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Lighting The Lives of Children
and Youth for 45 years

ANNUAL REPORT 2016-2017

UCEP Bangladesh

Annual Report

2016-2017



TABLE OF CONTENTS

Acronyms	02	6.0 Few Organizational Activities	30
Message from the Chairperson	04	6.1 Visitors	30
Message from the Chief Executive Officer	05	6.2 Events	31
Executive Summary	06	6.3 Programs	32
1.0 About UCEP Bangladesh	07	7.0 Creating Visibility	35
1.1 Vision	07	8.0 Audit Report	36
1.2 Mission	07	9.0 UCEP Bangladesh Governance	42
1.3 UCEP Bangladesh Programs	08	9.1 Board of Governors	42
1.4 Geographical Coverage of UCEP Bangladesh programs	09	9.2 Members of UCEP Bangladesh Association	43
		9.3 Remembrance of Association Members	46
2.0 UCEP Bangladesh's Services and Highlights	10	10.0 UCEP Bangladesh Management	47
2.1 General Education	10	10.1 The Senior Management Team	47
2.2 Technical Vocational Education and Training (TVET) and Skills Development	12	10.2 Regional Managers	48
2.3 Job-placement Program	13	11.0 UIST Management Committee	49
2.4 Child and Woman Rights Advocacy (CWRA), Social Inclusion (SI) and Soft Skills (SS)	15	12.0 Few Pictures of UCEP Program Activities	50
3.0 UCEP Bangladesh's Journey Towards Sustainability	17	13.0 Art Nurtures Creativity	55
4.0 Partnerships of UCEP Bangladesh	19		
5.0 Functions and Operations	24		
5.1 Human Resources Management and Administration	24		
5.2 Finance & Accounts (FA)	25		
5.3 Internal Audit (IA)	28		
5.4 Information Technology (IT)	29		
5.5 Marketing & Partnership Development (MPD)	29		
5.6 Monitoring, Evaluation & Research (MER)	29		

ACRONYMS

ADB	Asian Development Bank	MoU	Memorandum of Understanding
BACI	Bangladesh Association of Construction Industry	MoWCA	Ministry of Women and Children Affairs
BAPSA	Bangladesh Association of Prevention of Septic Abortion	MPD	Marketing and Partnership Development
BBDN	Bangladesh Business and Disability Network	MTR	Mid-Term Review
BBF	Bright Bangladesh Forum	NBL	National Bank Limited
BEF	Bangladesh Employers Federation	NGO	Non-Government Organization
BNPS	Bangladesh Nari Progoti Songho	NGOAB	Non-Government Organization Affairs Bureau
BoG	Board of Governors	NSDP	National Skills Development Policy
BPF	Bangladesh Protibondhi Foundation	NTVQF	National Technical and Vocational Qualifications Framework
BTEB	Bangladesh Technical Education Board	OFI	Opportunity for Imporvement
BWIT	Bangladesh Women in Technology	PEC	Primary Education Completion
CAMPE	Campaign for Popular Education	PKSF	Palli Karma-Sahayak Foundation
CBT&A	Competency Based Training and Assessment	PMS	Performance Maganement System
CCM	Child Council Member	PMG	Project Management Guideline
CEO	Chief Executive Officer	PO-MCD	Program Officer Monitoring and Capacity Development
CFO	Chief Financial Officer	PSOSK	Protibondhi Seba o Sahajjo Kendro
CLC	Community Learning Center	PSTC	Population Services and Training Center
CPAO	Chief People and Administration Officer	PWD	Persons with Disability
CPO	Chief Program Officer	RM	Regional Manager
CSR	Corporate Social Responsibility	RBIA	Risk-Based Internal Audit
CWRA	Child and Woman Rights Advocacy	RMG	Ready Made Garment
DAM	Dhaka Ahsania Mission	RMT	Regional Management Team
DDRC	Disabled Development and Research Center	ROLLS	Remedial of Literacy and Life Skills
DFID	Department for International Development	RPL	Recognition of Prior Learning
DPOs	Disable People Organizations	RTO	Registered Training Organization
DTE	Directorate of Technical Education	RZPOS	Rangdhonu Zila Protibondhi Odhikar Sangstha
DWA	Department of Women Affairs	SCiB	Save the Children in Bangladesh
EAT	Electronics Assembling Technician	SDF	Social Development Foundation
ERP	Enterprize Resource Planning	SDGs	Sustainable Development Goals
EKN	Embassy of the Kingdom of the Netherlands	SEIP	Skills for Employment Investment Program
FA	Finance and Accounts	SI	Social Inclusion
FWCA	Foundation for Women and Child Assistance	SME	Small and Medium Enterprize
GIZ	German Development Corporation	SMT	Senior Management Team
GoB	Government of Bangladesh	SOP	Standard Operating Procedures
HRM	Human Resource Management	SRC	Swiss Red Cross
HRMS	Human Resource Management System	SRHR	Sexual and Reproductive Health and Rights
IA	Internal Audit	SSC	Secondary School Certificate
ICT	Information Communication Technologies	SS	Soft Skills
IGA	Income Generation Activity	STEP	Skills and Training Enhancement Project
IGVE	Integrated General and Vocational Education	TE	Technical Education
IGW	International Gateway Services	TBST	Technical Backstopping Team
ILO	International Labor Organization	ToT	Training of Trainers
IOM	International Organization for Migration	TTS	Trainee Tracking Sytem
IPS	Instant Power Supply	TVET	Technical & Vocational Education & Training
ISC	Industry Skills Council	UCEP	Underprivileged Children's Educational Programs
ISC-T&H	Industry Skills Council-Tourism and Hospitality	UIST	UCEP Institute of Science and Technology
ISO	Industrial Sewing Operation	UMIMCC	Urban Management of Internal Migration due to Climate Change
IT	Information Technology	USC	UCEP School and College
JD	Job Description	UTI	UCEP Training Institute
JSC	Junior School Certificate	VERC	Village Education Resource Center
LNG	Liquefied Natural Gas	WBT	Workplace Based Training
MCCI	Metropolitan Chamber of Commerce and Industry	WWM	Workplace Wellbeing Managemnent
MER	Monitoring Evaluation & Research	YCM	Youth Council Member





MESSAGE FROM THE CHAIRPERSON

'Nothing is permanent in life, except CHANGE'- UCEP Bangladesh has always held this belief throughout the years since its inception. It has evolved and adapted itself to align with the changing contexts of the country, particularly the changing economic and education needs.. The goal of the organization remains the same- "to help uplift the under privileged children/youth from poverty and vulnerability". In addition, UCEP Bangladesh is working and focusing towards meeting labor market demands for a skilled workforce. The year 2016-2017 has been an incredible and amazing journey for us in terms of major transitions, achievements, facing and dealing with challenges and events. I am happy to be so closely affiliated with UCEP Bangladesh during its most vital and imperative time of implementing the 10-year long strategy plan.

Throughout the year, in conjunction with the undergoing internal organizational transitions and decentralization of management operations, UCEP Bangladesh has been very busy in:

- providing and adjusting to the scope of basic education, expanding its basic and intermediate skills training
- developing non-core specialised training programs for dedicated clients including students with disabilities and from ethnic communities
- providing job placement services and support
- last but not the least acquiring partnership for institutionalization and sustainability.

In light of the declining donor support and subsequent upcoming issues of program sustainability, UCEP Bangladesh has started social enterprise ventures such as UCEP Institute of Science and Technology (UIST) where fees were charged to the training participants who could afford it. UCEP Bangladesh also made a significant progress in partnering with private sector industries for sharing resources like training fees, consumables, apprenticeship and so forth.

I feel that the inclusion of person with disability and people from ethnic communities to the program on a larger scale is one the greatest achievements in recent years. Giving those people effective access to education, training and further helping them with employment services is instrumental to overcome poverty and social exclusion. One should not forget that it also promotes the importance of human rights, equality and non-discrimination. Apart from this, introduction of Remedial of Literacy & Life Skills (ROLLS) Program and introduction of two new courses- Workplace Wellbeing Management (WWM) course targeting the RMG sector and Process-based Vocational Skills Training, an expansion of the trade of Industrial Sewing Operation (ISO), have also proved to be a great success.

UCEP Bangladesh has added more donors to the list of its supporters- arranging 23% of the year 2016 and 2017's respectively financing from other sources apart from DFID. Therefore, it is fair to say that the year has been a critical one for us in our relentless endeavor to reduce dependency on bilateral donors.

Attaining all these achievements and overcoming all the challenges of UCEP Bangladesh could not have been possible without the selfless involvement of UCEP Bangladesh staff and members of UCEP Bangladesh Board and Association. Words cannot express my gratitude towards these key people who have stepped forward in these critical times to ensure that all challenges are overcome. It has been amazing to work with such a passionate group of people who always take the front-line pain of implementing all the plans that we collectively make for helping underprivileged children and youth. I would also like this opportunity to thank each and everyone associated with UCEP Bangladesh- its donors, project partners, staff members, Board and Association and its students- for their continued contributions in making UCEP Bangladesh a successful organization

A. Q. Siddiqui

Chairperson

UCEP Bangladesh Board of Governors



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

With lofty aims to become a developed country by 2041, there is no option for Bangladesh but to transform the nation's population, especially the youth, into skilled human resources, be it in the service, manufacturing or production sectors.

The Government of Bangladesh (GoB) has initiated numerous mega projects to realize its pledges including the establishment of 100 Economic Zones, Padma Bridge, Paira Sea Port, Metro Rail, Liquefied Natural Gas (LNG) terminal etc. The success of these projects depends largely upon the availability of skilled human resources, among other critical elements.

On the other hand, its commitment to the Sustainable Development Goals (SDGs) also demands stronger emphasis on the provision of quality education and quality Technical Vocation Education & Training (TVET) and Skills Development.

Majority of the country's 60 million workforce remain unskilled or semi-skilled due to which there is a high number (more than 80%) of employment in the informal economy.

Bangladesh's unemployment rate increased to 4.37 % in December 2017, from the previously reported number of 4.35 % in December 2016 (World Bank). The rate of underemployment is even a bigger concern.

Due to the population dividend, about 2 million youth enter the labour market every year, increasing the demand for TVET, skills development and decent jobs.

Institutions like UCEP Bangladesh play a critical role to address such challenges, especially in providing quality second chance education to out of school children and job placement through quality TVET and skills development.

2016 – 2017 were eventful years for UCEP Bangladesh, demarking the milestone of the launching of UCEP Bangladesh's Strategy 2016-2025 and the initiation of the Department for International Development (DFID)

supported YES4Growth Project (2016-2020). The highlights of the results of the reporting period regarding programme implementation has been presented in this Annual Report of 2016-2017. Alongside implementation of the programme, the institution faced tremendous challenges in relation to its organizational growth and management. The vicissitudes of our journey have also been highlighted in the various chapters of the report.

UCEP Bangladesh could deliver most of the targets set by the YES4Growth project for 2016 and 2017, with some adjustments. Producing satisfactory results during a time of major organizational change and transformation is not easy but UCEP Bangladesh has been able to perform remarkably well due to the dedication and very hard work of its students and all its staff; the continuing support of its guardians, the community, patrons, partners and well-wishers; and the strong leadership of UCEP Bangladesh Board and management.

The coming years are expected to be even more challenging as UCEP Bangladesh needs to be much more innovative and forward looking to successfully address the issue of sustainability and maintain excellence.

We strongly believe that together, we will be able to overcome our challenges and continue to strengthen human rights, make lasting positive changes in the lives of underprivileged children and youth, contribute to the eradication of poverty in Bangladesh and assist in the socio-economic development process of the nation.

We sincerely thank everyone who has been part of our story in 2016 – 2017. We look forward to having you and many new companions in our journey forward, as we strive to provide citizens, especially children and youth, a choice to live a life of dignity.

Tahsinah Ahmed
Chief Executive Officer
UCEP Bangladesh

Executive Summary

This 2016-2017 annual report highlights UCEP Bangladesh's two year-long journey of remarkable achievements, challenges and its successful implementation of 10 years strategic plan. In addition to regular program deliveries, numerous changes in relation to program design, human resources, management structure, technical team formation, enhanced monitoring system, technology acceleration in accounting and other communication, marketing and partnership development, etc. have been unfolded and put into effect.

Throughout the year, UCEP Bangladesh has been busy in implementing and developing its programs which cover the basic education, technical and vocational education & training and job placement as well as cross-cutting themes i.e. gender parity, inclusiveness (Persons with Disability and people from ethnic communities), and partnership for institutionalization and sustainability through child and women rights advocacy. The core focus of UCEP Bangladesh programming is to increase the service for skills training targeting the unemployed youth from general education. UCEP Bangladesh has achieved highest output ever in the history of UCEP Bangladesh program in skills training. The participations of community and parents particularly females have significantly increased for the support of the program implementation. In some of the areas, there were some under achievements due to the issue of programs and organizational transitions which would be addressed in the Annual plan 2016-2017.

Following the sustainability issues of the programming, UCEP Bangladesh has started social enterprise ventures like UCEP Institute of Science and Technology (UIST), and UCEP Training Institute (UTI). Other significant initiatives towards this issue are collecting fees from the training participants who could afford it, partnering with private sector industries for sharing resources like training fees, consumables, apprenticeship etc. Program and fund management efficiency have been increased through decentralization of management operations and using the ICT platforms which helps to make quicker decisions and to deliver higher outputs throughout UCEP Bangladesh.

In addition, this report also features various important events, celebrations and visits of foreign delegates and personnel throughout the year. The report is expected to disseminate UCEP Bangladesh's achievements, challenges and progresses to its staff and other stakeholders for proper understanding of activities and developments throughout the year 2016-2017.

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1.0 ABOUT UCEP Bangladesh



Established in 1972 with the motto 'Help to Learn, Skills to Earn' UCEP Bangladesh is a non-governmental organization which provides i) second chance quality education for out-of-school children; ii) decent jobs to youth through quality Technical Vocational Education & Training (TVET) and Skills Development and iii) higher and professional development in the TVET and Skills Development sector. It has a special focus on social inclusion and therefore gives priority to females, children and youth from poor and underprivileged families.

UCEP Bangladesh was set up by Mr. Lindsay Allen Cheney, a New Zealander, in 1972 with the aim to support disadvantaged children and youth who were adversely affected by the cyclone of 1970 and the war of independence in 1971. He set up special accelerated education programmes which allowed learners to either enter mainstream general schools after completion of their courses or opt for technical vocational training courses for strengthening employability and ensuring employment.

From a project serving about 60 underprivileged children, the programme grew into one of the best education and technical training programs,

annually serving about 50'000 drop-out and out-of-school children and youth in the country. This year UCEP Bangladesh celebrates serving the country as a center for excellence over a period of 45 years.

