable from Donor	-	-	-	-	-	-	-	-	147,365,587	147,365,587	
Advance income tax	-	-	-	-	-	-	-	-	-	-	
Advance, deposit and pre-payments	-	-	7,200	-	-	-	-	7,200	10,614,151	10,621,351	
Inventories	-	-	-	-	-	-	-	-	1,293,845	1,293,845	
Inter project current account	178,989,208	-	-	-	-	-	-	178,989,208	-	178,989,208	
Cash and cash equivalents	1,680,197	8,580,743	3,006,063	4,451,413	86,046	695,446	100,638	18,600,545	188,591,022	207,191,567	
	238,164,964	26,111,363	6,333,543	9,451,413	95,086,046	747,025	649,818	376,544,172	519,672,445	896,216,616	
TOTAL ASSETS	247,724,012	36,856,933	63,523,638	11,252,655	95,086,046	1,774,289	649,818	456,867,391	897,701,520	1,354,568,911	
Fund and Liabilities											
Fund											
Unutilized Fund	-	-	-	-	-	-	-	-	-	-	
Fund Account/Retain Earnings	231,501,305	36,688,283	6,243,600	11,252,655	32,014,046	(1,899,113)	49,818	315,850,594	326,926,617	642,777,211	
Fixed Assets Fund	-	-	-	-	-	-	-	-	378,029,076	378,029,076	
	231,501,305	36,688,283	6,243,600	11,252,655	32,014,046	(1,899,113)	49,818	315,850,594	704,955,693	1,020,806,287	
Liabilities											
Liabilities and Provisions	-	-	-	-	-	94,202	-	94,202	192,745,827	192,840,029	
Accounts Payable	-	-	-	-	-	-	-	-	-	-	
Inter Project Loan/Current Account	182,250	168,650	57,280,038	-	63,072,000	3,579,200	600,000	124,882,138	-	124,882,138	
Security Deposit	16,040,457	-	-	-	-	-	-	16,040,457	-	16,040,457	
	16,222,707	168,650	57,280,038	-	63,072,000	3,673,402	600,000	141,016,797	192,745,827	333,762,624	
	247,724,012	36,856,933	63,523,638	11,252,655	95,086,046	1,774,289	649,818	456,867,391	897,701,520	1,354,568,911	



# Segmental financial information

Annexure-A5

Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects  
Consolidated Statement of Income and Expenditure  
For the year ended 30 June 2018

Particulars	Social Enterprise Department (SED)								Underprivileged Children's Educational Programs (UCEP) Bangladesh	Total	
	Cheyne Tower	UTI, Dhaka	UTI, Sylhet	UIST	UCEP University	USC, Rajshahi	AKKUPL, Kalurghat, Chattagram	Social Enterprise Department (SED)			
Income											
Grant/ Donation Income	-	-	-	630,980	-	-	-	-	630,980	1,019,265,326	1,019,896,306
Income from House Property	40,826,292	14,701,044	7,885,090	-	-	-	-	-	63,412,426	-	63,412,426
Bank Interest	119,629	254,893	126,886	442,343	7,053,380	18,414	19,881	19,881	8,035,427	-	8,035,427
Other Income	-	-	-	9,335,825	-	678,406	-	-	10,014,231	64,074,294	74,088,525
Total income	40,945,921	14,955,937	8,011,976	10,409,148	7,053,380	696,820	19,881	19,881	82,093,064	1,083,339,620	1,165,432,684
Expenditure											
Salary and Emoluments	-	811,259	789,317	3,654,124	-	972,557	-	-	6,227,257	685,774,367	692,001,624
Education and Social Expenses	-	-	-	798,000	-	170,123	-	-	968,123	105,534,746	106,502,869
Office and administration Expenses	1,139,430	52,975	4,042,401	305,499	27,418	270,908	3,264	3,264	5,841,895	15,296,246	21,138,141
Property and Building Maintanences	4,726,648	47,405	870,687	446,725	-	387,738	-	-	6,479,203	85,706,923	92,186,126
Training Expenses	-	4,864,432	-	-	-	535,797	-	-	5,400,229	7,785,675	13,185,904
Development Expenses	-	-	-	61,554	-	80,558	-	-	142,112	7,492,934	7,635,046
Monitoring, Research and Evaluation	-	-	-	-	-	-	-	-	-	6,398,856	6,398,856
Utility Expenses	-	-	916,260	-	-	-	-	-	916,260	-	916,260
Depreciation	708,077	1,310,388	3,601,209	521,659	-	178,252	-	-	6,319,584	105,275,580	111,595,164
Total Expenditure	6,574,155	7,086,459	10,219,874	5,787,560	27,418	2,595,933	3,264	3,264	32,294,663	1,019,265,327	1,051,559,990
Net Surplus	34,371,766	7,869,478	(2,207,898)	4,621,589	7,025,962	(1,899,113)	16,617	16,617	49,798,401	64,074,293	113,872,694
	40,945,921	14,955,937	8,011,976	10,409,148	7,053,380	696,820	19,881	19,881	82,093,064	1,083,339,620	1,165,432,684





Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects  
Consolidated Statement of Receipts and Payments  
For the year ended 30 June 2018

Particulars	Social Enterprise Department (SED)							Amounts in Taka		
	Cheyne Tower	UTL, Dhaka	UTL, Sylhet	UIST	UCEP University	USC, Rajshahi	AKKUPL, Kalurghat, Chattagram	Social Enterprise Department (SED)	Underprivileged Children's Educational Programs (UCEP) Bangladesh	Total
Opening Balance	1,564,677	2,365,871	2,287,915	2,664,105	345,084	-	100,327	9,327,979	143,165,083	152,493,062
Cash in hand	-	63,394	54,940	3,921	-	-	-	122,255	117,906	240,161
Cash at bank	1,564,677	2,302,477	2,232,975	2,660,184	345,084	-	100,327	9,205,725	143,047,177	152,252,902
Receipts										
Fund Received from Donors	-	-	-	630,980	-	-	-	630,980	843,934,021	844,565,001
Local Donation Received	-	-	-	-	-	-	-	-	64,074,295	64,074,295
Income from House Property	37,375,250	14,701,044	7,885,090	-	-	-	-	59,961,384	-	59,961,384
Received from Tenants against Utilities Bill	16,109,126	-	-	-	-	-	-	16,109,126	-	16,109,126
Bank Interest	119,629	254,893	126,886	442,343	7,053,380	16,835	17,855	8,031,823	-	8,031,823
Received from Other Projects	-	-	-	-	-	3,579,200	-	3,579,200	63,170,634	66,749,834
Advance against Expenses	-	6,947,263	-	-	-	-	-	6,947,263	-	6,947,263
FDR Encashment	-	3,705,591	-	3,629,512	77,715,000	-	525,000	85,575,103	237,916,210	323,491,313
Received against Receivable	-	22,709,353	-	-	-	-	-	22,709,353	-	22,709,353
Other Receipts	-	-	-	9,335,825	-	678,406	-	10,014,231	-	10,014,231
	53,604,005	48,318,144	8,011,976	14,038,660	84,768,380	4,274,441	542,855	213,558,463	1,209,095,161	1,422,653,623
Total Receipts	55,168,682	50,684,015	10,299,891	16,702,765	85,113,464	4,274,441	643,182	222,886,442	1,352,260,244	1,575,146,686





Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects  
Consolidated Statement of Receipts and Payments  
For the year ended 30 June 2018

