



Annual Report 2018

Concept and Design
UCEP Bangladesh

OUR VALUES

আমাদের মূল্যবোধ



MUTUAL RESPECT
পারস্পরিক সম্মান প্রদর্শন



INTEGRITY & DUE DILIGENCE
অন্তর্নিহিত সততা ও যথোচিত শ্রমশীলতা



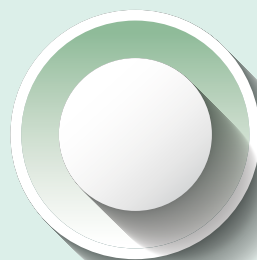
INNOVATION
উদ্ভাবন



COMMITMENT TO EXCELLENCE
উৎকর্ষের প্রতি দায়বদ্ধতা



INCLUSIVENESS
অন্তর্ভুক্তি

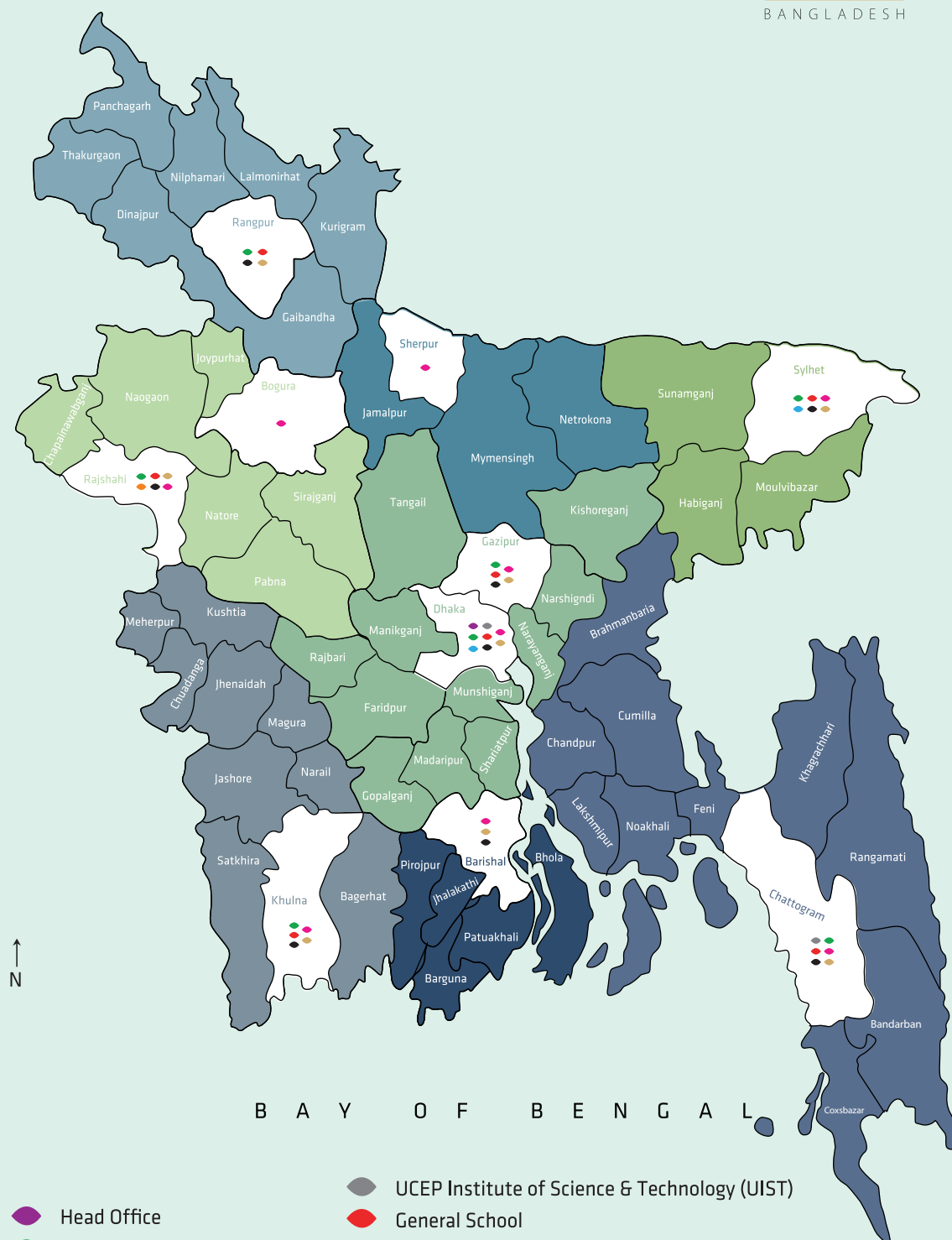


TRANSPARENCY & ACCOUNTABILITY
স্বচ্ছতা ও জবাবদিহিতা

PRESENCE IN 8 DIVISIONS AND 10 DISTRICTS



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



COVERAGE



THE CHAIRPERSON

“Help to learn, skills to earn!” With this great message UCEP Bangladesh is supporting a large number of children and youth of poor urban and peri urban families. It started its journey back in 1972 by a New Zealander, Mr. Lindsay Allan Cheyne who came to Bangladesh originally to help war victims. While here, he came across a study by a faculty member of Dhaka University on the distressed situation of street children which prompted him to start a non-formal school for 60 “working” children. After four decades, this act of social service has expanded, annually serving around 34,000 children and youth through General Education and Technical Vocational Education and Training (TVET). Indeed, an extra ordinary journey for UCEP Bangladesh, which has been continued with an aim to serve greater number of children and youth. This is an effort and a contribution to take forward our motherland and to help these children and youth to better their life conditions.

I am happily recalling the wonderful journey of the year of 2018 which has been full of opportunities and challenges. I am confident that these learnings and opportunities will give UCEP Bangladesh the strength to get the desired shape to implement its strategy 2016-2025.

Some of the crucial steps UCEP Bangladesh

has been taking to stay relevant are:

- acquiring sustainability: an important strategic objective is to create the conditions for a more sustainable platform for UCEP Bangladesh through social enterprise. However, this should not be interpreted to mean that UCEP Bangladesh will no longer require the assistance from donors, Continued funding assistance from donors will be necessary particularly to continue its programs and to scale them up to serve greater number of children and youth;
- organizational development: a number of organizational changes are happening in UCEP Bangladesh in order to implement the strategic plan. These changes consist of but not limited to establishment of an upgraded curriculum and qualification unit to keep its programs relevant to the changes in the external environment, upgraded the monitoring, evaluation and research unit to implement and manage a Result-Based Monitoring System (RMBS) to monitor and report on the implementation of its activities for outside interested parties and to improve performance. It is also

focusing on decentralization by strengthening its regional offices.

- focusing on complimenting the Government in the implementation of the Sustainable Development Goals (SDGs). The direct contributions are to the SDG 4,5,8 and 10 and indirect contributions are to SDG 1, 2 and 3. To contribute to SDG 4 (Quality Education), UCEP Bangladesh is providing Second Chance Education to out-of-school children and those who never went to schools. It is also providing TVET and skills development to youth, most of whom are poor and disadvantaged. The contribution to SDG 5 (Gender Equality) is through ensuring inclusion of 53% female in Education and 42% in TVET & Skill Development, 44% in Job Placement and about 4% Persons with Disability and minorities. In SDG 8 (Decent Work), UCEP Bangladesh is placing about 90% of its graduates in Decent Work.