At present UCEP Bangladesh is governed by the UCEP Bangladesh Association, comprising of 36 voluntary members of whom 7 are elected to serve as the Board of Governors for a two years' term. The management of UCEP Bangladesh is led by the Chief Executive Officer (CEO) and a Senior Management Team (SMT). UCEP Bangladesh's program is implemented by over 1000 staff through a decentralized mechanism under the guidance of Regional Management Teams (RMTs) in eight regions of the country.

UCEP Bangladesh's program is guided by its Strategy 2016-2025 and its Business Goals 2016-2020. UCEP Bangladesh aims to serve 126, 633 children and youth (50% female) within 2016-2020. Of this, 57,483 children will be provided with education and 69,150 youth will be provided TVET and Skills Development. At least 90% of the graduates from the TVET and Skills Development programme are expected to be employed in Decent Work.

UCEP Bangladesh has completed its 45th year in 2017.



1.1 VISION

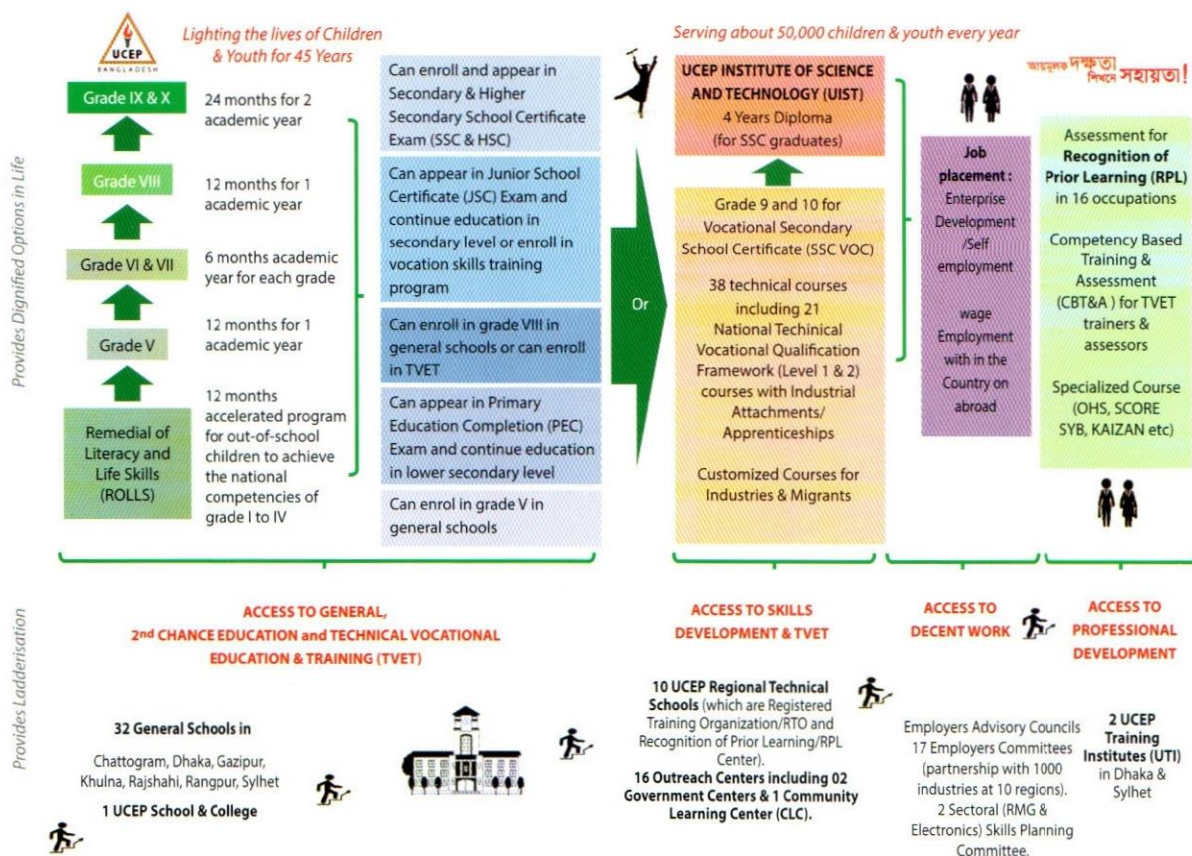
UCEP Bangladesh envisions "a society upholding good governance where all children and youth are able to develop their potentials in a child and youth friendly environment without any discrimination"

1.2 MISSION

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

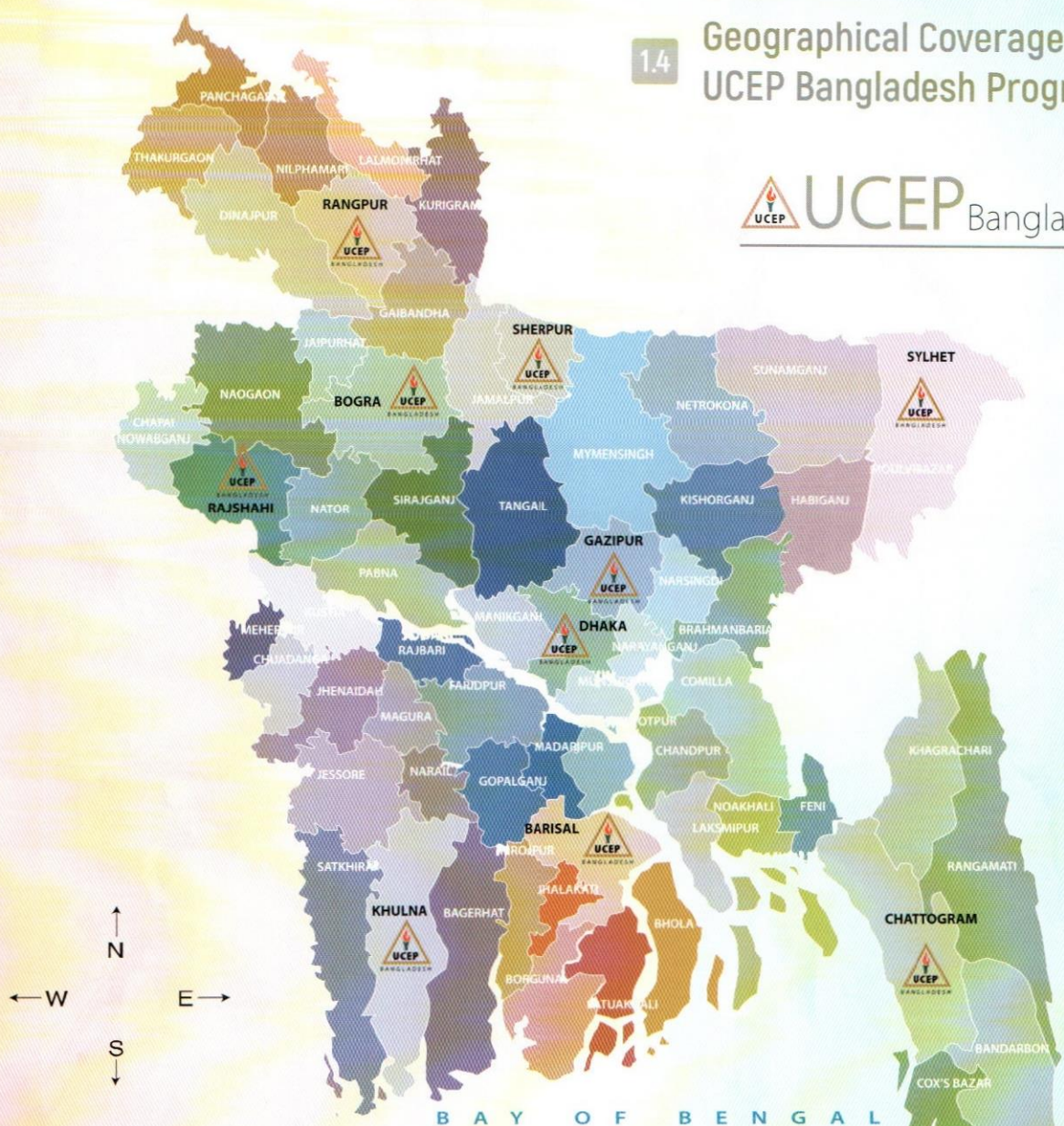


1.3 UCEP Bangladesh Programs



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Geographical Coverage of UCEP Bangladesh Programs



Dhaka North

6 General School
1 Technical School
2 Outreach Center
1 RPL Center (RTO Registered)

Dhaka South

4 General School
1 Technical School
2 Outreach Center
1 RPL Center (RTO Registered)

Gazipur

2 General School
1 Technical School
2 Outreach Center
(Included 01 Govt. Center)
1 RPL Center (RTO Registered)

Chattogram

8 General School
2 Technical School
2 Outreach Center
2 RPL Center (RTO Registered)

Khulna

5 General School
1 Technical School
1 Outreach Center
1 RPL Center (RTO Registered)

Rajshahi

3 General School
1 Technical School
2 Outreach Center
(Included 01 Govt. Center)
1 RPL Center (RTO Registered)
1 Fee Based School

Rangpur

2 General School
1 Technical School
2 Outreach Center
1 RPL Center (RTO Registered)

Sylhet

2 General School
1 Technical School
2 Outreach Center
1 RPL Center (RTO Registered)

Barisal Outreach Center

1 Technical School
1 Outreach Center
1 RPL Center (RTO Registered)

Total 32 General School, 10 Technical School, 16 Outreach Centre (Included 02 Govt. Centre) 10 RPL Centre (RTO Registered), 1 Fee Based School

Note: RPL = Recognition of Prior Learning; RTO = Registered Training Organization

2.0 UCEP Bangladesh's Services and Highlights

2.1 General Education



UCEP Bangladesh is a pioneer in providing 'Second- Chance Education' to disadvantaged children in the country to create better livelihood options for them. UCEP Bangladesh has embarked on the new Phase VIII (2016 – 2020), with 53 general schools. A total of 40,370 students (49% girls) received General Education program from grade V to VIII- including one year Remedial of Literacy & Life Skills (ROLLS) program. As per the design in existing phase, total 09 schools have been closed down after completing the education program in 2016 and total 25,894 students received General Education through 44 schools in 2017.

The General Education Program includes:

- (i) The Remedial of Literacy and Life Skills (ROLLS) Program: 12 months Accelerated Program for out of school children (dropped out or never enrolled) to achieve the national competencies of grade I to IV.
- (ii) Grade V: 12 months Education for one academic year, following the national curriculum.
- (iii) Grade VI & Grade VII: 6 months academic year for each grade, following a condensed version of the national curriculum.
- (iv) Grade VIII: 12 months Education for one academic year
- (v) Grade IX – X: one academic year for each grade, following the national curriculum.

The first batch of ROLLs graduates appeared in the Public Education Completion (PEC) exam in 2017, with impressive results compared to the national average.

This was the first time for UCEP Bangladesh, when ALL students of grade VIII appeared in the JSC in 2016 and the result was very inspiring. A total of 9,280 students (49% girls) appeared in JSC exam and the pass rate was 89%. On the other hand, due to a general decline in the 'national average pass rate', along with some internal changes, the pass rate of JSC exam in 2017 was slightly lower than the national average. Total 8,454 (49% girls) students appeared in 2017 and the success rate was 77%. In addition, total 8777 (51% girls) and 5,436 (50% girls) students appeared in PEC exam and the pass rate was 92% and 82% in 2016 and 2017 respectively.

UCEP Bangladesh offers SSC (Voc) Education program in total five technical schools- covering Dhaka, Chattogram, Rajshahi, Khulna and Sylhet. Over the last few years, UCEP Bangladesh has secured its position as one of the top among all institutes in Bangladesh. The pass rate of SSC (Voc) was 100% and 98.87% in 2016 and 2017 respectively. Of a total number of 307 students, 304 obtained GPA 5 (A+) in 2016. 269 students got GPA 5 (A+) and 57 secured A in 2017.

Compared to 2016, UCEP Bangladesh successfully managed to reduce the dropout rate from 13% to 6% in 2017 and maintained a high cycle completion rate of 94% by organizing different co-curricular activities in school and community level.

To prepare the students in terms of "integrity" and "financial management", some of the schools have started a "School Shop" in their premises in 2017. The primary fund had been collected from the teachers and students as a token contribution to open a shop in their school.

The shops are operated by the students in their free time; before or after the shift. Sometimes if need arises, students are allowed to take their required items from the shop and is expected to put the money for the items in the box. Taking this experience as an innovation, now most of the schools have started their "School Shop".

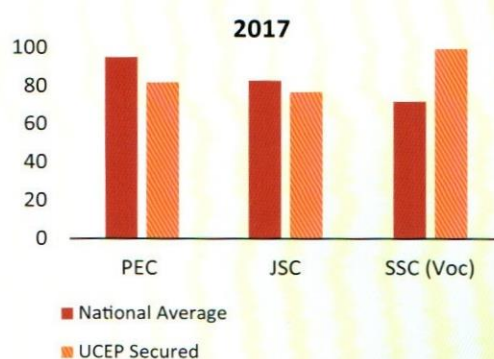
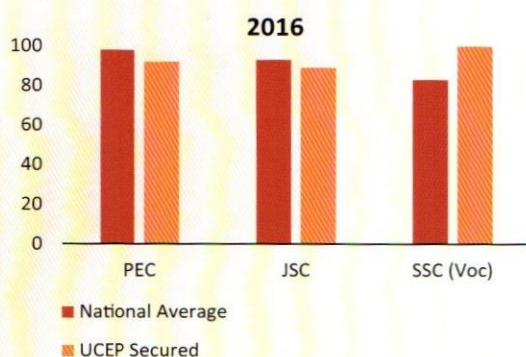
In UCEP Bangladesh, each school has a Child Council consisting of 15 members elected by the students.

The Child Council members have organized many events throughout the year to address issues of:

- Child Marriage
- Continuation of Education by the student
- Reduce of Dropout rate
- Creating awareness amongst parents and community regarding various social issues

Chart : 2.1.1

UCEP's Result Compared to National Average:



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2.2 Technical Vocational Education and Training (TVET) and Skills Development

UCEP Bangladesh is recognized as a Center for Excellence when it comes to providing Technical Vocational Education and Training (TVET) and Skills Development in the country. It is implementing Skills Training program in 36 market driven trade courses in its Technical Schools. Annually at least 16,000 youth graduates from the TVET and Skills Development courses of which more than 40% are female.