Particulars	Social Enterprise Department (SED)							Amounts in Taka		
	Cheyne Tower	UTI, Dhaka	UTI, Sylhet	UIST	UCEP University	USC, Rajshahi	AKKUPI, Kalurghat, Chattogram	Social Enterprise Department (SED)	Underprivileged Children's Educational Programs (UCEP) Bangladesh	Total
<b>Payments</b>										
Salary and Emoluments	-	811,259	789,317	3,654,124	-	878,355	-	6,133,055	685,774,367	691,907,422
Educational and Social Expenses	-	-	-	798,000	-	170,123	-	968,123	105,198,102	106,166,225
Office /Administration Expenses	1,139,430	52,975	4,042,401	305,499	27,418	270,908	1,479	5,840,110	15,296,246	21,136,356
Property and Building Maintenance	4,726,648	47,405	870,687	446,725	-	387,738	-	6,479,203	85,706,923	92,186,126
Training Expenses	-	4,864,432	-	-	-	535,797	-	5,400,229	7,785,675	13,185,904
Development Expenses	-	-	-	61,554	-	80,558	-	142,112	7,492,934	7,635,046
Monitoring, Research and Evaluation	-	-	-	-	-	-	-	-	6,398,856	6,398,856
Capital Expenditure	-	-	-	665,790	-	1,205,516	-	1,871,306	29,075,715	30,947,021
Payment to others projects	31,382,962	12,019,523	-	-	-	-	-	43,402,485	68,304,303	111,706,788
Payment of Utility Bill Tenants	14,436,446	-	-	-	-	-	-	14,436,446	-	14,436,446
Account Receivable	-	-	569,982	-	-	-	-	569,982	-	569,982
Utility bill	-	-	916,260	-	-	-	-	916,260	-	916,260
Advance against Expenses	-	6,806,630	7,200	-	-	-	-	6,813,830	-	6,813,830
FDR Investment	-	17,500,000	-	5,000,000	85,000,000	50,000	-	108,091,065	152,636,100	260,727,166
Account Payable	-	1,048	97,982	917,807	-	-	-	1,016,837	-	1,016,837
Advance Income Tax	-	-	-	-	-	-	-	-	-	-
Other Payments	1,803,000	-	-	401,854	-	-	-	2,204,854	-	2,204,854
<b>Total Payments</b>	<b>53,488,486</b>	<b>42,103,272</b>	<b>7,293,829</b>	<b>12,251,352</b>	<b>85,027,418</b>	<b>3,578,995</b>	<b>542,544</b>	<b>204,285,897</b>	<b>1,163,669,222</b>	<b>1,367,955,119</b>
<b>Closing Balance</b>	<b>1,680,196</b>	<b>8,580,743</b>	<b>3,006,063</b>	<b>4,451,413</b>	<b>86,046</b>	<b>695,446</b>	<b>100,638</b>	<b>18,600,544</b>	<b>188,591,023</b>	<b>207,191,567</b>
Cash in hand	-	1,625	26,327	1,418	-	23	-	29,393	99,918	129,310
Cash at bank	1,680,196	8,579,118	2,979,736	4,449,995	86,046	695,423	100,638	18,571,152	188,491,105	207,062,257
	<b>55,168,682</b>	<b>50,684,015</b>	<b>10,299,892</b>	<b>16,702,765</b>	<b>85,113,464</b>	<b>4,274,441</b>	<b>643,182</b>	<b>222,886,442</b>	<b>1,352,260,244</b>	<b>1,575,146,686</b>



# FIVE YEARS' SUMMARY OF FINANCIAL POSITION

FIVE YEARS COMBINED STATEMENT OF FINANCIAL POSITION						
	2018-19	2017-18	2016-17	2016	2015	2014
	July'18 to June'19	July'17 to June'18	July'16 to June'17	Jan'16 to June'16	Jan'15 to Dec'15	Jan'14 to Dec'14
	Taka	Taka	Taka	Taka	Taka	Taka
<b>SOURCE OF FUND:</b>						
Equity						
Fund account	690,754,302	642,777,211	527,994,495	420,720,997	365,269,213	501,853,942
	690,754,302	642,777,211	527,994,495	420,720,997	365,269,213	501,853,942
<b>Long term liabilities</b>						
Fixed assets fund	325,710,007	378,029,076	454,228,941	603,508,510	623,987,157	676,640,091
Reserve Fund				1,379,177	1,375,027	1,336,940
Unutilized Fund				579,541	159,095	910,054
Disaster Management Fund				146,465	146,465	146,465
	325,710,007	378,029,076	454,228,941	605,613,693	625,667,744	679,033,550
<b>Total</b>	<b>1,016,464,309</b>	<b>1,020,806,287</b>	<b>982,223,436</b>	<b>1,026,334,690</b>	<b>990,936,957</b>	<b>1,180,887,492</b>

APPLICATIONS OF FUND:						
Non-current Assets	2018-19	2017-18	2016-17	2016	2015	2014
Property, plant and equipment	403,079,588	458,352,294	539,000,436	653,934,304	662,001,969	717,814,051
	403,079,588	458,352,294	539,000,436	653,934,304	662,001,969	717,814,051
<b>Current Assets</b>						
Investment in FDR	285,163,048	158,530,991	220,770,139	183,880,548	132,743,505	65,803,987
Accounts receivable	153,272,142	164,536,167	208,003,288	186,905,670	171,987,698	160,377,375
Receivable from UCEP Welfare Trust	19,187,900	19,187,900	19,187,900	19,187,900	19,187,900	19,187,900
Receivable from UCEP University	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000	8,500,000
Receivable from Donor	213,612,917	147,365,587	48,234,147	5,627,816	49,157,974	288,203,509