- UCEP Bangladesh diversified its donors to attain more strength to run its programs and increased its funding sources in the year of 2018.

It was not an easy journey for UCEP Bangladesh in 2018, but we received warm support from various corners. The high engagement and heartfelt commitments from the employees of UCEP Bangladesh was the first pillar of its success. The success of UCEP Bangladesh was also achieved by the abundant support from its Board and Association.

I have full confidence in the strength and the commitment of UCEP Bangladesh's Senior Management Team who has a wealth of knowledge and experience to lead the institutions.

I would also like to take the opportunity to thank each and everyone associated with UCEP Bangladesh —its donors, partners, staff members, Board and Association and its students and their parents for their excellent and relentless contribution to the success of UCEP Bangladesh.

A.Q. Siddiqui



Chairperson

UCEP Bangladesh Board of Governors



THE EXECUTIVE DIRECTOR

Bangladesh in 2018, continued to demonstrate remarkable development, attaining 7.86% growth rate and progressing steadily towards its commitments in regard to the Sustainable Development Goals (SDGs) and its Vision 2021, which aims to make Bangladesh a middle-income country, free from hunger and poverty by ensuring economic improvement by creating employment. However, to maintain this trend and reach its macroeconomic goals, alongside appropriate infrastructure and energy, Bangladesh requires substantial transformation of its existing and future workforce because the wheel of any economy is driven by a country's human resources. As employment intensive growth is proved to be co-related with labour productivity, greater investments in the skilling of human resources is required to ensure higher growth. But industries face chronic skills shortages at all levels.

Education, on the other hand, builds the socio-cultural as well as economic fabric of a nation, molding the character of its people, giving shape to their aspirations, keeping alight values of humanity and paving the road to a sustainable future. But in Bangladesh, 27.1% of the population are still illiterate and one in five children drop out of school due to high levels of poverty, child marriage, social insecurity and marginalization. Most

of these children added to the 3.45 million active child laborers in the country, 1.2. millions of whom are engaged in hazardous jobs. Bangladesh's poverty rate came down at 21.8% and extreme poverty came down to 11.3% in 2018. While this is encouraging, it also means that a huge number of families still remain under the poverty and extreme poverty lines. 42 % of girls and 34% boys who take admission in grade VI drop out before completing the secondary level. This is one of the main reasons why Bangladesh has the fourth highest prevalence rate of child marriage in the world, and the second highest number of absolute child brides. According to UNICEF 59% of girls in Bangladesh are married before their 18th birthday and 22% are married before the age of 15.

UCEP Bangladesh is a Non-Governmental Organization (NGO) which has been providing Second Chance Education to underprivileged children and Decent Work to underprivileged youth through Technical Vocational Education & Training (TVET) and Skills Development for the last 46 years. With an average job placement rate of about 90%, it is recognized as a Center for Excellence in TVET and a leader in the sector. UCEP Bangladesh envisages a society where all children and youth are able to develop their potentials without any

discrimination. Contributing to the SDGs, it aims to ensure that about 140' 000 children and youth avail quality education, demand based TVET and Skills Development of which at least 50% will be female, and 5% will be People with Disabilities (PWDs). UCEP Bangladesh advocates for Child and Women Rights, Social Inclusion and Decent Work; and promotes the values of Integrity & Due Diligence, Accountability & Transparency, Mutual Respect, Commitment to Excellence, Innovation, and Diversity.

In 2018, UCEP Bangladesh provided Second Chance Education to 20,087 (General Education: 19,378 and SSC VOC: 709) with 53% girls. 3,002 students (Boys: 1065 & Girls: 1937) appeared in the Primary Education Completion Examination and the pass rate was 93%. 6,273 (Boys: 3095 & Girls: 3178) students appeared in the Junior Secondary Certificate Examination and 76% passed. 326 students succeed in SSC VOC exams with a pass rate of 98.78% against the national average of about 71%. 269 got "A+" / "Golden GPA and 57 got "A" (GPA 4). 14'081 youth (42% female & 4% PWD) received TVET & Skills Development training in 37 market driven trades following Bangladesh Technical Education Board accredited curriculum in 21 courses and bespoke in the rest. About 88% (67% wage & 21% self-employment) graduates were placed in Decent Work, and as such, not only contributing to improve their socio-economic conditions but also enhancing the productivity of industries and enterprises.

Following the Leave No One Behind approach, UCEP Bangladesh was therefore able to ensure the rights to quality education

for a substantial number of children and empower youth to avail Decent Work. Most of the female students opined that they would had become victims of child marriage, had they not availed these life changing opportunities.

UCEP Bangladesh's work has never been easy but due to its excellent teachers, instructors and staff it has been able to deliver its promises over the years and its programme is now one which is highly appreciated by its students, their parents and guardians, the government and its development partners, the private sector and other stakeholders. There were many challenges down the road, mostly which were addressed and some which still continue and are being worked on.

2018 was critical in continuing the institutional and organizational development efforts specially aiming at enhancing the quality, relevance and sustainability of UCEP Bangladesh's programmes which had been initiated in late 2017 on one hand and strengthening its presence at macro level as a sector leader. UCEP Bangladesh became a member of the Executive Council of the Informal Sector Industry Skills Council (ISISC) and was also included in the National Child Labour Welfare Committee (NCLWF).

UCEP Bangladesh believes that its work over the decades has made the wheel of the economy run faster; it has been able to enhance peace and social harmony in communities and families; it has been able to make lasting positive changes in the lives of countless children and youth and their families; it has been able to turn into reality the dreams and aspirations of countless

children and youth in this country and due to its interventions the rights of girls, learners with disabilities, minorities, working children and many other disadvantaged groups were ensured. UCEP Bangladesh's success and learnings in 2018 strengthened its convictions.

The Board of Governors (BoG) duly had its election at the end of 2018, thus concluding its two years tenure leading and guiding the institution. The two years had been extremely difficult ones where the BoG and the institution had to address the impact of decisions regarding organizational sustainability and change management which began in early 2016 and continued throughout 2018. The BoG was able to steer the organization through the critical times but the issue of acute fund crisis, created mainly due to drastic and rapid decrease of funds over a period of only five years without the necessary investment in organizational and institutional capacity building or a responsible exit strategy of donors created huge challenges for the management, the BoG and the institution. Many activities to develop organizational and institutional capacity for ensuring sustainability were initiated but these require time to materialize.

UCEP Bangladesh recalls with sincere gratitude the role of all members of the BoG and especially the leadership of its Chairperson, Mr. A.Q. Siddiqui and Vice Chairperson Mr. Jitendra Lal Bhowmik. Mr. Bhowmik continues his tenure as Vice Chairperson while Ms. Parveen Mahmud assumes the new role as Chairperson of UCEP Bangladesh's BoG. UCEP Bangladesh welcomes the new BoG and also expresses its gratitude to the UCEP Bangladesh Association.