UCEP Bangladesh has:

- i) 10 UCEP Regional Technical Schools (which are Registered Training Organization/RTO and Recognition of Prior Learning /RPL Centers);
- ii) 14 Outreach Centers (including 2 Government Centers) and Community Learning Centers (CLCs). The services UCEP Bangladesh provides are as follows:
 - i) 36 TVET courses of 3-6 months duration- including 21 National Technical Vocational Qualification Framework (Level 1 & 2) courses with industrial attachments/ apprenticeships
 - ii) Customized short TVET and skills development courses for expectant migrants and returnees, industries and enterprises, institutions and projects etc.
 - iii) 2 (Grade IX & Grade X) years Vocational Secondary School Certificate (SSC Voc)
 - iv) 4 Year Diploma-in-Engineering courses for SSC Voc graduates through the UCEP Institute of Science and Technology (UIST)
 - v) Recognition of Prior Learning (RPL) services
 - vi) Entrepreneurship Development Training
 - vii) Various Professional Development courses

A total of 14,176 (female 44%) youth received training in 2017 and the completion rate of skills training course was 97%.



In 2016, a total of 16,632 youth received skills training of which 33% were female.

Besides, market driven modular courses, UCEP Bangladesh is also promoting NTVQF as per provisions of the National Skills Development Policy (NSDP) 2011. A total of 4 Skills Training courses were accredited by BTEB for NTVQF Level 1 and 2 certifications. During reporting period, 16 skills training courses got RTO registration.

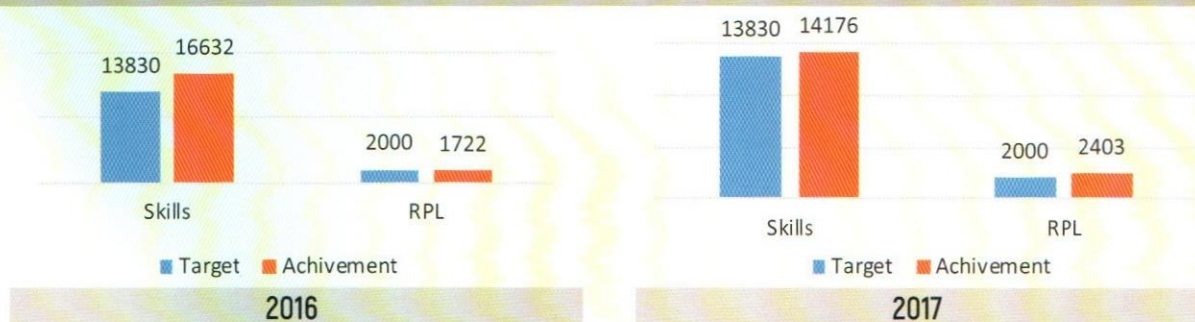
UCEP Bangladesh is also working as an RPL Assessment Centre accredited by the Bangladesh Technical Education Board (BTEB) of the Government of Bangladesh. RPL assessment was higher in 2017 (2,403 of which 36% were female) than in 2016, demonstrating an increased interest of graduates to be assessed and accredited. Total 4,125 joined in RPL assessment (out of which 47% were female) during 2016 and 2017.

In addition, 13 customized courses were developed as per needs of the industry and different projects.

The focus on Social Inclusion was strengthened, raising the rate of participation of Persons with Disabilities to 1.2% in 2016 and 3% in 2017.

Chart : 2.2.1

Rate of Participation in Vocational skills Training course and RPL Assessment



2.3 Job-placement Program



The TVET and Skills Development program has forward linkage for Job placement and Entrepreneurship Development, which includes both wage-employment and self-employment supports to the youth after completing the skills training. The job placement rate for the job seeking graduates of UCEP Bangladesh is 98% on an average.

Job placement efforts are generally challenged due to age, physical fitness, skills, attitude, job-location preference, gender and offers of industries. Information regarding availability of relevant jobs is also not readily available particularly in areas where there has less number of industries.

UCEP Bangladesh's system of providing Career Counselling to potential external students as well as students of grade VIII of UCEP Bangladesh's General Schools help significantly with the successful completion of training and job placement of students. A total of 30,342 (46 % female) students/trainees received career guidance in 2017 and 24,710 in 2016.

UCEP Bangladesh has the following strategic partnerships with the private sector, which reduces its challenges of job placement.

- It has established 17 Employer's Committees at regional level through formal partnerships with over 1000 industries and enterprises. The Employer's Committees i) provides career counselling to UCEP Bangladesh's students; ii) assists UCEP Bangladesh to maintain relevancy of its curriculum through periodic reviews; iii) provides scope for industrial linkages and apprenticeships for UCEP Bangladesh's students; iv) supports UCEP Bangladesh in assessment and



accreditation of its students; and v) facilitates decent job placement of UCEP Bangladesh's graduates.

- UCEP Bangladesh has set up 2 Sectoral (RMG & Electronics) Skills Planning Committees. More such committees are being set up for thematic guidance.
- UCEP Bangladesh has also Advisory Councils which provides strategic guidance on macro level issues. The UCEP Bangladesh's Employer's Committees and Advisory Councils are quite unique specially as they support UCEP Bangladesh on a voluntary basis. They play a critical role to assist UCEP Bangladesh graduates for availing Decent Work.
- UCEP Bangladesh is strongly supported by other key private sector actors e.g. the Bangladesh Employer's Federation (BEF), the Metropolitan Chamber of Commerce and industry (MCCI), the Industry Skill Councils (ISCs), the Industry Associations etc.

UCEP Bangladesh provided support for both wage and self-employment, the ratio generally being 80%-20%. UCEP Bangladesh provides entrepreneurship development training and facilitates linkages to financial institutions for those who are interested in self-employment.

A total of 10,618 (6,933 were male and 3,685 were female) and 13,975 (8,126 were male and 5,849 were female) graduates were placed in jobs in 2016 and 2017 respectively. This included 20,036 who were in wage employment and 4,557 who were in self-employment.

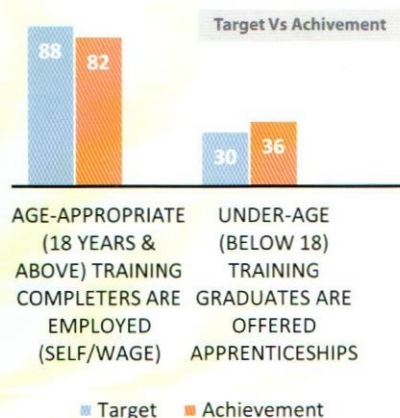
2.3 Job-placement Program (Continued)

Highlights:

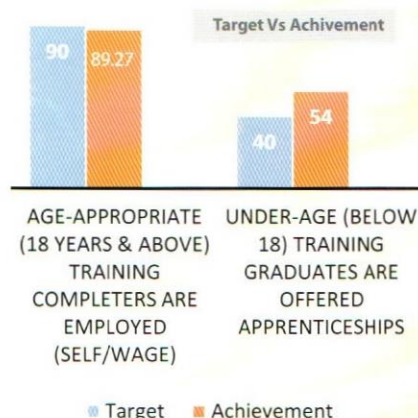
- 89.27% age-appropriate (18 years & above) training completers were employed (self/wage) within 3 or 6 months of training.
- 54% under-aged (below 18) training graduates were offered apprenticeships.
- Total 30,342 (46 % Female) Students/Trainees attended career guidance sessions.
- 1,778 (Female:14%) employers participated in program quality, job-placement and apprenticeship improvement activities.
- Odyssey Craft (PVT.) Ltd. and UCEP Bangladesh signed a Memorandum of Understanding (MoU) to provide skills training and job placement to the youth of underprivileged community.
- Elite group and UCEP Bangladesh signed a Memorandum of Understanding (MoU) to provide skills training and job placement to the youth of underprivileged community.

Chart : 2.3.1

Rate of Training Graduates Being Offered Employment (Self/wage) & Apprenticeships



2016



2017

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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. 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 programme department, and the student and youth councils. CWRA is one of the key components of UCEP Bangladesh's programme and the YES4Growth project since 2016.

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 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.
- Ensuring Decent Work / SDG 4 (4.3, 4.4, 4.5), SDG 8: UCEP Bangladesh believes that all citizens have a 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.

- Strengthening Citizenship and 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 promoted as 'Life Skills' within UCEP Bangladesh's Education Programme.
- Promoting Social Inclusion/ SDG 4 (4.5): UCEP Bangladesh upholds education as a basic human right and promotes the 'Leave No One Behind' approach. It is UCEP Bangladesh's mandate to ensure that at least 50% of its beneficiaries are females and 5% are Persons with Disabilities (PWDs). The issue of inclusion, specially 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.

By the end of 2017, female participation had increased in all interventions. In 2016, 40'370 (19'781 female) children and in 2017, 25'894 children (53% female) were provided education. In 2016, 16,632 (5,474 female) youth and in 2017, 14,176 youth (6,308 female) were provided TVET.

The team organized parents and community meetings in 43 UCEP schools with the participation of parents, community members and stakeholders. Campaigns for motivating out-of-school and drop-out children and youth to enroll into and continue schools; females to enroll into nontraditional trades; and encourage employers to hire more females, PWDs and graduates from marginalized groups were conducted throughout the year.

2.4 Child and Woman Rights Advocacy (CWRA) Social Inclusion (SI) and Soft Skills (SS) (Continued)

A total of 3,96,386 (female: 50%) people participated in different types of awareness events; student's receptions graduation ceremonies, result celebration ceremonies, special days celebrations/observations, women empowerment campaigns and fairs in UCEP Bangladesh school catchment areas and other public places.

The percentage of PWD increased from 1.2% in 2016 to 3% in 2017. Efforts are being given to increase this percentage further in the future to meet set targets. UCEP Bangladesh became a strategic partner of the Bangladesh Business and Disability Network (BBDN) and the Disable Peoples Organization (DPOs).

■ **Safeguard and Protection:** UCEP Bangladesh has Zero Tolerance on Sexual, Physical or Psychological Harassment and Abuse. Ensuring the safeguard and protection of all of UCEP Bangladesh's beneficiaries, specially its students, and also 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 carries out on the issues of prevention and protection. The CWRA team, the Child and Youth Councils play a lead role supporting the management. Efforts were strengthened to ensure safe, child and female friendly environment for students and staff within UCEP Bangladesh premises.

Chart : 2.4.1

Number of Participant Attended Different Activities Organized by UCEP Bangladesh (in thousand)



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3.0 UCEP Bangladesh's Journey Towards Sustainability

After the death of UCEP Bangladesh's founder in 1986, the organization was nationalized, and the ownership shifted to an Association, which comprised of a group of renowned social elites who came forward and donated necessary land, equipment and machineries and provided strategic guidance for the continuity and proper management of the organization.

The program eventually grew into one of the best education and technical training programs for drop-out and out-of-school children and youth in the country. As such, it could attract high level of donor funding which allowed UCEP Bangladesh to grow and continue its work over a period of 45 years. But eventually UCEP Bangladesh's program became focused to implementation of project after project, rather than institutional growth. With the gradual development of the country and changes in donor country positions, concern about UCEP Bangladesh's sustainability began to emerge as most of the projects did not include necessary support to ensure its sustainability beyond project life.

At present, UCEP Bangladesh depends heavily on the Department of International development (DFID) of the British government, which has historically been one of the longest and largest supporter of UCEP Bangladesh's program.

The funds of one of the major donors of Phase VII ended in 2015 and this gap could not be replaced before starting Phase VIII (2016-2020). By this time, DFID had expressed its uncertainty to support UCEP Bangladesh beyond 2020.

Discussions between DFID and UCEP Bangladesh management in 2015, which were also endorsed by UCEP Bangladesh Board, resulted in agreements to a) gradually downsize UCEP Bangladesh's program, namely the General Schools, b) scale up the Technical Education component and c) hasten efforts for sustainability.

In Phase VIII, DFID put special emphasis on diversifying UCEP Bangladesh's funding source to reduce concentration risk and ensure sustainability beyond DFID's funding period. To support UCEP Bangladesh, DFID frontloaded funds in 2016, 2017 so that necessary interventions for sustainability could be initiated. Accordingly, the following interventions were taken:

- The UCEP Institute of Science and Technology (UIST) was set up in Dhaka, which offers 4 years Diploma-in-Engineering courses to SSC (Voc) graduates. Civil, Electrical and Mechanical courses are being offered at present. 258 students are currently enrolled.
- Two UCEP Training Institutes (UTI) in Dhaka and Sylhet respectively were set up. The UTI in Sylhet has residential facilities. Besides offering meeting / conference / event venues, the UTIs offer various professional development courses i.e. Assessment for the Recognition of Prior Learning (RPL), Competency Based Training and Assessment (CBT&A) for TVET trainers and assessors and other demand based specialized courses.
- Initiatives to set up a UCEP Bangladesh University in Dhaka was taken but did not proceed due to not being able to avail permission from the University Grants Commission.
- Interventions to set up TVET Complexes in Chattogram and Jatrabari were undertaken with financial support from UCEP Bangladesh Association members.
- The groundwork for piloting a fee-based school (UCEP School and College /USC) in 2018 was completed.

However, the interventions did not demonstrate much success as social enterprises due to the following challenges:

- Necessary discussions with all staff about the need for focusing on sustainability had not systematically taken place, therefore commitment and ownership was lacking.

3.0 UCEP Bangladesh's Journey Towards Sustainability (Continued)

- The challenges created due to staff transition had not been adequately addressed, making team cohesion for a common cause difficult.
- The need for sustainability was viewed by staff more as a donor-imposed agenda rather than a critical element for UCEP Bangladesh's growth, survival and dignity. This created unnecessary internal resistance.
- UCEP Bangladesh had come into being as an organization providing philanthropic support to poor and disadvantaged families. Its programme interventions were designed in this spirit; and staff expertise and attitude were also geared in that direction.
- Necessary orientation was provided to create a common understanding on the need for organizational change and institutional growth processes. An organizational diagnosis was carried out in a participatory process to develop an action plan to address the issue sustainability ("Roadmap to Sustainability").
- The organogram was reviewed and updated to enhance efficiency, strengthen effectiveness and align with future needs. Existing key vacant positions at central and regional levels in line with human resource requirement were being filled.

Decades of such services sharpened the skills of UCEP Bangladesh's staff to gain excellence as advocates, teachers, instructors and job placement specialists. Entrepreneurial interventions were initiated without realizing the challenges for philanthropists to design or manage interventions for sustainability.

- The existing departments (Programme, Admin & HR, ICT, Finance etc.) or services (General Education, TVET, job placement etc.) of UCEP Bangladesh did not provide the scope, mandate nor expertise to work on the issues of sustainability.