Receivable from Tenants	-	-	20,503,125	12,670,625	8,775,000	13,095,625
Advance income tax	574,934	-				
Advance, deposit and pre-payments	5,767,895	10,621,351	17,090,858			
Inventories	1,352,898	1,293,845	1,630,489	2,681,168	3,104,400	6,040,144
Inter project current account	217,592,590	178,989,208	147,151,830	150,403,559	137,611,481	91,513,891
Cash and cash equivalents	87,558,935	207,191,568	152,392,736	125,652,434	126,025,431	81,513,379
Loan to Beneficiaries				11,035,418	11,042,958	12,742,869
Loan to Fund Raising Activities				456,234	456,234	456,234
Other Assets				6,232,886	6,094,202	7,080,891
	<b>992,583,260</b>	<b>896,216,616</b>	<b>843,464,512</b>	<b>713,234,258</b>	<b>674,686,783</b>	<b>754,515,804</b>

<b>Current Liabilities</b>	<b>2018-19</b>	<b>2017-18</b>	<b>2016-17</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
Provision and liabilities	239,363,317	192,840,029	261,453,031	185,836,253	194,447,732	136,908,428
Inter project current account	123,794,765	124,882,138	122,193,682	130,939,243	126,366,438	130,614,728
Security deposit	16,040,457	16,040,457	16,420,571	15,212,172	15,212,172	13,997,172
Members Saving Deposit with Interest				3,118,928	3,137,705	3,987,195
Loan Loss Provision				3,834,204	3,834,204	3,834,204
Accounts payable			174,225	1,893,071	2,753,542	2,100,635
	<b>379,198,539</b>	<b>333,762,624</b>	<b>400,241,509</b>	<b>340,833,871</b>	<b>345,751,794</b>	<b>291,442,362</b>

<b>NET CURRENT ASSETS:</b>	613,384,720	562,453,992	443,223,003	372,400,387	328,934,989	463,073,442
<b>Total</b>	<b>1,016,464,309</b>	<b>1,020,806,287</b>	<b>982,223,436</b>	<b>1,026,334,690</b>	<b>990,936,957</b>	<b>1,180,887,492</b>



# CONTRIBUTION OF UCEP BANGLADESH IN ACHIEVING SUSTAINABLE DEVELOPMENT GOALS (SDG)



# PARTNERS AND PATRONS OF UCEP BANGLADESH





Facebook Business Page is the most engaging Social Media platform for UCEP Bangladesh. The page posted different relevant as well as engaging contents for the 15,775 followers of the brand.

## VISIBILITY



**37%**  
increase in  
audience  
engagement

We have created B2B contents in LinkedIn that made UCEP a credible brand.

## EVENTS

**35**  
events  
managed

UCEP Bangladesh has arranged different day celebrations, signing & awarding ceremonies.

## NEWS

**20**  
news published  
press and  
electronic media



# VISITS AND EVENTS IN 2019



Inauguration of QuEST Project in the presence of The honorable High Commissioner of the Australian High Commission to Bangladesh, Her Excellency Ms. Julia Niblett.



Agreement signing ceremony between UCEP Bangladesh and United Group



Ms. Parveen Mahmud FCA, Chairperson, Board of Governors, UCEP Bangladesh meeting Mr. Alihussain Akberali FCA, Chairman of BSRM Group of Companies.



Ms. Tahsinah Ahmed, Executive Director of UCEP Bangladesh attending the round table meeting organized by Prothom Alo.



Ms. Parveen Mahmud, Chairperson of UCEP Bangladesh Board of Governors (BoG) and Ms. Tahsinah Ahmed, Executive Director of UCEP Bangladesh "International Women's Day" with the presence of Mr. Faruque Hossain, Executive Chairman, National Skills Development Authority (Secretary in - charge, GoB) and Ms. Fahmida Shabnam, Team Leader at DFID at UCEP Bangladesh.



Mr. Emranul Huq, Managing Director, Dhaka Bank Ltd. was present at inauguration ceremony of Electrical Lab at UIST campus on 18th November, 2019





During the visit of Sir Simon McDonald, Permanent Under-Secretary and Head of the Diplomatic Service at the Foreign and Commonwealth Office of London at UCEP Bangladesh.



Dr. Qazi Kholiquzzaman Ahmad visited UCEP Bangladesh on the occasion of World Youth Skills Day 2019



UCEP Bangladesh's Chairperson Ms. Parveen Mahmud FCA and Senior Management Team met Mr. Manmohan Parkash, Country Director, Asian Development Bank (ADB) at his office.