UCEP Bangladesh is taking the opportunity to reach out to all ... long and short-term partners, well-wishers, the Government of Bangladesh, the country's private sector, the media, academia and each conscious citizen of the country.

Come forward. Provide UCEP Bangladesh your support to continue the extremely important work it is doing for over four decades. Together, let us continue to make the dreams of countless children, youth and young adults a reality. A reality through which this country will emerge as a global leader. #uniteforucep!

Ms. Tahsinah Ahmed

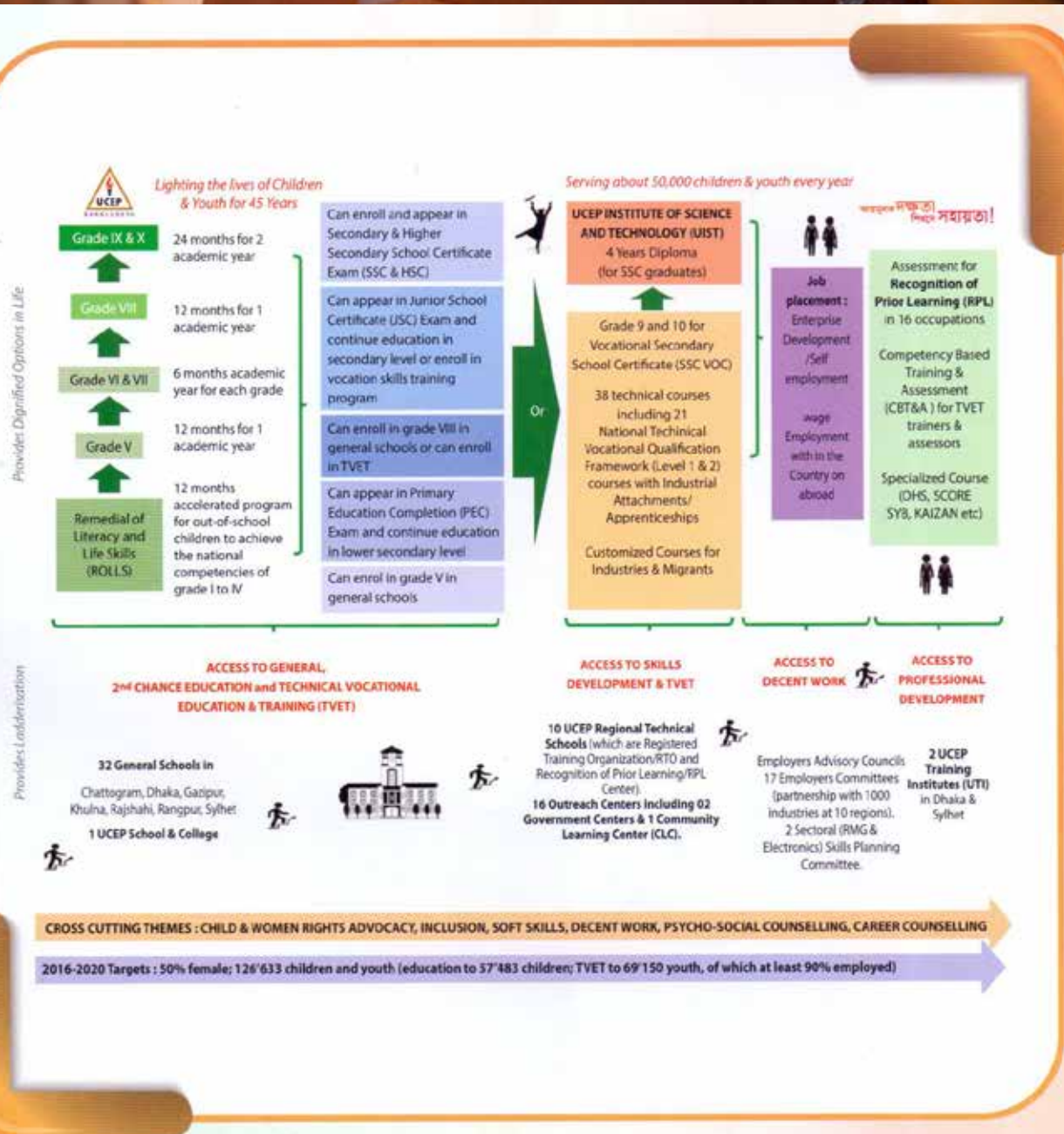


Executive Director
UCEP Bangladesh.



Made by Students of Wooden Trade of UCEP Dhaka North Region

01	UCEP BANGLADESH AT A GLANCE	02
02	HIGHLIGHTS OF 2018	04
PROGRAMME OVERVIEW		
03	CHILD & WOMAN RIGHTS ADVOCACY AND SOCIAL INCLUSION	06
04	EDUCATION	10
05	TECHNICAL VOCATIONAL EDUCATION & TRAINING (TVET) AND SKILLS DEVELOPMENT	18
06	JOB PLACEMENT AND DECENT WORK	24
07	SOCIAL ENTERPRISE DEVELOPMENT	27
REGIONAL OVERVIEW		
08	UCEP DHAKA NORTH REGION	30
09	UCEP DHAKA SOUTH REGION	34
10	UCEP CHATTOGRAM REGION	39
11	UCEP RAJSHAHI REGION	44
12	UCEP KHULNA REGION	51
13	UCEP SYLHET REGION	56
14	UCEP RANGPUR REGION	61
15	UCEP GAZIPUR REGION	65
SUPPORT SERVICES		
16	FINANCE AND COMPLIANCE	69
17	HUMAN RESOURCE MANAGEMENT	71
18	ADMINISTRATION	72
19	ICT AND BUSINESS SOLUTIONS	73
20	ESTATE AND LEGAL AFFAIRS	74
21	STRATEGY AND CORPORATE AFFAIRS	75
22	MONITORING EVALUATION AND KNOWLEDGE MANAGEMENT	76
23	GOVERNANCE AND MANAGEMENT OVERVIEW	77
24	UCEP BANGLADESH ASSOCIATION	81
25	UCEP BANGLADESH BOARD OF GOVERNORS	85
26	UCEP BANGLADESH SENIOR MANAGEMENT TEAM	86
27	FINANCIAL STATEMENT	87
28	INTERNAL AUDIT	88
29	EXTERNAL AUDIT	90
30	OUR VALUED PARTNERS	102
31	OUR REACH	103
32	UCEP BANGLADESH ASSOCIATION AND BOG ACTIVITIES	104
33	VISITS AND EVENTS IN 2018	105



At present UCEP Bangladesh is governed by the UCEP Bangladesh Association and the management 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 envisages ‘a society upholding good governance where all children and youth are able to develop their potentials in a child and youth friendly environment without any discrimination’.