In late 2017, UCEP Bangladesh decided to gear up its effort for ensuring sustainability. These are as follows:

- Discussions took place with UCEP Bangladesh Board, Association and DFID about sustainability. UCEP Bangladesh Association and Board endorsed UCEP Bangladesh management's position to take necessary interventions urgently to address the issue.
- The Senior Management Team (SMT) conducted intensive town-hall meetings at central and regional level to inform staff on UCEP Bangladesh's current status and future challenges; to provide the space to staff for sharing concerns and recommendations
- A 'Strategy, Corporate Affairs and Knowledge Management Department' was established to work on a) strategy development, communication, branding, marketing, partnership development and fundraising; and b) monitoring & evaluation, and knowledge management (research, documentation, dissemination and learning). Staff with relevant expertise were hired accordingly.
- A 'Social Enterprise Development Department' with specialists with private sector background was established for developing and managing interventions for sustainability. Existing social enterprise interventions e.g. the UIST, the two UITs and on-going projects e.g. AKK UCEP TVET Complex Project, SKUTI project etc. were placed under this department.
- Various stakeholders were proactively approached for support. A number of new funding and strategic partnerships have been initiated due to this and interest of others have been attracted.
- Training was organized to relevant staff of central and regional levels of UCEP Bangladesh on Business Plan Development and guidance is being provided to develop necessary Business Plans.

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4.0 Partnerships of UCEP Bangladesh



UCEP Bangladesh has been recognized for its contribution in education and creating skilled workforce for 45 years. We have partnered with various local private sector organizations, Government of Bangladesh, Multilateral Agencies and International NGOs to reach education and training to the remotest communities and create efficient and skilled workforce to enhance the performance of several diverse sets of industries. While we have contributed in creating skilled labor force to increase income generation, we have also addressed issues of unemployment (due to lack of industry related skills) and opened more doors for sustainable livelihood across the nation. The details of new partnerships have been provided in Table 4.1, 4.2, & 4.3 and some key examples have been provided below.

Bangladesh Association of Construction Industry (BACI)

UCEP Bangladesh and BACI signed a Memorandum of Understanding (MoU) in 2016 for providing employability skills to the youth under construction sector for the period from January 2016 to December 2018, with financial support of Skills for Employment Investment Program (SEIP). In the period, total 2,873 youth will be provided skills training and job placement support in different industries. Total budget of the project is BDT 65,477,500 and the project is implemented in different operational areas of UCEP Bangladesh including Dhaka, Khulna, Barishal and Rangpur.

Palli Karma Sahayak Foundation (PKSF)

UCEP Bangladesh and PKSF signed a Memorandum of Understanding (MoU) in 2016 for providing employability skills to youth from various hard to reach areas. The project will support these students with food and accommodation for the period from February 2016 to June 2018. The project is being run with financial support from Skills for Employment Investment program (SEIP).

In the period, total 725 youth will be provided skills training and job placement support in different industries. Total budget of the project is BDT 33,480,650 and the project is being implemented in Dhaka, Khulna, Rajshahi, Barishal and Gazipur region of UCEP Bangladesh.

Department of Women Affairs (DWA), GoB

UCEP Bangladesh has been implementing a partnership project with DWA under Ministry of Women and Children Affairs (MoWCA) from July 2014 for providing technical support- including skills development training and job placement support to the target group of DWA at Maa Fatema (R.) Women Training & Development Complex in Sariakandi Upazila of Bogra. In 2016, a MoU has been signed with DWA and UCEP Bangladesh for providing skills development training and job placement support to 200 female youth with the financial support of BDT 5,988,580 by Government.

Odyssey Craft (Pvt.) Ltd.

In 2017, UCEP Bangladesh has signed an agreement with Odyssey Craft (Pvt.) Ltd. for developing skilled workforce in RMG Sewing operation by considering the requirement of the Odyssey Craft through UCEP Technical Schools. The Industry will provide technical and financial support to UCEP for developing skilled workforce. This is the 1st agreement of UCEP Bangladesh with private sector for sharing training cost for the development of skilled workforce.

Elite Group

In 2017, UCEP Bangladesh and Elite Group signed an agreement for developing skilled workforce in RMG Sewing operation by considering the requirement of Elite Group through UCEP Technical Schools. Elite Group will provide technical and financial support to UCEP for developing this skilled workforce.

National Bank Ltd. (NBL)

UCEP Bangladesh has been implementing a partnership project with National Bank Ltd. (NBL) from January 2015. The project is for providing Skills Development training and Job Placement support to ethnic minority group (Saontal). The project is in Barando are of Rajshahi, and so the trainings are being rolled out at UCEP Rajshahi Technical School. In the year 2017, a MoU has been signed between NBL and UCEP Bangladesh for providing Skills Development training and Job Placement support to 80 Saontal female youth, with the financial support of BDT 1,767,120 by NBL.

Table: 4.1
Funding Partnerships, 2016

SL.	Projects	Donors	Duration	Total Budget (In BDT)	Objectives	Deliverables	Beneficiaries	Project Location
Private Sector Partnerships:								
1.	A. K. Khan TVET complex	AK Khan Foundation	November 2015 to December 2020	BDT 150,000,000	Capacity development of UCEP for its gradual sustainability by creating a skills training based social business	1. Development of TVET complex 2. Provide inclusive vocational skills training	Direct: Youth and children Indirect: parents and employers	Chattogram (Kalurghat)
Government Partnership:								
1.	Skills for Employment Investment Program (SEIP)	Ministry of Finance through Bangladesh Association of Construction Industry (BACI)	January 2016 to December 2018	BDT 6,54,77500	Ensure employability of the youth in construction industries	1. By the end of the project, 2873 Semi-skilled worker will be produced 2. At least 70% of total enrolled trainees employed & retaining job at least 6 months	Direct: Youth Indirect: Parents and employers of construction sector	Dhaka North Dhaka South Khulna Barisal Rangpur
2.	Skills for Employment Investment Program (SEIP)	Ministry of Finance through PKSF	February 2016 to June 2018	BDT 2,499,125	Ensure employability of the youth through skills training	1. Provide skills training to 25 students per batch 2. Collect and make input of the learner's profile to TTS software. 3. Job placement support will be ensured to the all graduates after completion of the training	Direct: Youth Indirect: Parents and employers of construction sector	Khulna Rajshahi Barisal Dhaka South Gazipur
Multi lateral Agencies:								
1.	Implementing skills development training for the youth including PWDs	ILO	July 2016 to February 2018	BDT 26,221,929	1. Provide skills training to ensure decent jobs for the underprivileged youth 2. Ensure CBTA certification for the trainees 3. Develop job-portal for facilitating employment	1. Skills training target: 600 with 10% PWDs (G: 80%, B: 20%) 2. NTVQF Level 1 and Pre Voc-2 assessment through BTEB 3. 90% Job placement of total graduates 4. RPL assessment for 500 workers 5. Develop new job portal for UCEP Bangladesh	Direct: Youth including PWDs Indirect: parents and employers	Dhaka North Dhaka South Chattogram (Ambagan) Khulna Rangpur
International NGO:								
1.	Sexual and Reproductive Health and Rights	NUFFIC through MDF	October 2013 to April 2018	BDT 60,455,000	Develop capacity of UCEP for improving knowledge and skills of the youth on Sexual and Reproductive Health and Rights	1. Provide SRHR education to 1067 underprivileged children in 3 IGVE schools and 1 Technical School. 2. Introduce Counselling trade related to SRHR issues in 1 Technical Schools 3. Advocacy on SRHR issues in students, parents, communities, employers and other stakeholders 4. Capacity development of UCEP staffs through different training and workshops	Direct: Children and youth, Teacher and instructors Indirect: Parents and employers of the youth	Dhaka North Gazipur Dhaka South Sylhet Khulna Chattogram (Kalurghat)

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Table: 4.2
Funding Partnerships, 2017

SL.	Projects	Donors	Duration	Total Budget (In BDT)	Objectives	Deliverables	Beneficiaries	Project Location
Private Sector Partnerships:								
1.	Employment development program	UNITED Trust	January 2017 to December 2019	BDT 678,350 (for each batch)	Ensure employability of the underprivileged youth of rural areas	1. Provide skills training and job placement support to 25 youth in each batch 2. Provide dormitory support for the trainees	Direct: youth Indirect: parents and employers	Gazipur
2.	Second-chance education to the children and support higher	KIK Textile	January 2017 to December 2020	BDT 26,333,000	1. Provide general education to the children including ROLLS 2. Support higher education for	1. Provide education support to 450 students from grade V to VIII including one-year ROLLS program for 2018 2. Provide support to 40 diploma engineering students of UIST	Direct: Children and youth Indirect: parents and employers of	Dhaka North
3.	Development of skilled workforce for RMG industry	Odyssey	May 2017 to April 2020	BDT 2,000 (for each skilled workforce and TTM as a contribution for the training)	Development of partnership with industries for sustainable and customized skills training program	1. Provide skills training for 6000 RMG workers 2. Develop industry demanded skills training curricula 3. Conduct assessment of the trainees	Direct: Youth and Odyssey Craft Ltd. Indirect: parents	Rangpur Rajshahi Barisal Khulna Dhaka North
4.	Development of skilled workforce for RMG industry	Elite Group	May 2017 to April 2020	BDT 2,000 (for each skilled workforce and TTM as a contribution for the training)	Development of partnership with industries for sustainable skills training program	1. Provide skills training for RMG workers as per requirements 2. Develop 'industry demanded' skills training curricula 3. Conduct assessment of the trainees	Direct: Youth and Elite Garments Indirect: parents	Gazipur
5.	Work 2 Learn	S'Oliver though Save the Children	July 2017 to September 2020	BDT 12,649,280	Ensure decent jobs for the youth through skills training in RMG industries	1. Provide skills training to 200 under privilege youth 2. Provide pre-voc education to 240 under privilege youth 3. Apprenticeship Training and job placement support to trainees	Direct: Youth Indirect: Parents and employers	Gazipur
6.	Citi UCEP Technical Education program	CITI Foundation	July 2017 to June 2018	BDT 7,800,000	Ensure employability through skills training for the underprivileged women	1. Provide skills training to 400 females 2. 85% Job placement of total graduates 3. Implement process based curricula on EAT and ISO trade Skills training and job placement	Direct: Youth women Indirect: Parents and employers	Gazipur Dhaka North Dhaka South Chattogram (Ambagan Kalurghat)
7.	Capacity development of women of ethnic community	National Bank Limited	July 2017 to June 2018	BDT 1,767,120	Ensure capacity development of the ethnic community's women through skills training	1. Community Mobilization for enrolling 80 underprivileged young women (age group of 17 to 25 years) trainees from Saontal community 2. Provide skills training 3. Job Placement support	Direct: Youth ethnic women Indirect: parents and employers	Rajshahi
Government Partnership:								
1.	Skills for Employment Investment Programme	Ministry of Finance through BEIOA	May 2017 to December 2018	BDT 2,569,000	1. Ensure employability of the youth through skills training 2. Contribute to	1. Providing skill training and Job Placement support to 200 youth	Direct: Youth Indirect: parents	Sylhet
2.	Capacity development of rural women	Department of Women Affairs (DWA) GoB (Nalitabari)	July 2017 to June 2019 (2nd Phase)	BDT 7,907,262	Ensure capacity development of the women through skills training	1. Provide skills training on two trades to 160 underprivileged young women 2. Ensure decent jobs through market linkages	Direct: Youth women Indirect: parents and employers	Gazipur (Nalitabari)
3.	Skills for Employment Investment Programme (SEIP)	Ministry of Finance through Bangladesh Bank	July 2017 to June 2018	BDT 39,900,000	Ensure employability of the youth for SME industries	1. Mobilize 1650 (3rd phase) trainees for skills training on 05 occupations. 2. At least 70% either job placement in the form of self-employment or employed in SME sector will be ensured after completion of training.	Direct: Youth Indirect: Parents and employers of construction sector	Dhaka North Chattogram Khulna Rajshahi Sylhet Barisal Rangpur
4.	Skills training and employment promotion	Ministry of Finance through ISC-T & H sector	July 2017 to December 2020	BDT 9,964,252	Provide skills training for the youth of Tourism and Hospitality sector	1. Provide 02 months skills training and 02 months industrial attachment training on Cooking, F & B services (per batch 20 students) 2. Conduct assessment by ISC personnel 3. Job Placement support to trainees 4. Over all target 300	Direct: youth Indirect: parents and employers	Dhaka North

SL	Projects	Donors	Duration	Total Budget (In BDT)	Objectives	Deliverables	Beneficiaries	Project Location
Multi-lateral Agencies:								
1.	Skills training for Persons with Disabilities (PWDs)	ILO	January 2017 to March 2018	BDT 6,563,510	Ensure decent jobs for the PWDs through market led skills training courses	1. Provide skills training to 190 PWDs (G: 60%, B: 40%) 2. 80% Job placement of total graduates 3. Develop accessible environment for PWDs	Direct: Youth having PWDS Indirect: parents and employers	Dhaka North Dhaka South Chattogram Khulna Rajshahi Sylhet Barisal Rangpur
2.	RPL Assessment	ILO though BTEB	October 2017 to March 2018	BDT 13,08,000	Ensure CBTA certification through RPL assessment of the youth having prior skills	1. Select 240 industry workers 2. Provide 02 days orientation 3. Conduct RPL assessment through BTEB	Direct: youth Indirect: parents and employers	Dhaka North
Bi-lateral Agencies:								
1.	Direct Aid Project	AUSAID	October 2017 to December 2018	BDT 3,708,888	Ensure decent jobs for the climate migrants women and PWDs of Khulna area	1. Provide skills training on Industrial Sewing Operation (ISO) trade to 200 underprivileged young women 2. Conduct assessment by BTEB for National Technical and Vocational Qualification Framework (NTVQF) level 01 certification 3. Provide entrepreneurship training to 60 graduates including PWDs 4. Job Placement support to trainees	Direct: women and PWDs Indirect: parents and employers	Khulna
International NGO:								
1	Empower Youth for Work	OXFAM	January 2017 to March 2020	BDT 58,914,883	1. Develop capacity of the youth 2. Support local	1. Provide customized skill training to 825 youths 2. Provide entrepreneurship training	Direct: Youth	Khulna Rajshahi Barisal
2.	Building skills for unemployed and underemployed labor/youth	Swisscontact (B-Skillful)	May 2017 to October 2018	BDT 9,314,247	Ensure capacity development of the youth through skills development and decent employment	1. Provide quality skills training to 1,100 (55% female) 2. NTVQF Level-1 Assessment for 100 EIM trainees 3. Workplace Based Training (WBT) 4. 70% Job placement support	Direct: youth Indirect: parents and employers	Gazipur
3.	Inclusive Vocational Skills Training (iVST)	CBM	July 2017 to April 2018	BDT 1,658,340	Capacity development of UCEP Bangladesh for ensuring inclusive skills training	Develop Multi Year Project proposal for Inclusive Vocational Skills Training (iVST)	Direct: youth having PWDs Indirect: parents and employers	All Regions