UCEP Bangladesh proudly celebrated the success of its students of A.K.Khan UCEP Technical School, Chattogram.



Celebration for the birthday of the Founder of UCEP Bangladesh, Mr. Lindsay Allan Cheyne, in an event titled "জীবন পরিবর্তনের কথা"



Bangladeshi author, screenwriter, novelist, dramatist and journalist, Anisul Hoque inspired UCEP Bangladesh student named Romel Ali while attending an event arranged by Kishor Alo

# REMEMBRANCE OF DEPARTED SOULS



Ms. Jobeda Khanam  
Expired on 1990



Mr. M R Siddiqi  
Expired on 6 February, 1992



Rear Admiral Sultan Ahmad (Retd.)  
Expired on 15 December, 2001



Mr. Aziz-ul-Huq  
Expired on 3 September, 2002



Mr. M. Nurul Haq  
Expired on 16 December, 2003



Prof. Dr. S.H.K. Esufzai  
Expired on 12 February, 2009



Mr. Sulaiman Chaudhury  
Expired on 23 July, 2009



Lt. Col. Hesamuddin Ahmed, psc (Retd.)  
Expired on 14 February, 2012



Mr. M. Sirajul Islam  
Expired on 27 January, 2013



Mr. Chowdhury Manzur Murshed  
Expired on 16 September, 2013



Maj Gen. (Retd.) Amjad Khan Chowdhury  
Expired on 08 July, 2015



Ms. Niloufer Mahmood  
Expired on 07 December, 2015



Mr. Ferdouse Khan  
Expired on 30 March, 2016



Mr. R. M. H. Hijri



Mrs. Husniara Huq  
Expired on 12 June 2019



# CHECK LIST

Sl. No.	Evaluation Criteria	Page No.
1.	<b>Objectives and Values</b> Vision/ Mission Legal basis Core Values & Objectives	5 & 12
2.	<b>Directors' Report/Chairman's/(Head of the Organization Report) CEO Review</b> A general review of the activities / projects completed during the year and in progress. Highlighting the contribution towards achieving the main objectives, Contributions made towards the economy of the country. e.g. poverty alleviation. Information on various programs / human resources & infrastructure developments, other segments of NGO Financial and operational sustainability analysis provided. A general outline of future activities & projects	6 - 9
3.	<b>Accounting Policies and Disclosures with National and International Accounting Standards</b> <b>Details of Accounting Policies and Disclosures</b> <ul style="list-style-type: none"> <li>Comparative information is disclosed in the balance sheet, income statement, statement of changes in equity, cash flow statement and accounting policies and explanatory notes are provided.</li> <li>Each material item should be presented separately</li> <li>Presentation of accounting policies</li> <li>Accrual basis is followed (except donations and grants service charge income on cash basis).</li> <li>The source and amount of any donations received during the period are reported and shown separately from the other income generated by NGO.</li> <li>No recurrent expenditure has been charged to capital a/c.</li> <li>Revenue from non core activities has been separately identified.</li> </ul> Basis of loan loss provision and expenses related to loan losses are shown separately from other expenses in the income statement. (If the entity is not a micro finance entity grant full marks) <ul style="list-style-type: none"> <li>Interest accrued on savings of beneficiaries along with basis of interest accrual. ( If the entity is not a micro finance entity grant full marks)</li> <li>Income from investments is shown separately.</li> <li>Income and expenditure statement for the financial service operations is provided, in addition to other operational statements for the whole institution.</li> </ul> <b>Balance Sheet</b> Balance Sheet provides classified summary of microcredit program, social development program and commercial activities tied with the microcredit program of the NGO. <ul style="list-style-type: none"> <li>Accounting policies on recognizing income and expenses.</li> <li>Basis of cost allocation for shared costs policy (if applicable).</li> </ul>	93 - 119