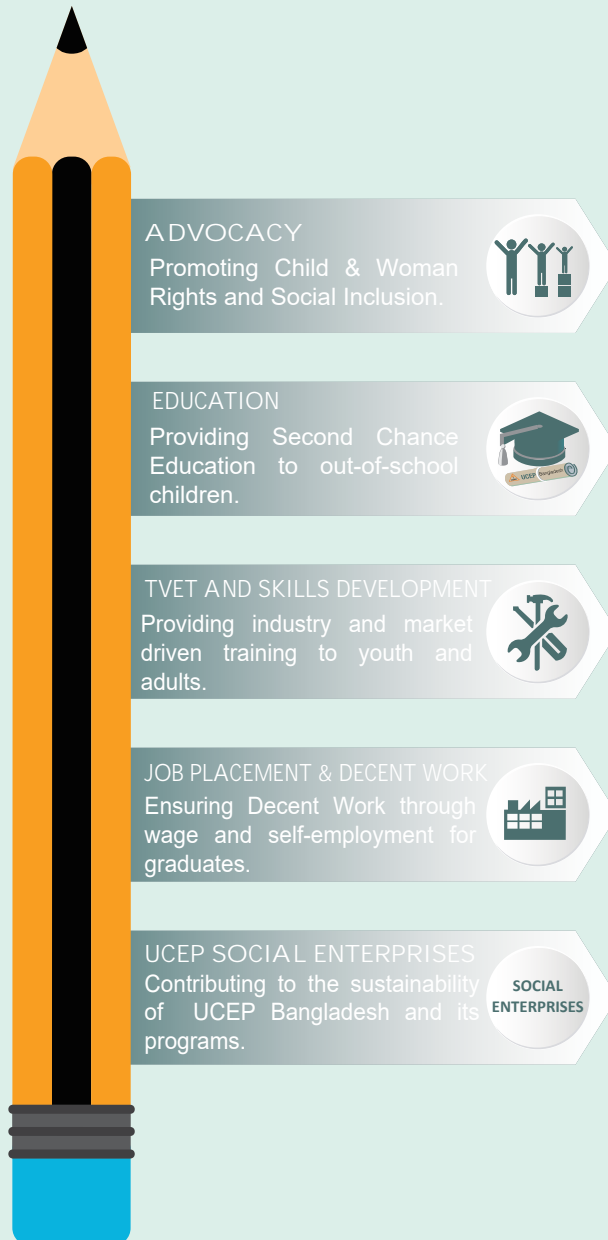
The Mission of UCEP Bangladesh is ‘to raise the dignity and socio-economic conditions of children and youth, especially the working poor and the under-privileged, living in urban and peri-urban areas, through education and skills training, awareness raising and advocacy for ensuring good governance to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

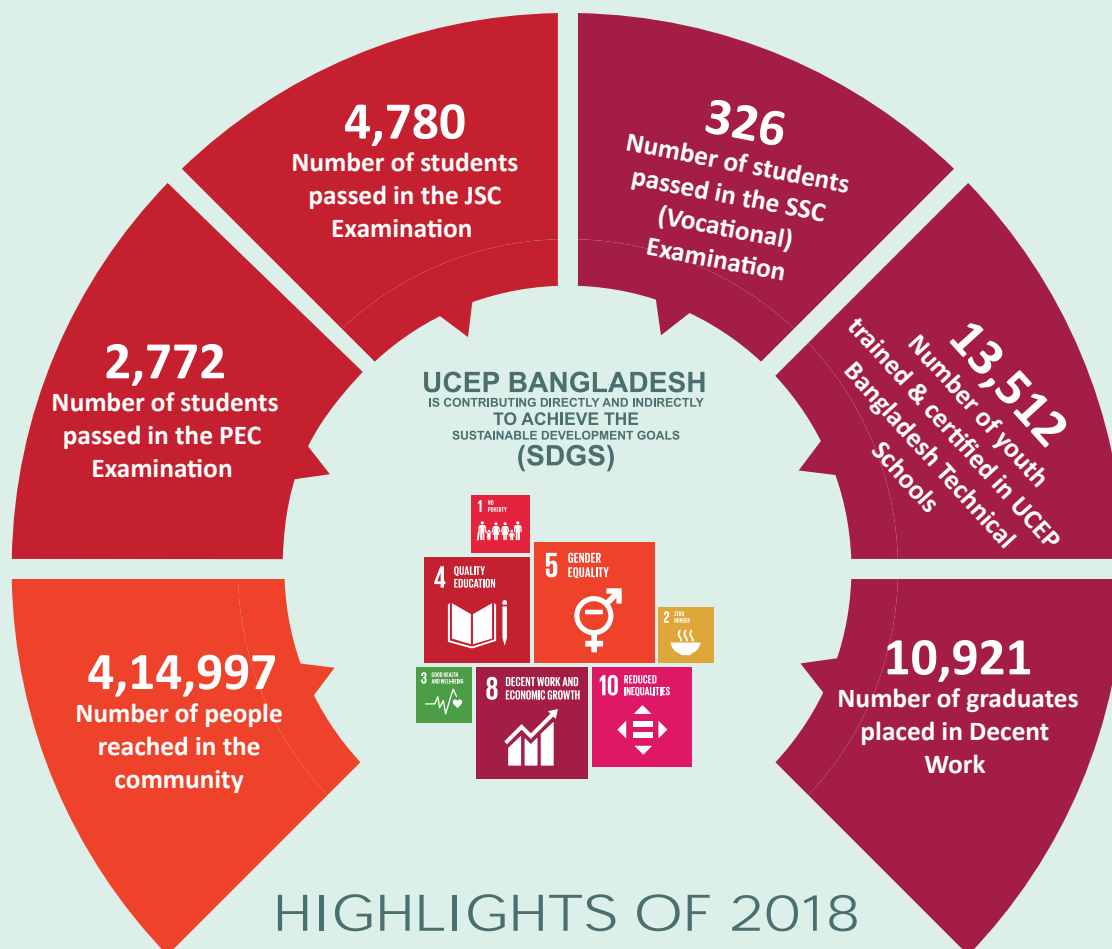


help to **learn** **earn!**
skills to

A word cloud visualization of the Sustainable Development Goals (SDGs). The words are arranged vertically, with some words appearing larger or more frequently than others. The colors are primarily orange and grey.

- EDUCATION
- SKILLS
- WOMEN
- CHILDREN
- GDP
- REDUCTION
- ENTERPRISE
- SUSTAINABILITY
- INCLUSION
- PLACEMENT
- POVERTY
- MARKET
- JOB
- SDG
- EQUALITY
- NON-FORMAL EDUCATION
- SOCIAL ENTERPRISE
- PWD
- UNDERPRIVILEGED
- TERPRISE
- ILL
- DREN
- ATION
- ALITY
- OND
- NCE
- T GDP
- MEN
- RPRISE
- LLS
- VDS
- SDG
- ERPRISE
- GDP
- REDUCTION
- REDUCTION
- ALITY
- OUTH







CHILD & WOMAN RIGHTS ADVOCACY (CWRA) AND SOCIAL INCLUSION (SI)

are considered as cross-cutting issues in UCEP Bangladesh's programs. A 'Right to Education' approach is followed together with a strong focus on the 'Leave No One Behind' campaigns.

This component has been re-aligned to complement UCEP's core programs and it is being implemented in the 8 Regions of UCEP Bangladesh. Through the program, children, youth, parents, and communities are becoming aware of child and woman rights, gender and other inclusion issues. This enhanced awareness brings positive impact on increase students' enrolment and completion of courses particularly for girls, ethnic minorities, PWDs, and other disadvantaged groups. This awareness also helps in reducing absenteeism and dropout.