Table: 4.3
Strategic Partnerships, 2016-2017

SL	Name of the Region	Name of Strategic Partner
1	Chattogram South	Bright Bangladesh Forum (BBF)
2		Trinomul Nattodhal
3		Disabled Development and Research Center (DDRC)
4		Ashar Alo Society
5		BRAC
6	Barisal	Social Development Foundation (SDF)
7		Centre for Services and Information on Disability (CSID), Barishal Sadar Upazila Disabled People Development Council (BSUDPDC)
8		Barisal Sadar Upazilla Protibondhi

Table: 4.3 (Continued)
Strategic Partnerships, 2016-2017

SL	Name of the Region	Name of Strategic Partner
9	Khulna	Payel
10		Shishu Moncho
11		World Vision
12		PROCESS
13		Bornil Garments
14		Mirma Fashion
15	Rangpur	Boishakhi Jubo Sangha
16		Social Development Foundation (SDF)
17		Haragach Shamagic Unnayoan Sangstha
18		Rangdhonu Zila Protibondhi Odhikar Sangstha (RZPOS)
19		Prottasa Protibondhi Nari o Shishu Unnoyon Sangstha (PPNSUS)
20	Sylhet	Social Development Foundation
21		Ashar Alo Society
22		SOS Shishu Polli
23		Baraka Group
24		Green Disabled Foundation
25		Bangladesh Equality Society
26	Chattogram North	Population Services and Training Center (PSTC)
27		Bangladesh Nari Progoti Songho (BNPS)
28		Chandgaon Thana Protibondhi Unnayan Sonsta
29	Dhaka North	Torango
30		Bangladesh Association of Prevention of Septic Abortion (BAPSA)
31		MARIE STOPES
32		Bangladesh Protibondhi Foundationn (BPF)
33		Bangladesh Youth Enterprise and Helpcenter (Byeah)
34		Swiss Red Cross (SRC)
35		WE Can
36	Gazipur	Bangladesh Association of Prevention of Septic Abortion (BAPSHA)
37	Dhaka South	World Vision
38		Dhaka Ahsania Mission (DAM)
39		Shajeda Foundation
40		Horijon Sebok Samity,
41		Protibondhi Seba O Sahajjo Kendro (PSOSK) Narayanganj
42	Rajshahi	Foundation for Women and Child Assistance (FWCA)
43		SOS Rajshahi
44		Village Education Resource Center (VERC)
45		Shotoful

5.0 Functions and Operations

5.1 Human Resources Management and Administration

Human resource Management (HRM) was a major challenge in both 2016 and 2017. The ramifications of major management and structural changes during the end of Phase VII (2012-2015) specifically in relation to the restructuring of the programme for enhancing its relevancy and quality; the decentralization and delegation of management from central to regional level for increasing its effectiveness; the changes in staff agreements from permanent to contractual for enhancing institutional efficiency; just to mention a few, were continuing through 2016-2017.

Phase VIII therefore began in 2016 with the challenging task of having to start the gradual closure of the General Schools and consequent transfer of enrolled students to neighboring schools in order to ensure the continuity of their education. Among the 53 on-going schools, 9 were closed in 2016 and 12 after 2017.

Further institutional changes occurred with the CEO moving on in April 2017. Management was entrusted to an Acting CEO (April-July 2017) and it was not till August 2017, that a new CEO joined. At that time, as many as 41 positions were vacant at Head Office level. There were also major changes in senior management and regional levels.

Many positions became redundant in 2016 and 2017 due to the mentioned internal changes, especially the closing of the General Schools. The imminent fund crisis created further concerns among staff and the turnover caused disproportionate workload on existing staff. Containing this human resource management crisis took time and was one of the major hurdles.

The gaps in human resources also posed challenges on the smooth and effective function of administration.

Numerous interventions were undertaken to address HRM and Administration challenges. In order to enhance effectiveness and efficiency, special attention was given to introduce automation and new technology where possible. The major interventions are as follows:

- The Human Resource Management System (HRMS) was reviewed and updated specially streamlining staff leave, separation, transfer processes etc. Staff Profile was also updated in the HRMS.
- A 360-degree automated Performance Management System (PMS) was introduced and used for the annual performance review.
- A salary review was conducted, and gradual adjustments introduced.
- Job Description (JD) of all staff were reviewed and updated. Key Performance Indicators (KPIs) for staff based on new JDs were developed.
- A comparative analysis was conducted of the updated JDs and staff CVs to identify skills gaps. As many as 94 staff enrolled in further education or training courses due to this initiative, which is expected to significantly increase the quality of UCEP Bangladesh's program.
- Standard job contracts were developed for all staff.
- An e-recruiting system was developed and launched.
- Initiatives had been taken during Phase VII to set up an Enterprise Resource Planning (ERP) system but this work was never completed. Initiatives has been taken to revive this.
- Major support services were outsourced e.g. Security, Catering, Cleaning & Gardening and Student Transport.
- Asset lists were updated.
- e-tender process was introduced.
- Automated student and user survey mechanisms were introduced for continuous improvement of support services and program delivery.
- Major policy documents were reviewed and updated e.g. Service Rules, Procurement Policy, Standard Operating Procedures (SOP), Income Generation Activity (IGA) Policy, Internal Audit Manual etc.

In 2016, a Regional Manager position was introduced along with a Regional Management team. The Head Office level Program Management team was replaced by a Technical Backstopping Team.

During the reporting period, in-house training sessions were organized for about 1500 staffs as follows:

- Electrical Installation & Maintenance and Industrial Sewing Operation for Assistant Instructors, Instructors, Senior Instructors
- Competency Based Training & Assessment (CBT&A) for Assistant Instructors, Instructors, Senior Instructors
- Disability Identification for Deputy Program Officers (DPO)-Child Women Rights Advocacy (CWRA) and Job Placement (JP), Community Mobilizers (CMs), Assistant Program Officers (APO)-JP, Specialists-Skills, DPOs-Training & TVET, Senior Instructors
- Monitoring & Evaluation for POs-MCD, POs, DPOs, Specialists
- TVET & Sustainability for Head of Technical Schools (HTS), Specialists, POs
- Comprehensive Sexuality Education Curriculum and Workplace Welfare management for Senior Specialists, Specialists, PO Sexual and Reproductive Health Rights (SRHR), Teachers, H-TS, Assistant Instructors, Instructors, Senior Instructors.

21 staff received training abroad in 2016 as follows:

- The Senior Management Team (Chief Executive Officer / CEO of 2016, Chief Program Officer / CPO, Chief Financial Officer / CFO and Chief of People and Admin Officer / CPAO), Managers, Sr. Specialists, Specialists, Program Officers and Regional Managers received training on 'Organizational Development' from 5-7 December 2016 at Cox's Bazar.
- 16 staff including the then CEO, the CPO, Regional Managers, Senior Specialists, Departmental Managers, Program Officers and the Principal of UIST received training on 'Leadership, Innovation & Sustainability' training in Kuala Lumpur, Malaysia, from 18 – 22 May 2016

- 'Tailored Curriculum Development Workshop' was held from 20th June to 3rd of July 2016 in the Netherlands and Germany and it was attended by the CPO, PO SRHR and DPO Training & TVET.

90 staff (including CPO and other senior management members, TBST etc.) received training in 2017 on:

- Advocacy Strategy Training & Development in Bangladesh
- Financial Sustainability of TVET in Bangladesh
- 19 staff availed training on Comprehensive Sexuality Education in Nepal
- 15 staff were trained on Resource Mobilization & Proposal Development in Indonesia
- 21 staff were trained on Monitoring, Evaluation and Learning in Thailand

5.2 Finance & Accounts (FA)

During 2016, a new accounting software QUICKBOOK was launched and training was provided to all relevant staff on using QUICKBOOKS. This helped in having a central tracking system of accounts, preparing report in less time, allowing donors an access to the accounts, and having a scope to do timely variance analysis. During the year 2016 QUICKBOOKS and Excel both accounting continued as a parallel system.

As UCEP Bangladesh expanded its partnerships from 2/3 bilateral donors to 36 different kinds of small and large donors, the proper management of finance and accounts gradually became complicated and challenging. The Project Management Guideline (PMG) was used as a basis to develop an automated Donor Management Database was development with the support of ICT team.

Efforts to set up an Enterprise Resource Planning (ERP) system had been taken but this work was never completed. Initiatives to revive this intervention re-started in late 2017.

5.2 Finance & Accounts [FA] (Continued)

In the year 2016 and 2017, UCEP's major sources of fund inflow were grants from external donors, fees and service charges for institutional services and contributions from

different local donors, government, private company, CSR funds and individuals. UCEP's growth in terms of other partnership fund is gradually increasing.

Table: 5.2.1

	2016		2017	
	BDT (Million)	% of total fund receipts	BDT (Million)	% of total fund receipts
DFID	958.72	90	841.76	79
UN/INGO	24.72	2	100.44	9
CSR	14.66	1	22.49	2
Govt.	5.93	1	7.92	1
ADB/SEIP	19.42	2	45.51	4
Fees & service charges	38.94	4	48.02	5

On the other hand, expense analysis of 2016 shows that 981.63 (93%) million BDT was spent through the major program components (Education- 57%, TVET 35%, Job Placement and CWRA 1%). BDT 73.87 million (7% of total cost) was spent for overhead costs.

Job Placement and CWRA 1%) and BDT 73.21 million (7% of total cost) was spent for overhead costs.

Spending in the Education component was less because of the downsizing of the program.

Similarly, BDT 972.71 million was spent in 2017 (93%) through the four major program components (Education 54%, TVET 38%,

Chart : 5.2.1

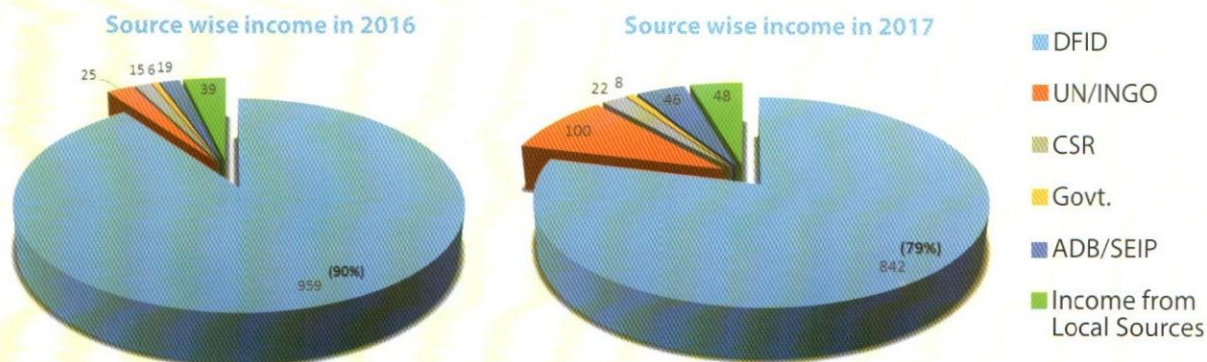


Chart : 5.2.2

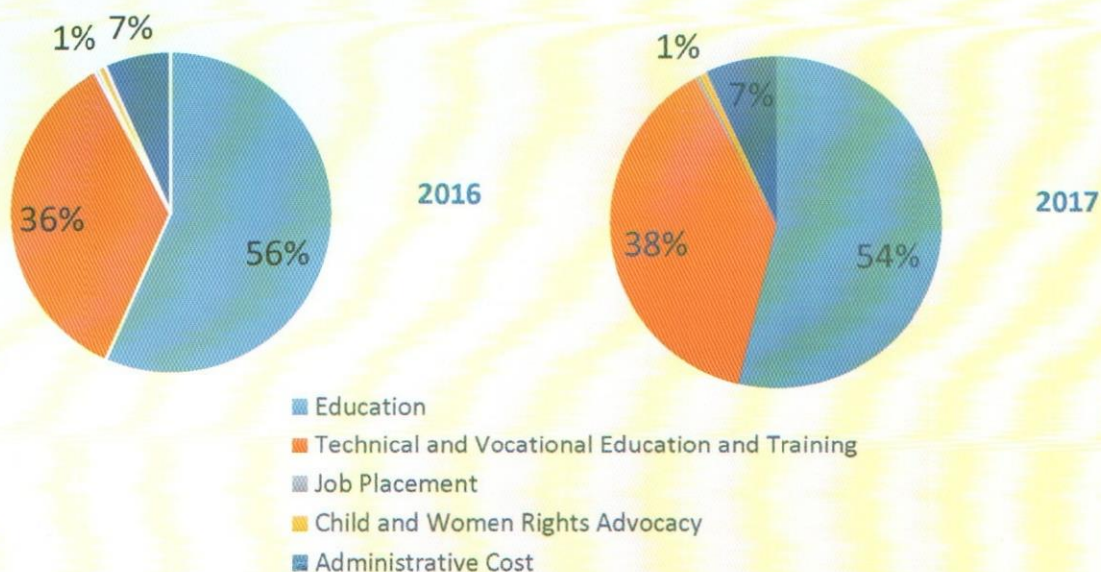


Table: 5.2.2

STATEMENT OF FINANCIAL INCOME AND EXPENSES		
	(amount in '000 BDT)	
PARTICULARS	January to December 2017	January to December 2016
INCOME		
DFID	841,763	958,716
UN/INGO	100,438	24,717
CSR	22,486	14,660
Govt.	7,915	5,929
ADB/SEIP	45,514	19,417
Income from Fees & Service Charges	48,019	38,937
Total Income	1,066,135	1,062,376
EXPENSES		
Capital	32,924	7,954
Salary & Emoluments	770,302	818,523
Education & Social Expenses	113,688	111,846
Office Expenses	17,420	20,434
Property & Building Maintenance	91,341	73,848
Training Expenses	6,076	7,504
Development Expenses	7,396	11,324
Monitoring Research and Evaluation	6,774	4,087
Total Expenses	1,045,921	1,055,520
EXCESS OF EXPENSES OVER REVENUE	20,214	6,856

5.3 Internal Audit (IA)

- ❖ IA team plays a significant role to examine and evaluate whether UCEP's design of risk assessment & management, internal control, and governance processes, is adequate and functioning properly. As a result, IA team contributes to achieving UCEP's goals, missions & vision.
- ❖ IA team has prepared a guideline of Risk-Based Internal Audit (RBIA) in 2017 as IA team feels the crucial need to identify the probable future risks and to explain how to avoid the risks. RBIA is an audit methodology which is primarily focused on: the exploration of inherent risk involved in the activities or system, to assess the probability of an event occurring, the likely level of impact this will have on the organization and to recommend the way of how that risk is being managed by the management within the defined risk appetite level. The IA team has already started the program of RBIA.
- ❖ In 2017, IA team has made substantial effort in the operational activities of the management of UCEP Bangladesh due to the scarcity of senior staff in some important department. Moreover, IA team tries to contribute in any emergency situations of the organization.
- ❖ Some important manuals and policy were reviewed by the IA team in 2017, such as – Procurement policy, Internal Audit Manual and so on. Moreover, IA team has given professional service to the process of review of the Finance and HR manual.
- ❖ IA team conducted a number of special assignments at the desk of CEO in 2017 in addition to conduct regular investigation and fact-finding programs.
- ❖ Besides the regular audit program, IA team continuously reviews the systems established to ensure compliance with policies, plans, procedures, laws & regulations and provides recommendation to strengthen the existing system (If any). In the regular audit program, IA team works in the identification of actual root cause, risk probability, impact and recommendation for the solution and these are also recorded in the audit report.
- ❖ IA team is to proactively identify the OFI (Opportunity For Improvement) in all cost centers and recommend to management accordingly and issue support in the arrangement of financial sustainability of the organization.
- ❖ 2017: All (16) cost centers were audited according to the yearly Internal Audit Plan of 2017 (100% was achieved).
- ❖ 2016: Total 14 (fourteen) cost centers out of 15 (fifteen) cost centers were audited according to the yearly Internal Audit Plan of 2016 (93% was achieved).