Sl. No.	Evaluation Criteria	Page No.
	<ul style="list-style-type: none"> <li>Accounting of Grant/ subsidies/ donations.</li> <li>Material in kind donations or subsidies are disclosed.</li> <li>Depreciation policy and charge</li> <li>Loan loss provisioning (aging) and write off policy.</li> <li>Source of loan, terms and interest on borrowings from outsiders.</li> <li>On lending rate of service charge to beneficiaries (clients).</li> <li>Effective rate of service charge to beneficiaries (clients).</li> <li>Interest rate paid on savings to beneficiaries(clients).</li> <li>Terms and nature of investments.</li> <li>Any unusual financial movement during the period.</li> <li>Significant departure from accounting standers should be adequately explained /justified.</li> </ul> <p><b>Compliance with Core IASs</b></p> <p>Extent of compliance with the following core IAS / IFRS (Applicable &amp; Adopted by each country for financial year concerned) or equivalent National Standards</p> <p>Core IAS's :</p> <p>1,2,7,8,10,12,14,16,17,19,21,24,27,28,30,32,36,37,38, and 39 (consider if implemented locally)</p> <p><b>Presentation of Financial Statements</b></p> <p>Presentation / format of Balance Sheet</p> <p>Presentation / format of Income Statement</p> <p>Presentation / format of Cash Flow/ S &amp; A funds</p> <p>Presentation / format of changes in Equity</p> <p>Explanatory notes on Financial Statements</p> <ul style="list-style-type: none"> <li>If financial statements comply with all relevant accounting standards, an explicit statement of such compliance a relevant accounting standards requirement would result in misleading financial statements, departure from relevant accounting standards requirement is required and should be explained.</li> <li>Financial statements are prepared on a going concern basis.</li> <li>Consistency of presentation.</li> <li>Other disclosures as required</li> </ul>	
4.	<p><b>Information regarding different segments and units of the NGO</b></p> <p>Segmental review of operations with description of the performance and future prospects of each segment</p> <p>Segment analysis of</p> <ul style="list-style-type: none"> <li>- Income / Revenue</li> <li>- Operating Profit</li> <li>- Net Assets</li> </ul> <p>Information regarding different segments and units of the NGO</p>	15 - 95
5.	<p><b>NGO / Corporate Governance Information</b></p> <ul style="list-style-type: none"> <li>- Board</li> <li>- Management Committee</li> <li>- (Audit Committee)</li> <li>- Meetings and Attendance</li> <li>- Contribution of NGO to the society Government Exchequer</li> <li>- Other related information</li> </ul>	79 - 92

Sl. No.	Evaluation Criteria		Page No.
6.	<b>Stakeholder Information</b> Information relevant for shareholders and other users of financial statements <ul style="list-style-type: none"><li>Stakeholder's information on Equity (Grant+ Accumulated Surplus), Reserves are provided with clarity.</li></ul>		1
	<b>Promoters / Members information</b> <ul style="list-style-type: none"><li>Distribution of shareholders</li><li>Shares held by Directors/Executives</li></ul>		
	<b>Graphic/pictorial data on</b> <ul style="list-style-type: none"><li>Segmental Presentation</li><li>i.e. Geographical Segments, Nature of the Projects, Community services development project educational, vocational etc.</li></ul>		
	<b>Five year summary</b> <ul style="list-style-type: none"><li>Community Services carried out</li><li>No. of beneficiaries</li><li>level of enhancement of the social status i.e. comparison of past &amp; present gender wise or age wise or income level wise of Grants / Donation</li><li>Administration cost incurred per unit of disbursement</li><li>Balance Sheet - Members funds</li><li>Project wise - Property Plant and Eqpt</li><li>Net current assets</li><li>Long term liabilities</li><li>capital grants</li></ul>		
	<b>Project performance</b> Projects completed Value & areas Administration cost measured on a unit of disbursement <ul style="list-style-type: none"><li>Value of the project activities per beneficiary</li><li>Administration cost per beneficiary</li></ul>		
7.	<b>Statement of value added and how distributed</b>		14 - 66
	<ul style="list-style-type: none"><li>Government as taxes</li><li>Value of disbursements to different categories</li><li>Children/infants</li><li>Families etc.</li><li>Environmental Projects</li></ul>	<ul style="list-style-type: none"><li>Health Projects</li><li>Vocational developments / Education</li><li>Media etc</li><li>Retained within the organization</li><li>Employees as remuneration</li></ul>	
8.	<b>Report Presentation</b> Production quality of report <ul style="list-style-type: none"><li>Cover and printing including the theme (on the cover)</li><li>Effectiveness of photographs and their relevance</li><li>Effectiveness of charts and grapes</li><li>Layout of contents</li><li>Clarity, simplicity, and lucidity in presentation of accounts</li></ul>		Cover
			1-130
9.	<b>Timeliness and AGMs</b> Annual audit was undertaken within six months of the financial year end		97





# DEVELOPING SKILLED HUMAN RESOURCES TRANSFORMING THE FUTURE

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