To implement the above-mentioned approach, the CWRA team engages family members and communities to increase awareness among parents and people of the community to be supportive of the education and skills training for children and youth, especially females, PWDs, ethnic minorities and another disadvantaged groups.

Leadership capacity development to work as representatives of students for ensuring safe and secure environment in the school premises through the Child and Youth Council is one of the interventions of the team. Enrollment, ensuring accessibility, ensuring reasonable accommodation, awareness and staff capacity development on gender and social inclusion issues are also the major interventions.

Annual goals / targets for 2018 and achievements:

- The CWRA is working together with the Education and TVET team

for achieving targets especially for females and PWDs and ensuring the rights of the students and trainees. With the help of the CWRA team, UCEP Bangladesh is going forward to achieving the targets of female and PWDs in all of its programs. In 2018, female participation had been increased in all interventions i.e. 53% in General Education, 43% in TVET and Skills Development and 42% in Decent Work.

- The CWRA team has successfully approached to the communities and 4% of PWDs had participated in the General and Technical Education in 2018. These numbers have been achieved through community and parent mobilization, where a total of 413,406 communities (Female 50%) and 26,834 parents (Female 50%), attended the community and parent meetings.

Other key goals achieved during 2018 were as follows:

- Gender and Child-friendly environment: Gender and Child Protection is one of the top priorities for UCEP Bangladesh. UCEP Bangladesh programs always address gender related issues in the institutes as well as the personal lives of the female students to motivate girls and women to take part in education and training more. These initiatives also help in supporting women entrepreneurs, promoting economic opportunities and creating jobs. In addition, UCEP programs motivate employers for creating a gender friendly environment at the workplace and provide business skills and leadership training to women.

- Several steps have been taken to ensure safe and secure environment in school premises both in General and Technical schools, which include raising awareness against early marriage, dowry, different types of discrimination, sexual harassment, and other abusive activities. Protective and awareness building activities were conducted at regular intervals by the Child and Youth Council members, Child Protection Focal persons, Child Protection Committee by using safeguarding and grievance management mechanisms.
- To ensure gender and child-friendly environment, 40 staff of CWRA team have received orientation on social inclusion, gender and safeguarding issues. In addition, an orientation program was organized for 15 gender focal person to increase their capacity. The newly developed working paper and ToR has been used by 42 Gender and Child protection Focal Persons, as well as all 40 CWRA staff, as the guideline for promoting these issues.
- Child and Youth Council: CWRA team supported the elections of 32 Child Councils and 20 Youth Councils in 32 General Schools and 10 technical Schools in this year. These elections took place twice in each Technical School. The council members worked to help students both in general and technical schools by creating woman and child-friendly environment and raising awareness in preventing early marriage, sexual harassment, and other abusive activities.
- Day Celebration activities: To ensure proper dissemination of programs and to raise awareness on specific national and international days, the team organizes different types of events in school campuses. In 2018, they organized 10 different events in each of the 8 regions where students, communities, parents, teachers, instructors, other NGOs, and GoB representatives took part to celebrate the special days like the International Women's Day, Literacy Day, Event for the Violence Against Women-Fortnight, women empowerment campaign and fair etc. for the dissemination of the program information.
- Co-curricular activities: The team organized co-curricular activities like Fun and Learn class, street drama, art competition, cultural competition, debate competition, science fair, etc. and published wall magazines too.
- 19,508 students from general education and 7,270 students from TVET & Skills Development courses participated in these events and activities to promote the schools and social initiatives.
- Strategic Partnership Development: UCEP Bangladesh has strategic partners for supporting implementation of its CWRA, Social Inclusions and Soft Skills program. The strategic partners played important roles by sharing resources and providing technical support for promoting UCEP Bangladesh programs. In 2018, 47 formal strategic partnerships (2 new included) were created with different organizations. These partners provided technical education, logistics support, support to organize awareness campaigns etc. especially for female students and PWDs.

- During the reporting period, UCEP also intensified efforts on diversifying its partnerships with Disability People's Organization (DPOs), organizations those are working for PWDs and ethnic communities.

Major challenges for 2018:

In 2018, CWRA reorganized a core focus for creating programs based on rights and inclusion. It was a challenge to bring the right skills in the right places. The most critical challenges of 2018 were:

- Development of an understanding among key stakeholders on the concept of social inclusion.
- Lack of suitable environment for female and PWD graduates in workplace for continuing their jobs.
- Lack of proper transportation for PWD learners to attend training.
- Lack of job opportunities for female and disabled graduates.
- Lack of resources for ensuring reasonable accommodation and accessibility for PWD learners.

Major lessons learnt to use them for improvement of services:

- Awareness building among parents, communities and employers could result into getting access to 'hard to reach' groups (e.g. PWDs, ethnic communities, etc.) for promoting social inclusion.
- Continue of capacity enhancement for CWRA staff helped improved handling of PWD learners and management of social security issues.
- Partnership development with Disability Peoples' Organization helped increased participation of PWD learners in UCEP Bangladesh courses and initiatives.

- ToT on Social Inclusion, organized for the Deputy Program Officer (DPO) of CWRA, brought positive results in playing a role as a resource person at the regional level for developing capacity of other teachers and instructors in handling disadvantaged groups.

Additional tasks / events accomplished in 2018

- UCEP observed the International Day of the Girl Child 2018 in all its operational areas through numerous events, like art (Women participation in different workplaces), music, dance, competition (Women participation in the country), competition on new project initiatives for resource mobilization, recognition of the best performing female students in non-traditional trade, and award for female role-model instructors/teachers who helped to inspire girls to pursue their dreams. H.E. Mr. Kanbar Hossein-Bor, acting British High Commissioner to Bangladesh was present as the chief guest, and Mr. ABM Khorshed Alam, Chief Executive Officer of National Skills Development Council (NSDC) was the special guest. Among others, Mr. A. Q. Siddique, Chairperson of UCEP Board of Governors, Ms. Tahsinah Ahmed, Executive Director and Senior Management and other distinguished guests attended the event.
- Child protection and safeguarding issues were promoted in all schools and offices of UCEP Bangladesh.
- CWRA team participated in various national and local-level workshops, seminars and events for promotion of the rights of children and youth.

STORY OF CHANGE

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

Halima

was not defeated in life struggle.

The story begins 30 years ago, when Siddikur Rahman along with his wife Peara Begum, 3 sons and 2 daughters, a total of seven members came to Chittagong in search of better livelihood and started living in a rental house at Wireless area in Pahartali, Chittagong. Siddik Rahman earned money through serving as a daily labor. Halima is the 4th of Siddikur's children. Born in 1993, she did not have her left-hand-less since her birth, which was a primary concern for her parents. They feared the hardships of raising a daughter with a disability, which was also felt by Halima herself. As time passed, two of Halima's brothers, who were bread-earners of the family; and one of her sisters, led the joint family, and set up their own individual families. Halima always had keen interest in studies, it was difficult for her parents to bear the expenses. Halima came to know UCEP, an organization that provides free education. She got herself admitted to UCEP Ambagan School in January 2010 session in class – I. She continued her studies with UCEP still she passed class VIII in June 2014.