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5.4 Information Technology (IT)

The ICT team provided support to HRM & Administration department to automate business processes of UCEP Bangladesh. A Human Resource Management System (HRMS) was developed in 2016. Loopholes were identified and fixed in 2017. Other noteworthy intervention included the introduction of an automated Performance Management System, e-recruitment system, e-tender system. It supported UCEP Bangladesh's Finance and Accounts department to strengthen financial management by setting up QUICKBOOK and a Donor Data Base. It also provided support to enable delegation to regional levels through decentralized business processes.

5.5 Marketing & Partnership Development (MPD)

A Communication & External Relations Department was changed to a Marketing and Partnership Development (MPD) Department in 2016 with the aim to strengthen marketing and partnership development for fund raising.

In 2016 and 2017, it worked with the Child and Women Rights Advocacy and the Job Placement teams for community mobilization for increasing mass awareness on education and training and also to motivate the private sector for supporting UCEP Bangladesh's work.

With the support of the ICT department, a) the website of the UCEP Institute of Science and technology was developed and launched, and b) an online donor database and reporting system was developed to manage donor relationships better as well as to allow donors easy and timely access to information about the projects that they are supporting.

The team also supported the Programme department to finalize as many as 70 of its reports.

5.6 Monitoring Evaluation & Research (MER)

During 2016 – 2017, a Monitoring Evaluation and Research (MER) team comprising of a Deputy Programme Officer- MER at Head Office level and Program Officers - Monitoring and Capacity Development (PO-MCD) at the regional levels managed the day to day monitoring of on-going projects, namely the YES4Growth project following prescribed M&E project templates of donors. Staff of the programme department as well as regional staff, including Head Teachers, Head of Technical Schools etc. were also engaged in programme monitoring. PO MCD provided periodic monitoring reports which were validated by DPO MER during monthly field visits. Challenges and issues identified through Monthly M&E Reports were addressed through discussions with the programme team.

Project reviews and evaluations as required by donors were carried out by the support of this team. Some tracer studies were also initiated under this drive.

However, the M&E mechanism was not designed for knowledge management. The scope for necessary research for communicating and marketing results, analyzing critical issues or promoting institutional or programmatic learning were also not in place.

With the expansion of the programme, the existing M&E mechanism became inadequate for such a large institution like UCEP Bangladesh. By the end of 2017, it was decided to engage programme staff more directly in the monitoring of their programme and take the help of technology to strengthen efficiency, effectiveness and reduce costs by developing an automated M&E system. On the other hand, the need to have a proper research to validate results, adequate branding, marketing and communication tools to promote results also became evident.

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6.0 Few Organizational Activities

6.1 Visitors



6.1.1

British MP, Her Excellency Ms. Rushnara Ali Visited UCEP Bangladesh program in 2017

Ms. Rushnara Ali, British MP of Benthall Green and Bore, Mr. David Ashley, Deputy High Commissioner, British High Commission, Dhaka and Ms. Fahmida Shabnam, Education Adviser, DFID Bangladesh had visited UCEP Sylhet region on 21 September 2017.

6.1.2

British High Commissioner to Bangladesh visited UCEP Bangladesh program at Sylhet

The Honorable British High Commissioner to Bangladesh, H. E. Alison Blake visited UCEP Hafiz Majumder Sylhet Technical School in Sylhet on 19 June, 2017. Ms. Blake talked to the students and instructors of the school and was highly pleased to see the activities of UCEP Bangladesh during her visit. Engr. Mohd. Habibur Rahman, Chief Executive Officer (Acting) and Ms. Ayesha Parvin Majumder, Chief People and Admin Officer and other staff members from UCEP Bangladesh and representatives from different industries of UCEP Sylhet region were present during the visit.



6.2 Events

6.2.1 Student of UCEP Bangladesh became Best Player at 4th Rollball World Cup Tournament 2017

Rhydoy Hasan, a student of UCEP Bangladesh, became the Best Player in the "4th Rollball World Cup Tournament 2017" held at Sheikh Raseel Roller Skating Complex from 17 - 23 February, 2017. The competition was organized by Bangladesh Roller Skating Federation. 38 countries participated in the tournament. While India and Iran won the Championship and Runners -Up titles, UCEP Bangladesh student Rhydoy Hasan was selected as the best player of the entire tournament. He received a crest and a generous monetary reward from the Honorable Prime Minister of the People's Republic of Bangladesh, Sheikh Hasina. Rhydoy is a student of class VI of Al-Haj Abdul Hashem Khan UCEP School under UCEP Dhaka North Region.



6.2.2 Chaitra Shongkranti 1423 and Nobo Borsho Boron 1424 program was held at UCEP Bangladesh on 13 April 2017

UCEP Bangladesh's Students Council organized a cultural program to celebrate the Chaitra Shongkranti 1423 and Nobo Borsho Boron 1424 on 13 April, 2017, at UCEP Bangladesh Head office Mirpur, with the presence students, staff, Members of Board and Association, Donor Partners, Employers Committee Members and other stakeholders. The two hours program showcased different cultural activities of UCEP Bangladesh's students. Mr. A. Q. Siddiqui, Chairperson, UCEP Bangladesh Board of Governors was present among other distinguished guests.

6.2 Events (Continued)

6.2.3

Increasing Students' Awareness on Road Safety" held on 18 October 2017 (Wednesday) at UCEP Bangladesh Training Institute, Dhaka.

UCEP Dhaka North Region and Nirapad Sarak Chai arranged a program for "Increasing Students' Awareness on Road Safety", held on 18 October, 2017 at UCEP Bangladesh Training Institute, Dhaka. Ilias Kanchan, well-known actor and pioneer of the movement in the country named Nirapad Sarak Chai, was the Chief Guest of the event. The Senior Management Team (SMT) of UCEP Bangladesh also present along with other relevant staff and students under UCEP Dhaka North Region



6.3 Programs



6.3.1

UCEP Gazipur Region Employers' Committee Meeting was held on 21st November 2017

UCEP Gazipur Region Employers' Committee meeting was held on 21 November, 2017. Mr. Anisuzzaman Shatil presided over the meeting as the Chairperson. A New Employers' Committee consisting of 21 Members were reformed in the meeting. Mr. Anowar Sadat Sarker, President of Gazipur Chamber of Commerce was selected as the Chairperson for the UCEP Gazipur Region Employers' Committee. Representatives from 40 industries, Regional Manager of UCEP Gazipur Region and Senior Specialist- Job placement attended the meeting.

6.3.2

UCEP Bangladesh launched Skills training program under the Urban Management of Internal Migration due to Climate Change (UMIMCC) with GFA and GIZ.

UCEP Bangladesh and GFA Consulting Group with support from GIZ launched a Skills Training Program under the Urban Management of Internal Migration due to Climate Change (UMIMCC), Bangladesh project. An inauguration ceremony of the project was held on 15 March, 2017, at UCEP Tikapara City Corporation School Tikapara, Rajshahi with presence of Mr. A. Q. Siddiqui, Chairperson, UCEP Bangladesh BoG, Chief Executive Officer- Mr. Zaki Hasan, Chief Program Officer- Mr. Mohd. Habibur Rahman of UCEP Bangladesh, GIZ and GFA Officials, Local elites, students and Staff of UCEP Rajshahi Region. Mr. Nizam Ul Azim, Honorable Mayor, Rajshahi City Corporation was present at the occasion as Chief Guest. Under the project 1500 trainees received 3 months training in 5 occupations with employment support. The training was provided through UCEP Bangladesh training programs at Rajshahi.



6.3.3

Certificate distribution ceremony of UCEP Bangladesh-UNITED TRUST PROJECT held on 15th November 2017

Certificate Distribution Ceremony of UCEP Bangladesh-UNITED TRUST PROJECT was held on 15th November, 2017 in UCEP Gazipur region. This time 18 trainees graduated from UCEP Gazipur Technical School in Electrical and Welding trade. The Executive Director of United Trust Group Brig. General (Retd.) AJM Fazlur Rahman, Managing Director Abul Kalam Azad and Regional Manager of the UCEP Gazipur region & other relevant staff were present in the ceremony.

6.3 Program (Continued)



6.3.4 A Graduation Ceremony of first pilot program of "Workplace Wellbeing Management" was held on 22 February 2017

A Graduation Ceremony of first pilot program of "Workplace Wellbeing Management" was held at UCEP Bangladesh Head Office premises on 22 February, 2017 with the presence of Her Excellency Dr. Annie Vestjens, First Secretary SRHR and Gender, Embassy of the Kingdom of the Netherlands as the Chief Guest along with many other distinguished persons from UCEP Bangladesh Board, Association and Industry sectors, Graduates under the project. Under UCEP Bangladesh NUFFIC-NICHE SRHR Project, UCEP Bangladesh designed and developed an innovative curriculum for young people of the country especially for women to train up

to provide counselling related services that helps to ensure emotional wellbeing of a garments worker in a positive manner. This is a 3 months course where different issues are taught to the trainees. This is a new scope of having employment for the young people, especially for women in Garments Industries of the country.

Chief Guest, Her Excellency the Dr. Annie Vestjens mentioned the importance of the course in present context of the society and wished the graduated trainees success in having a prosperous career in their workplace. Among others Md. Ashikur Rahman, Director, BGMEA, Mr. A. Q. Siddiqui, Chairperson, UCEP Bangladesh Board of Governors, Mr. J. L. Bhowmik, Member, UCEP Bangladesh Board of Governors, Mr. Zaki Hasan, Chief Executive Officer, UCEP Bangladesh, other Members of UCEP Bangladesh Senior Management Team, Ms. Sanderijn Van der Doef, Technical Advisor, Rutgers, Mr. Mohammad Hasan, Executive Director, Babylon Group. and other Officials from both the Netherlands Embassy and UCEP Bangladesh, Representatives from different Garments Industries, Instructors, Teachers and students were present at the event. The program also shared a survey report done by UCEP Bangladesh about "The Need for Front-line Counsellors in the RMG Industries in Bangladesh in 2015". Certificates were distributed among the graduated trainees under the project. UCEP Bangladesh students also put together a cultural program at the event.

6.3.5 Australian High Commission Approved UCEP's Project for Promoting Human Rights for Marginalized Women and Persons with Disability

The Australian High Commission in Dhaka has approved funding for project of UCEP Bangladesh titled "Progress--Promoting Human Rights, women of the most marginalized community including Person with Disabilities (PWDs) in the Southern Coastal region of Bangladesh through capacity development and integration in rural economy". A Direct Aid Program (DAP) ceremony was held on 12 September, 2017 at the Australian High Commissioner Ms Julia Niblett's residence in this regard. From UCEP Bangladesh Chief Executive officer Ms. Tahsinah Ahmed, Chief Program Officer Mohd. Habibur Rahman and Senior Specialist (acting) Ms. Surya Akter had joined the program.



7.0 Creating Visibility

UCEP Bangladesh has been working to uplift the socio-economic conditions of underprivileged communities by providing quality education and ensuring job placement through demand based skill development trainings. UCEP Bangladesh has been doing this for 45 years-major stakeholders recognize UCEP Bangladesh contribution in education and opportunities for employment.

However, we are still not widely recognized. In this era, all organizations have taken the lesson and understood the need for enhanced presence and network in order to optimize opportunities in this competitive times.

UCEP Bangladesh has also understood the need to promote its activities and presence in order to capitalize on resource opportunities and successfully pursue required policy changes in education and employment. Under the leadership of our CEO, Ms. Tahsinah Ahmed, UCEP Bangladesh has participated in various strategic events to ensure that its work is showcased and that it is recognized as one of the key players in the education and skills development sector.

1. Some external events attended are mentioned below:
 - a. Seminar on "Analysis on skills levels of Furniture Sector of Bangladesh", organized by NSDC.
 - b. Workshop on validation and Finalization of Draft National Apprenticeship Strategy for Bangladesh, organized by National Skills Development Council (NSDC) Secretariat.
 - c. Launching of the BRAC Institute of Skills Development
 - d. Informal Sector Industry Skills Council (IS ISC) Meetings
 - e. Meetings of the National Human Resource Development (NHRD) Funds
 - f. Workshop on Future TVET Plan in Bangladesh for achieving SDGs. Organized by the Ministry of Education.
 - g. Consultation on BMET Action Plan for Skills Development and Migration Management, organized by IOM.
 - h. Meeting with DG Bureau of Non Formal Education (BNFE)
 - i. Meeting with Country Director, ILO, Country Director, IOM etc.
 - j. CAMPE Annual General Meeting.
 - k. "Education Watch" Meeting.
 - l. The CEO of UCEP Bangladesh, was a discussant at a roundtable on "Linking Supply and Demand Skills and Employment for Persons with Disability", organized by Prothom Alo.
 - m. The CEO, was a speaker at a seminar on "Initiatives and Practices in building TVET image in Bangladesh", organized by Colombo Plan Staff College and Technical Teachers Training Center (TTTC).
 - n. The CEO of UCEP Bangladesh, was a speaker at seminar on "Peace Building Through Employment Generation of Youth" organized by UNOCT (UN Office on Counter-Terrorism) and ILO.
 - o. Workshop on "Informal Economy of Bangladesh: Consolidate Dynamism, Role of ISISC and way forward" organized by ISISC.
 - p. Consultation workshop organized by BEZA and a2i on Development on "Skilled Human Resources for the Industries of Economic Zones".
 - q. Members of the CWRA team attended a roundtable discussion on "Building Skills for Disadvantaged Youth, Opportunities and Challenge in the context of Bangladesh". The discussion was held on October 22, 2018.
 - r. On 30 October 2017, the CWRA team participated in a roundtable discussion on "Disability, Skills and Employment arranged by BRAC".
 - s. The Education team, participated in a workshop on "the Intervention Conscripting Writeshop for Secondary Education and TVET" to initiate designing of its secondary education and TVET program organized by Plan International.
 - t. The Education team, participated in a Program Design Workshop on Secondary Education, organized by Plan International.
 - u. The Education team, Attended in the "Frugal Innovation Forum on Scaling Up Quality Education", organized by BRAC
2. Meetings were held with existing partners and new partnerships were forged. Some of the existing ones were expanded through new agreements which have been detailed out in the chapter on Partnerships.

8.0 Audit Report

8.1 Audit Report for 2016



A. Wahab & Co.
Chartered Accountants

INDEPENDENT AUDITOR'S REPORT

We have audited the accompanying Consolidated Balance Sheet of **Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects** as of June 30, 2017 and the related Consolidated Statement of Income and Expenditure and Statement of Receipts and Payments for the year then ended. The preparation of these financial statements is the responsibility of organization's management. Our responsibility is to express an independent opinion on these financial statements based on our audit.

We have conducted our audit in accordance with Generally Accepted Auditing Standards as adopted in Bangladesh as Bangladesh Standards on Auditing (BSA). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements, prepared in accordance with Bangladesh Accounting Standards (BAS) give a true and fair view of the state of organization's affairs as of June 30, 2017 and the results of its operations for the year then ended.

(A. WAHAB & CO.)
Chartered Accountants

Dated: Dhaka, December 03, 2017




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Phone: 88-02-982-1943, 88-02-982-1946, 88-02-982-1950
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E-mail: wahab_co@agni.com, Web: www.awahabco.com


Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects
Consolidated Balance Sheet
As on June 30, 2016

Particulars	Notes	30.06.2016 Taka	31.12.2015 Taka
Assets			
Non-Current Assets			
Fixed Assets (Property, Plant and Equipment)	4	653,934,304	662,001,969
Current Assets			
Cash and Bank Balances	5	125,652,434	126,025,431
Accounts Receivable	6	186,905,670	171,987,698
Stock Items	7	2,681,168	3,104,400
Receivable from UCEP Welfare Trust	8	19,187,900	19,187,900
Receivable from UCEP University	9	8,500,000	8,500,000
Receivable from Donor	10	5,627,816	49,157,974
Investment in Fixed Deposits Receipts (FDR)	11	183,880,548	132,743,505
Loan to Fund Raising Activities	12	456,234	456,234
Receivable from Tenants	13	12,670,625	8,775,000
Other Assets	14	6,232,886	6,094,202
Loan to Beneficiaries	15	11,035,418	11,042,958
Inter Project Loan/Current Account	16	150,403,559	137,611,481
Current Assets		713,234,259	674,686,784
Total		1,367,168,563	1,336,688,753
Fund and Liabilities			
Fund Account	17	420,720,997	365,269,213
Reserve Fund	18	1,379,177	1,375,027
Unutilized Fund	19	579,541	159,095
Disaster Management Fund	20	146,465	146,465
		422,826,180	366,949,800
Non-Current Liabilities			
Security Deposit	21	15,212,172	15,212,172
Fixed Assets Fund	22	603,508,510	623,987,157
		618,720,682	639,199,329
Current Liabilities			
Liabilities and Provisions	23	185,836,253	194,447,732
Accounts Payable	24	1,893,071	2,753,542
Members Saving Deposit with Interest	25	3,118,928	3,137,705
Loan Loss Provision	26	3,834,204	3,834,204
Inter Project Loan/Current Account	27	130,939,243	126,366,438
		325,621,699	330,539,623
Total		1,367,168,563	1,336,688,753


The accompanying notes form an integral part of these financial statement


Chief Financial Officer
UCEP-Bangladesh


Chief Program Officer
UCEP-Bangladesh


Chief Executive Officer
UCEP-Bangladesh

Subject to our separate report of even date.


(A. WAHAB & CO.)
Chartered Accountants


Dated: Dhaka, December 03, 2017




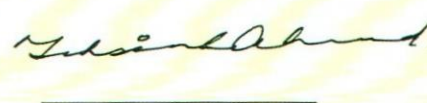
Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects
Consolidated Statement of Income and Expenditure
For the year ended June 30, 2017

Particulars	Notes	FY 2016-2017 Taka	Jan-June 2016 Taka
Income			
Grant Income	28	1,170,931,133	571,942,053
Rent Income	29	23,895,391	12,248,134
Local Donation	30	5,341,400	4,738,093
Service Charge	31	20,045,400	9,342,700
Bank Interest	32	86,319	529,798
Bank Interest on FDR	33	6,764,854	40,946
Other Income	34	95,874,339	25,376,484
Total		1,322,938,836	624,218,208
Expenditure			
Administrative and Office Expenses	35	31,080,635	10,455,689
Education and Social Expenses	36	114,944,939	59,434,463
Development Expenses	37	9,198,673	5,550,481
Depreciation	38	121,713,916	33,499,651
Property and Building Maintenance	39	97,220,490	32,411,820
Salary and Emoluments	40	811,917,703	429,390,820
Training Expenses	41	18,777,340	7,726,157
Monitoring, Research and Evaluation	42	4,824,133	2,852,291
Service Charges from Donors	43	-	1,149,142
Activity and Running Cost	44	4,149,206	2,285,290
Travel	45	73,640	19,781
Utility Expenses	46	635,334	622,535
Food and Beverage	47	3,777,279	1,471,875
Room Maintenance	48	247,440	98,862
Bank Charge and Commission	49	5,229	4,882
Experience Sharing Workshop	50	-	79,447
Setting the Ground for Project	51	7,186	5,920
Pre-orientation on Technical Education	52	237,189	279,335
Vocational Skill Training for Children	53	554,402	489,945
Awareness and Advocacy	54	13,493	14,322
Other Expenses	55	-	2,306,617
Apprenticeship Management	56	75,322	104,246
Program Need Assessment	57	62,500	-
Advocacy Strategy Planning Workshop	58	1,916,508	-
Meeting with Relevant Stake Holder, Staff etc.	59	-	52,154
Audit Fees	60	-	-
Counseling Trade in TS	61	1,122,037	-
Total Expenditure		1,222,554,594	590,305,725
Net Surplus		100,384,242	33,912,483
Total		1,322,938,836	624,218,208

The accompanying notes form an integral part of these financial statement


Chief Financial Officer
UCEP-Bangladesh


Chief Program Officer
UCEP-Bangladesh


Chief Executive Officer
UCEP-Bangladesh

Subject to our separate report of even date.


(A. WAHAB & CO.)
Chartered Accountants

Dated: Dhaka, December 03, 2017





A. Wahab & Co.
Chartered Accountants

INDEPENDENT AUDITOR'S REPORT

We have audited the accompanying Consolidated Balance Sheet of **Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects** as of June 30, 2016 and the related Consolidated Statement of Income and Expenditure and Statement of Receipts and Payments for the period then ended. The preparation of these financial statements is the responsibility of organization's management. Our responsibility is to express an independent opinion on these financial statements based on our audit.

We have conducted our audit in accordance with Generally Accepted Auditing Standards as adopted in Bangladesh as Bangladesh Standards on Auditing (BSA). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements, prepared in accordance with Bangladesh Accounting Standards (BAS) give a true and fair view of the state of organization's affairs as of June 30, 2016 and the results of its operations for the period then ended.

(A. WAHAB & CO.)
Chartered Accountants

Dated: Dhaka, December 03, 2017


8.2 Audit Report for 2017 (Continued)


A. WAHAB & CO.
Chartered Accountants

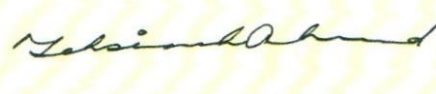
Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects
Consolidated Balance Sheet
As on June 30, 2016

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Fixed Assets (Property, Plant and Equipment)	4	653,934,304	662,001,969
Current Assets			
Cash and Bank Balances	5	125,652,434	126,025,431
Accounts Receivable	6	186,905,670	171,987,698
Stock Items	7	2,681,168	3,104,400
Receivable from UCEP Welfare Trust	8	19,187,900	19,187,900
Receivable from UCEP University	9	8,500,000	8,500,000
Receivable from Donor	10	5,627,816	49,157,974
Investment in Fixed Deposits Receipts (FDR)	11	183,880,548	132,743,505
Loan to Fund Raising Activities	12	456,234	456,234
Receivable from Tenants	13	12,670,625	8,775,000
Other Assets	14	6,232,886	6,094,202
Loan to Beneficiaries	15	11,035,418	11,042,958
Inter Project Loan/Current Account	16	150,403,559	137,611,481
Current Assets		713,234,259	674,686,784
Total		1,367,168,563	1,336,688,753
Fund and Liabilities			
Fund Account	17	420,720,997	365,269,213
Reserve Fund	18	1,379,177	1,375,027
Unutilized Fund	19	579,541	159,095
Disaster Management Fund	20	146,465	146,465
		422,826,180	366,949,800
Non-Current Liabilities			
Security Deposit	21	15,212,172	15,212,172
Fixed Assets Fund	22	603,508,510	623,987,157
		618,720,682	639,199,329
Current Liabilities			
Liabilities and Provisions	23	185,836,253	194,447,732
Accounts Payable	24	1,893,071	2,753,542
Members Saving Deposit with Interest	25	3,118,928	3,137,705
Loan Loss Provision	26	3,834,204	3,834,204
Inter Project Loan/Current Account	27	130,939,243	126,366,438
		325,621,699	330,539,623
Total		1,367,168,563	1,336,688,753

The accompanying notes form an integral part of these financial statement


Chief Financial Officer
UCEP-Bangladesh


Chief Program Officer
UCEP-Bangladesh


Chief Executive Officer
UCEP-Bangladesh

Subject to our separate report of even date.


(A. WAHAB & CO.)
Chartered Accountants


Dated: Dhaka, December 03, 2017





Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects
Consolidated Statement of Income and Expenditure
For the period ended June 30, 2016

Particulars	Notes	Jan-June 2016 Taka	Year 2015 Taka
Income			
Grant Income	28	571,942,053	1,181,265,684
Rent Income	29	12,248,134	24,067,899
Local Donation	30	4,738,093	3,170,000
Service Charge	31	9,342,700	18,146,832
Sales Revenue	32	-	20,622,643
Course Fee	33	-	80,000
Bank Interest	34	529,798	1,165,844
Bank Interest on FDR	35	40,946	6,508,654
Other Income	36	25,376,484	98,152,365
Total Income		624,218,208	1,353,179,921
Expenditure			
Administrative and Office Expenses	37	12,375,347	30,201,737
Education and Social Expenses	38	59,715,603	74,061,921
Development Expenses	39	5,550,481	13,457,139
Depreciation	40	33,499,651	74,805,404
Property and Building Maintenance	41	32,411,820	40,338,221
Salary and Emoluments	42	429,390,820	871,644,349
Training Expenses	43	7,726,157	26,255,137
Monitoring, Research and Evaluation	44	2,852,291	650,000
Service Charges from Donors	45	1,149,142	72,394,723
Activity and Running Cost	46	2,285,290	4,554,735
Travel	47	19,781	153,334
Utility Expenses	48	622,535	1,262,924
Sales and Marketing	49	-	10,400
Food and Beverage	50	1,471,875	2,055,335
Room Maintenance	51	98,862	1,204,563
Bank Charge and Commission	52	4,882	88,127
Buy in Workshop	53	-	70,637
Experience Sharing Workshop	54	79,447	-
Setting the Ground for Project	55	5,920	6,984
Upgradation of Vocational Training Centres	56	-	107,944
Pre-orientation on Technical Education	57	279,335	612,603
Vocational Skill Training for Children and Youth	58	489,945	846,007
Awareness and Advocacy	59	14,322	10,395
Other Expenses	60	105,819	2,742,826
Apprenticeship Management	61	104,246	243,371
Program Need Assessment	62	-	416,649
Curriculum Development	63	-	355,045
Advocacy Strategy Planning Workshop	64	-	647,366
Meeting with Relevant Stake Holder, Staff etc.	65	52,154	26,343
Audit Fees	66	-	65,536
Total Expenditure		590,305,725	1,219,289,755
Net Surplus		33,912,483	133,890,166
Total		624,218,208	1,353,179,921

The accompanying notes form an integral part of these financial statement


Chief Financial Officer
UCEP-Bangladesh


Chief Program Officer
UCEP-Bangladesh


Chief Executive Officer
UCEP-Bangladesh

Subject to our separate report of even date.


(A. WAHAB & CO.)
Chartered Accountants

Dated: Dhaka, December 03, 2017



9.0 UCEP Bangladesh Governance

9.1 Board of Governors



Mr. A. Q. Siddiqui
Chairperson
UCEP Board of Governors



Mr. Jitendra Lal Bhowmik
Vice-Chairperson
UCEP Board of Governors



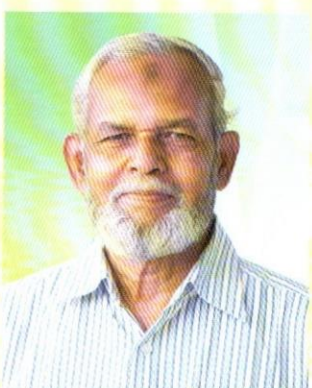
Mr. Syed Shapir Khasru
Member
UCEP Board of Governors



Ms. Shahamin Shahadat Zaman
Member
UCEP Board of Governors



Ms. Sabrina Islam
Member
UCEP Board of Governors



Mr. Moslehuddin Ahmed
Member
UCEP Board of Governors

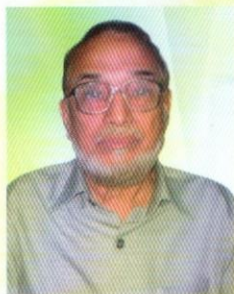


Dr. Rubana Ahmed
Member
UCEP Board of Governors

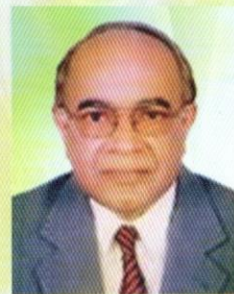
9.2 Members of UCEP Bangladesh Association



Prof. M Hafizul Islam
Professor
Institute of Social Welfare & Research
University of Dhaka



Prof. M. Anwarul Haq Khan Majlis
Former Director, BANBEIS



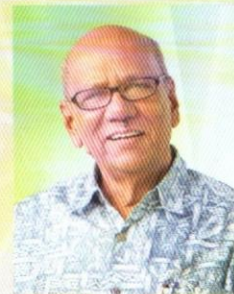
Prof. Dr. K. M. Mohsin
Vice Chancellor
Dhaka International University
Former Member, University Grants
Commission of Bangladesh (UGC)



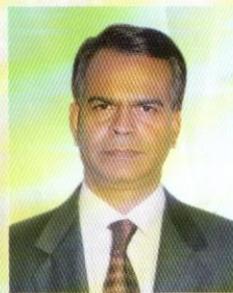
Col. Mujib Ur Rahman Khan (Rtd.)
Managing Director, Al Kashif Group
Former Principal, Jhenaidah and
Fouzderhat Cadet Colleges



Mr. Salahuddin Kasem Khan
Trustee Secretary, A. K. Khan Foundation and
Managing Director, A. K. Khan & Company Ltd



Dr. Mohammed Alauddin
Former Country Representative
Pathfinder International



Mr. Chaklader Mansurul Alam, FCA
Chairman, Kapita Holdings Ltd.
Former Managing Director, IPDC



Mrs. Zeba Rasheed Chowdhury
Chairman
Rasheed Enterprises Ltd.