She got admitted in Garments Finishing and

Quality
Control
(G F Q C)
trade in the
next month, and
completed the 6-month
course in December, 2014.

Being disabled, she faced several challenges in securing a job in the garments factories. Seeing her willingness to be employed in BSA Group in Sagorika I/A, an UCEP Employment Officer talked to a Senior Officer of BSA Group and submitted all essential papers of Halima to the factory. The BSA Group appointed her as a regular worker seeing her interest in work. The factory also provides Halima with transport facility.

Despite being deprived of a hand; Halima is performing well at her job. She is earning a decent salary of Tk. 8000 per month and is supporting her parents financially. Halima always expresses her gratitude towards UCEP for the opportunities UCEP has provided her with.



CHILD & WOMAN RIGHTS ADVOCACY
AND SOCIAL INCLUSION

CONTRIBUTING to the SDG 4 and following the ‘Leave No One Behind’ approach, UCEP Bangladesh complements the GoB’s efforts to provide equal access to quality education to all children. It mainly strives to identify and serve poor and disadvantaged children e.g. urban working children, ethnic and religious minorities, occupational minorities etc.

The General Education Program of UCEP Bangladesh provides education from grade V to VIII following an abridged curriculum and text books of the Government of Bangladesh (GoB), of 8 years within 4 years, considering that majority of the children who enroll in the schools are Out of School Children (OSC) from poor and disadvantaged families.

Many of these children are working because they are required to contribute to their families, either with cash or with labor. Therefore, they cannot afford ten years of schooling. UCEP Bangladesh’s General Education Program includes a yearlong remedial course to refresh the competencies of grade I to IV or to provide basic competency on literacy, numeracy and life-skills education to OSC before grade V. The Remedial of Literacy and Life skills (ROLLS) course and necessary modules are designed and developed by the education team of UCEP Bangladesh.

A total of 3002 (65% girls) appeared in the PEC exam in 2018 and the pass rate was 93% (total number of students 2780) against the national average 97.59%

A total of 6,273 (51% girls) appeared in JSC exam in 2018 and the pass rate was 76% (total number of students 4780) against the national average 85.28%

The schools offer flexible shifts to the children so that those who are working can join the courses in their convenient time. The schools are equipped with necessary physical facilities along with qualified and competent teachers to deliver quality education.

UCEP Bangladesh schools have ICT centers for all students and some of the lessons are delivered through ICT facilities. At present, the organization provides general education through 33 schools in 7 districts of the country, which includes 6 divisional cities (Dhaka, Chattogram, Khulna, Rajshahi, Rangpur, Sylhet) and Gazipur. The average age of the students of general education program is 10–16 years.

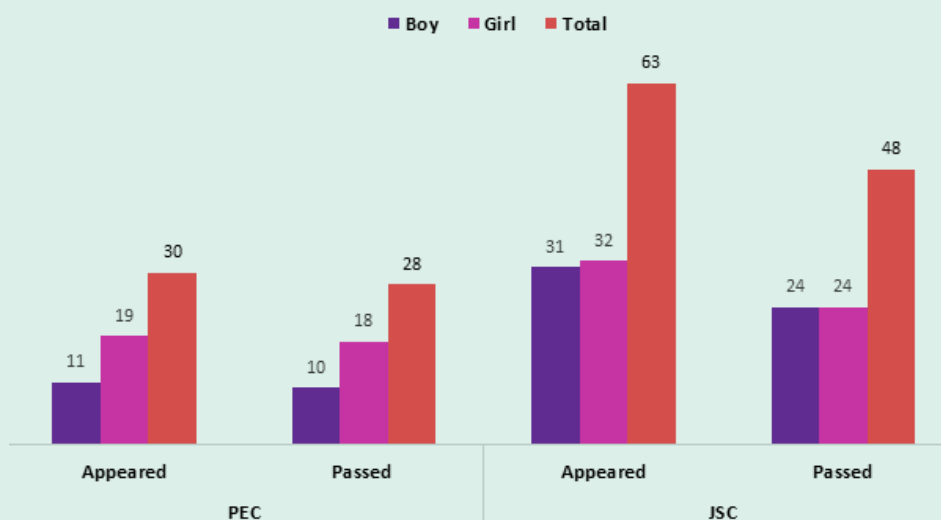
Annual goals / targets for 2018 and achievements

In 2018, a total of 20,087 (53% girl) students were enrolled in the General Education Program in the 33 schools of UCEP Bangladesh. All students of grade V and VIII are encouraged to attend the PEC and JSC exams. So, despite having a shorter academic duration compared with the mainstream education, they appear in both the public exams and the success rate of those exams are also remarkable.

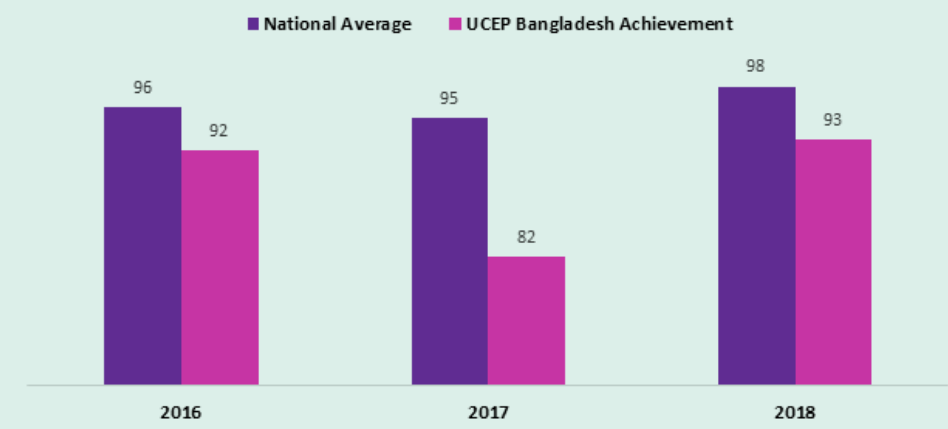
Three students from UCEP Nalgola School, of Dhaka South Region were awarded government scholarships in the PEC examination, among which 1 student received the Talent pool Award.

One student from UCEP Pahartoli School of Chattogram Region was awarded a government scholarship in the PEC examination.