Mr. A. G. M. Shamsul Kamal
Former MD, Reckitt & Colman Bangladesh Ltd.
Chattogram Stock Exchange Ltd. &
Central Depository Bangladesh Ltd.



Mr. A. Matin Chowdhury
Managing Director
New Asia Limited



Mr. M. Mokammel Haque
Former Secretary to the Government of Bangladesh
Chairman, Kabi Mozammel Haque Foundation



Mr. A. Q. Siddiqui
Former Chairman, Bangladesh Commerce Bank Ltd.
Former Managing Director of Sonali Bank, Agrani Bank
and Polly Daridra Bimochon Foundation (PDBF)

9.2 Members of UCEP Bangladesh Association (Continued)



Mrs. Husniara Huq
Former Associate Professor
Dept. of English, University of Dhaka



Dr. Ubaidur Rob
Country Director
Population Council, Bangladesh



Mr. Hossain Toufique Imam
Adviser to the Prime Minister
Government of the People's Republic of Bangladesh
Former Cabinet Secretary, Government of the People's Republic of Bangladesh
Chairman, Parthmark Associates Limited



Ms. Parveen Mahmud, FCA
Managing Director
Grameen Telecom Trust



Mr. Jitendra Lal Bhowmik
Past Governor, Lions International
Managing Director, Shatarupa Group



Dr. Mehtab Khanam
Professor, Dept. of Psychology
University of Dhaka



Mr. Hafiz Ahmed Mazumdar
Chairman, Bangladesh Red Crescent Society
Former Chairman, Pubali Bank Ltd. Chairman
Brindaban Tea Estate
Rupantar Ltd., Bichitra Garments Ltd.



Ms. Laila Rahman Kabir
Managing Director
Kedarpur Tea Company Limited



Mr. Mikhail I. Islam
Executive Director, CSDC, Chattogram
Managing Director, I-K Properties



Mr. Shaikh Abdud Daiyan
Retd. Managing Director
Grameen Kalyan and Grameen Fund



Mr. Syed Shapir Khasru
Managing Director
Information solutions Limited



Ms. Luna Shamsuddoha
Chairman
Dohatec New Media



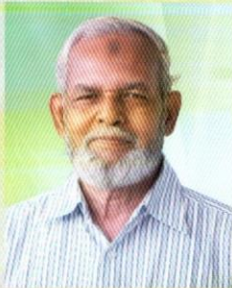
Ms. Shahamin Shahadat Zaman
CEO, CSR Centre



Ms. Sabrina Islam
Director, Concorde Garments Ltd.
Dhaka



Mr. Syed Afzal Hasan Uddin
Barrister-at-Law & Advocate
Supreme Court of Bangladesh



Mr. Mosleh Uddin Ahmed, M A; MPH
NGO Management Specialist
Chairperson, Population Services
and Training Center (PSTC)



Ms. Farah Kabir
Country Director
ActionAid Bangladesh



Dr. Rubana Ahmed
Assistant Professor
BRAC University



Mr. Md. Nazrul Islam Khan
Retired Secretary to the
Government of Bangladesh



Mr. Wahid Malek
Managing Editor
Dainik Azadi



Ms. Uzma Chowdhury
Director
PRAN-RFL Group



Ms. Gule Afruz Mahbub
Rtd. Joint Secretary to the
Government of Bangladesh



Mr. Md. Shahedul Islam
Director
Bakul Group



Dr. Mohammad Kaykobad
Professor, Department of
Computer Science and Engineering
Bangladesh University of Engineering and
Technology (BUET)

9.3 Remembrance of Association Members



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



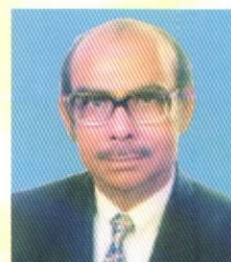
Prof. Dr. S.H.K. Esufzai
Expired on 12 February, 2009



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



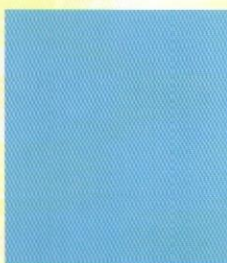
Maj Gen. (Retd.) Amjad Khan Chowdhury
Expired on 08 July, 2015



Ms. Niloufer Mahmood
Expired on 07 December, 2015



Mr. Ferdouse Khan
Expired on 30 March, 2016



Mr. R. M. H. Hirji

10.0 UCEP Bangladesh Management

10.1 The Senior Management Team



Tahsinah Ahmed
Chief Executive Officer



Md. Iqbal Hossain
Chief People and Admin Officer



Mohd. Habibur Rahman
Chief Program Officer



Md. Anwar Hossain
Chief Financial Officer

10.2 Regional Managers



Md. Rizwanul Haque Khan
Regional Manager
UCEP Dhaka North Region



Joy Prakash Barua
Regional Manager
UCEP Dhaka South Region



Md. Ashraf Uddin
Regional Manager
UCEP Chattogram Region



Md. Shafiqur Rahman
Regional Manager
UCEP Gazipur Region



Gopal Chandra Mazumder
Regional Manager
UCEP Khulna Region



Santara Islam
Regional Manager
UCEP Rajshahi Region



Mohammad Masudur Rahman
Regional Manager
UCEP Sylhet Region



Mohammad Sadique Hasan
Regional Manager
UCEP Rangpur Region

11.0 UIST Management Committee

11.1 Management Committee

UCEP Institute of Science & Technology (UIST) Dhaka



Tahsinah Ahmed

Chief Executive Officer, UCEP Bangladesh
President, UIST Management Committee



Mohd. Habibur Rahman

Chief Program Officer, UCEP Bangladesh
Member, UIST Management Committee



Md. Anwar Hossain

Chief Financial Officer, UCEP Bangladesh
Member, UIST Management Committee



Md. Anisuzzaman

Manager-Finance and Accounts, UCEP Bangladesh
Member, UIST Management Committee



Farida Yeasmeen

Senior Specialist-Advocacy, UCEP Bangladesh
Member, UIST Management Committee

12.0 Few Pictures of UCEP Program Activities

UCEP Bangladesh

BORAD OF GOVERNORS (BOG) 2015-2016



(from left) Mr. Mikhail I. Islam, Member; Ms. Shahamin Shahadat Zaman, Member; Mr. A. Matin chowdhury, Chairperson; Mr. A.Q Siddiqui, Vice-Chairperson; Ms. Sabrina Islam, Member; Ms. Parveen Mahmud, FCA, Member; Mr. Chaklader Mansurul Alam, FCA; Member

UCEP Bangladesh

help to learn
with to earn!

BORAD OF GOVERNORS (BOG) 2017-2018



(from left) Mr. Mosleh Uddin Ahmed, M.A., M.Ph, Member; Mr. A.Q Siddiqui, Chairperson; Ms. Shahamin Shahadat Zaman, Member; Ms. Sabrina Islam, Member; Mr. S. Shapir Khasru, Member; Mr. Jitendra Lal Bhowmik, Vice-Chairperson and Dr. Rubana Ahmed, Member



Annual General Meeting held on 21st December, 2017



Meeting between UCEP Bangladesh staff and DFID representatives.



Rusanara Ali, Her Excellency, Trade Envoy to the UK Govt. of British Parliamentarian, Mr. David Ashley, Deputy High Commissioner, British High Commission, Dhaka and Ms. Fahmida Shabnam, Education Adviser, DFID visited UCEP Bangladesh Sylhet Region.



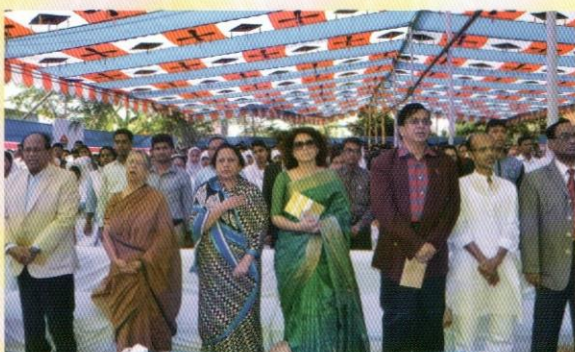
Mr. Hassain Toufique Imam, Advisor to the Prime Minister, Government of the People's Republic of Bangladesh, A.Q. Siddiqui-Chairperson, Tahsinah Ahmed-CEO, Professor M. Hafizul Islam and other UCEP Association Members shared views at UCEP Bangladesh Association meeting.



CEO of UCEP Bangladesh along with other SMT members handed over a cheque to IOM for supporting the Rohingya refugees. The donation was equal to one day salary of each staff member at UCEP. Mr. Sarat Das, Country Director of IOM, along with other senior officials received the cheque from SMT members of UCEP.



CEO along with SMT members, meeting with high officials of PKSF in regards to SEIP (Skills for Employment Investment Program).



A. Q. Siddiqui-Chairperson of UCEP Bangladesh, Advocate Sultana Kamal, Advocate Elina Khan and Samia Rahman graced Elimination of Violence Against Woman (EVAW) Day program at UCEP Dhaka South Region.



Meher Afroz Chumki, Honorable State Minister for Women and Children Affairs, joined a Human chain program with UCEP Bangladesh students to mark the International Women's Day.



UCEP Bangladesh students along with 16 genocide specialists from different countries in a program at the Liberation War Museum.



UCEP SMT-RMT Meeting Quarter 3-2017 in Sylhet.



Mr. A. Q. Siddiqui, Chairperson of UCEP Bangladesh visited UCEP Rajshahi Technical School.



CEO of UCEP Bangladesh, shares her thoughts with a trainee at UCEP Mohsin Khulna Technical School.



CEO of UCEP Bangladesh is interacting with students to know about their dreams and aspirations.



Students of UCEP Bangladesh participating in an Art Competition to celebrate the Birth Anniversary of the Father of the Nation-Bangabandhu Sheikh Mujibur Rahman, on 17 March, 2017.



MoU signing ceremony between UCEP Dhaka south Region and Protibondhi Seba o Sahajjo Kendro, (Govt.) Narayanganj.



SSC (Voc) students of UCEP Kalurghat Region are seen celebrating their brilliant results. In 2017, of 60 students who appeared for SSC (Voc), 58 students scored A+ and 2 students got A. It was 100% pass rate for the batch.



Cheyne Day, observed through out UCEP Bangladesh on the occasion of his Death Anniversary on 15th of September, 2017.



UCEP Rajshahi Region celebrated International Day for the Eradication of Poverty.



Reception for the trainees of occupational minority group (Horijon Community) at UCEP Dhaka South Region.



UCEP Bangladesh students from Chattogram Region participating in a "Dress As You Like" competition.



UCEP Dhaka South Region organized an interschool Debate competition to mark May Day.



Classroom demonstration by students of UCEP Bangladesh from Food and Beverage Trade.



A Community Mobilizer of UCEP Khulna Region is speaking to motivate students and parents in a community meeting.



Job Fair for UCEP Graduates in UCEP Chattogram Region.



Famous band "Joler Gaan" is performing in the Nabin Boron program at UCEP Dhaka South Region.



Famous Folk singer Abdul Quddus Boyati is performing in the National Girls Child Day event organized by UCEP Dhaka North Region.



Channel i Shera Kontho Champion, Jhulik is performing with Film actress Chandni in Elimination of Violence Against Women Day (EVAW) event at UCEP Dhaka South Region.



Chaitra Shongkranti 1423 and Nobo Borsho Boron 1424 program was held at UCEP on 13 April 2017

13.0 Art Nurtures Creativity

Every school at UCEP Bangladesh encourages the students about Art and Culture. The collections of photos are endless and inspiring. Here we could only share a few.



Rimjhim Akter Meem

Class : ROLLS, Age: 10 Years
UCEP Tytte Botfeldt School
Dhaka North Region



Md. Raihan Chowdhury

Class : VIII, Age: 18 Years
UCEP Ambagan School
Chattogram Region



Moriom Akter

Class : VIII, Age: 15 Years
UCEP Nolgola School



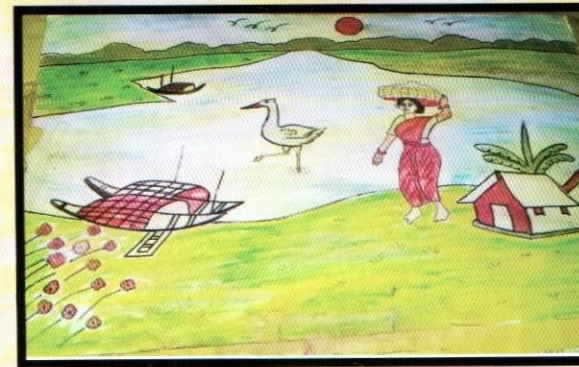
Rabeya akter

Class : VIII, Age: 15 Years
Nazir Hossain three Star UCEP School
Dhaka South Region



Md. Borhan Mia

Class : VIII, Age: 16 Years
Nazir Hossain three Star UCEP School
Dhaka South Region



Shahidul Islam Nahim

Class : VIII, Age: 14 Years
Amir Hossain Dobash UCEP School
Chattogram Region

UCEP Bangladesh gratefully acknowledges
the kind support of all Development Partners



Save the Children



Australian Government



C&A Foundation



International Labour Organization



National Bank Limited



swisscontact

Shahid Khalek & Major Salek Bir Uttam Trust



United Nations Population Fund



A.K.KHAN & COMPANY LTD



and numerous patrons and well-wishers



Lighting The Lives of Children
and Youth for 45 years

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

UCEP Bangladesh

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Tel: 880-2-8035792, 9007049, 9011726, 9011749
9011755, 9011769, 9031014, 9031016

Fax: 880-2-9036359

E-mail: info@ucepbd.org

Web site: www.ucepbd.org