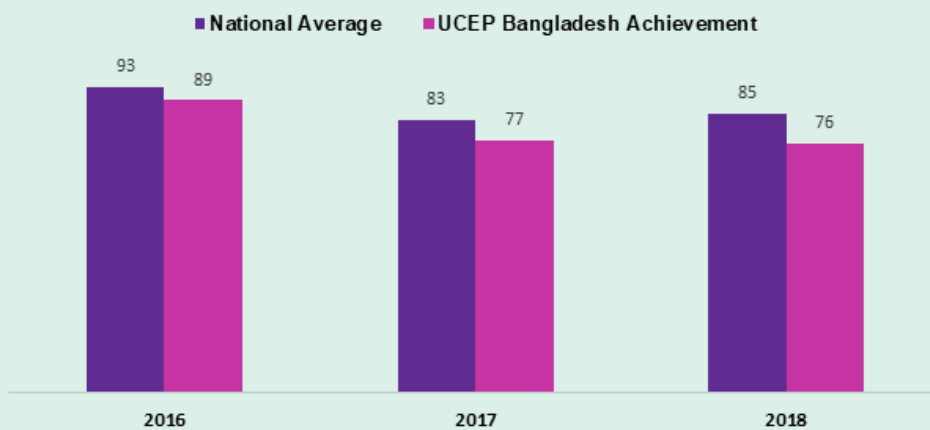
Boys and Girls in PEC and JSC examinations in 2018 (in hundred)



Success trend from 2016 – 2018 of UCEP Bangladesh in PEC examination



Success trend from 2016 – 2018 of UCEP Bangladesh in JSC exam



Major challenges for 2018 and the way forward

The abridged model of UCEP Bangladesh's General Education Program has been designed to meet the specific need of children who either never went to school or have dropped out due to various socio-economic reasons.

- One major challenge is that after completing two years education program in primary level, the PEC graduates get only 2 years instead of 3 to appear in JSC exam. This program has been designed in this way considering the fact that the out of school children would not be able to dedicate enough time to complete their secondary education, as they are required to seek income opportunities to support their families.
- Despite taking numerous initiatives to improve the success rate in JSC exam, the result trend got slightly declined in 2018 compared to 2016, due to irregular school attendance of students who are engaged in fulltime paid work.
- Moreover, data analysis showed that more than 59% failure of students was due to poor performance in English and Mathematics (nearly 50%) .

Considering these challenges, the program team has taken the following mitigating steps:

- revised teaching/learning processes and techniques;

- paid more attention to English and Mathematics from Grade six by developing teachers capacity;
- extended class durations, particularly for these two subjects;
- took steps to ensure regular attendance of students;
- analyzed students' progress and provided necessary guidance to the schools on a regular basis.

Other challenges and mitigations:

- UCEP Bangladesh strives to maintain quality amongst all its schools in eight regions where it works. In cases where the performance of schools varies primarily for teachers' performances, UCEP Bangladesh transfers teachers from one region to another as a mechanism to bring a balance in the quality of teachers in every region to improve students' performances. However, in some cases, teachers showed unwillingness to leave their comfort zones. To address this problem, some motivational sessions had been conducted with the teachers. Though these transfers created some interruptions in management of the schools but most of the teachers continued their work with dedication, despite personal hurdles due to the transfer. This helped to achieve greater efficiency and better performances of the schools.
- UCEP Bangladesh's Service Rules has instructions to transfer male staff in every 3 years and female staff in every 5 years, in order to

strengthen institutional governance and reduce risks of corruption and other malpractices. All staff contracts specify that jobs in UCEP Bangladesh are transferrable and staff agree to this clause when they sign their job contracts. However, many express reluctance to shift their job locations after their confirmations. Some staff even use their connections at high levels to coerce or influence management decisions which poses a significant challenge in maintaining the quality of the program.

- UCEP Bangladesh's Strategy 2016-2020 specifies that UCEP Bangladesh should gradually phase out of its General Education Program and scale up its Technical Education Schools. The rationale behind this decision was that the scope of NGOs to provide primary and secondary education in the country was gradually shrinking, due to the increasing capacity of the GoB on one hand, and on the other hand, traditional donors taking up an exit strategy as the country enters the Middle-Income threshold. Accordingly, 9 schools were phased out in 2016 and 12 more in 2017. However, considering the existing demand and need to continue providing second chance education, especially to children who belonged to families under the poverty line, UCEP Bangladesh decided to pilot new models to explore possibilities of continuing providing General

Education Program, despite the changing context and fund crisis.

- Piloting of two different types of fee-based models were carried out in 2018 which are still on going. UCEP Bangladesh took into consideration the fact that due to the country's emergence into the Middle-Income status, a certain group in the community got the ability to pay high fees due to which kindergarten schools were being established even in rural areas. However, on the other hand, the group which continue to live under the poverty line, which on an average is about 22%¹, (extreme poverty rate is 11.3%) are still not able to pay for the education. The two models experiment full payment vs partial payment. The pilots are also experimenting UCEP Bangladesh's existing General Education model vs a new model in line with the GoB's 10 years' curriculum. The results of the pilots will facilitate UCEP Bangladesh's decision in regard to the future of its General Education Program.

Major lessons learnt to use them for improvement of services:

UCEP Bangladesh has been providing education to underprivileged groups for more than 46 years. The education model has been revised many times based on the need of local communities, parents and students.

Having said that the education program had started Grade IX – X to meet the demand

from parents and communities as one of the new piloting interventions of fee-based education program. Total 04 schools offered the program for 158 students of which 67 were female with full education cost in 2017. Considering the interest of the parents and success of first year piloting, the option had been extended to 09 schools and a total of 449 (female: 203) students enrolled at grade IX and X program in 2018. Students of the first batch from 04 schools took part in SSC exam in 2019. After completing the first two years successfully, total 24 schools are offering the similar paid program of grade IX and X to 1264 (female: 684) students in 2019 which is going to help in gradual financial sustainability of UCEP Bangladesh.

Additional tasks / events accomplished in 2018

To ensure the quality of education, the Directorate of Secondary and Higher

Education (DSHE) is going to take some new initiatives in secondary schools in Bangladesh under the direct guidance from the Ministry of Education. One of the initiatives taken by the department is to keep the school premises GREEN and CLEAN from this year (2019). All general schools of UCEP Bangladesh have already started the same initiative from 2018 in a well-structured manner. Under the leadership of Child Council Member (CCM) and the class captain of each class, all schools have developed a school garden inside their school and students are keeping their classrooms clean in a roster basis which helps them to learn how to protect the school assets and wealth as a responsible citizen of Bangladesh. Additionally, CCM organized number of co-curricular activities in all schools, like science fairs, annual sports, cultural events, celebrations of national and international days etc.

STORY OF CHANGE

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

Al-Amin

is now an individual with responsibility

Rina Khatun, the wife of Amjad Hossain from Hatubhanga of Kaliakair Upazila in Gazipur had a son. The boy lost his father before he was born. His mother named him Al Amin Hossain. Rina Khatun worked in a garment factory with a very low wage. She could not provide proper food or care to Al Amin.

An aunt tried to help and bring up Al Amin under her care. Sadly, she was poor too and could not support Al Amin for long. Al Amin always nurtured a dream to be educated and to have a decent life. However, his situation was extremely dire for fulfilling such a dream. Homeless Al Amin drifted here and there and tried to do very low paid jobs only to keep himself alive. After some time, he got a shelter in an NGO which had unfortunately been closed down after a short while. Al Amin was left to wander on the streets again, and to add to his miseries, his mother died. He then came to Dhaka and started selling newspapers. Fortunately, after some time, he got shelter at BARACA center, a shelter

home at Babubazar, Dhaka. Here, he came to know about UCEP schools where poor children can get free education.

His dreams were revived again and he got himself enrolled in the UCEP Nalgola School. Al Amin started showing extraordinary performances in school and sat for PEC exam after completing Grade V. In the exam, he did a brilliant result with GPA 5 and obtained 97.16% marks and received government scholarship in talent pool. Al Amin is not only a brilliant student, but also a responsible individual who helps the juniors with their studies, organizes cultural activities, and does motivational activities for other children in the BARACA centre. There are several heartfelt and inspiring stories that are generated in UCEP and Al Amin's story is one of such that greatly moves us indeed.



EDUCATION





UCEP BANGLADESH is one of the pioneers in Technical and Vocational Education and Training (TVET) program in Bangladesh, working with public and private sector partners for about 46 years. Key focus of UCEP Bangladesh's TVET program is to ensure Decent Employment with sustainable career for youth. UCEP Bangladesh is not just focusing on developing an efficient workforce through its TVET program, rather it is following an integrated approach, ensuring the best possible return for all stakeholders in the value chain and ensures decent employment for the graduates.

UCEP Bangladesh TVET and Skills Development program has been implementing through-

- i) 10 UCEP Technical Schools (which are Registered Training Organizations/RTOs and Recognition of Prior Learning /RPL Centers)
- ii) 16 Outreach Centers (including 2 Government Centers)

The TVET services of UCEP Bangladesh provides are as follows:

- i) 37 skill development courses of 3-6 months duration. These include 21 National Skills Certificate courses of Level 1 and 2.
- ii) Recognition of Prior Learning (RPL) assessment and certification services.
- iii) TOT program for TVET/Industry

Trainers and Assessors in competency-based training and assessment of National Certificate Level-IV.

- iv) 2 year (Grade IX & Grade X) Vocational Secondary School Certificate (SSC Vocational).
- v) Customized short TVET and skills development courses for expectant migrants and returnees, industries and enterprises, institutions and projects etc.
- vi) Technical support to various government and private sector agencies.
- vii) Development of Competency Standard, CBLMs, CSLB etc.

Annual goals / targets for 2018 and achievements

In 2018, UCEP Bangladesh provides TVET and Skills Development training to 14,081 youth and adults of which 42% were female and 4% were Persons With Disabilities or PWDs in short. Training was provided for 37 market driven courses through its Technical Schools and outreach TVET centers. It also provided Recognition of Prior Learning (RPL) assessment services to the youth who had skills but no formal certification. A total of 2,480 youth has received RPL assessment services from the 10 RTO's of UCEP Bangladesh. Besides the core services of TVET and Skills Development, UCEP Bangladesh is also promoting various services in relation to the National Technical

and Vocational Qualification Framework (NTVQF) as per provisions of the National Skills Development Policy (NSDP).

UCEP Bangladesh provided Competency Based Training & Assessment (CBT&A) training and certification in Level IV for 224 instructors, industry trainers and assessors and executives of enterprises in 2018.

In addition, 05 customized courses were developed as per the needs of the industry and different partnership projects. The focus on Social Inclusion was strengthened, raising the rate of participation of Persons with Disabilities(PWD) from 2% in 2017 to 4% in 2018.

Major challenges for 2018

One of the continuing challenges of TVET and Skills Development program is to keep pace with the changing context of technologies, skills requirements and industry needs. To meet these challenges, huge investments are required for upgrading training equipment, capacity development of trainers and alignment of training system with NTVQF. Thus, resource constraints were critical for UCEP Bangladesh to address these challenges. Besides, some other socio-economic issues like low motivation of the youth and parents towards skills training, early marriage of girls, gender discrimination etc. were found hinderance to the TVET program.

Major lessons learnt to use them for improvement of services:

- Diversifying funding sources and

managing multiple partnership projects for supporting gradual sustainability of UCEP Bangladesh program.

- Social marketing and career guidance sessions supported to motivate the youth to pursue TVET and skills development program.
- Developing Soft skills for trainees, particularly occupational health and safety, could ensure better employability in workplaces.
- Introducing ICT aided materials helped trainees to learn better skills, especially complex technical contents as well as gave them scope to improve knowledge and skills on advanced technology.
- Having the economic growth of the country create positive influence on the financial capacity of student families, they can now access TVET and skills training by paying full/part of the fees or certain contribution of teaching materials. UCEP experienced a positive response from the families in supporting fee based TVET and skills training initiatives.

Additional tasks / events accomplished in 2018

- UCEP Bangladesh organized the 'Rising Star' competition in association with National Skill Development Council(NSDC) to identify potential youth, and groom

them for the upcoming World Skills competition which is due to be held in Kazan in 2019. In the 'Rising Star' competition, UCEP Bangladesh not only provided the venue with logistic support and workshops but its instructors also acted as judges of the competition.

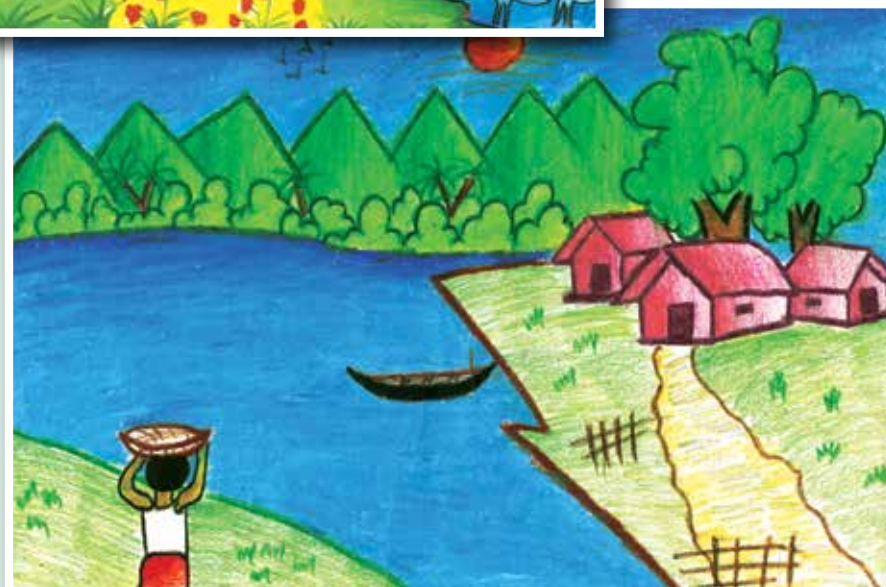
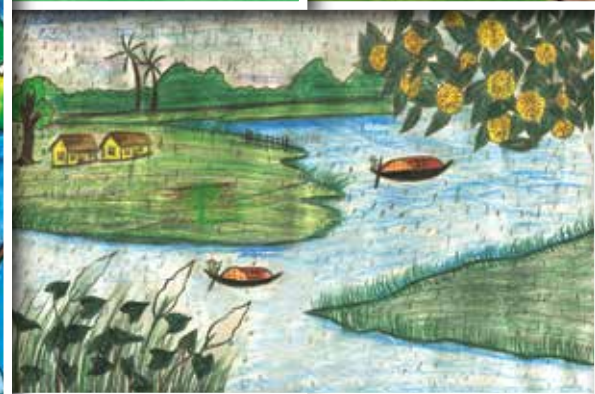
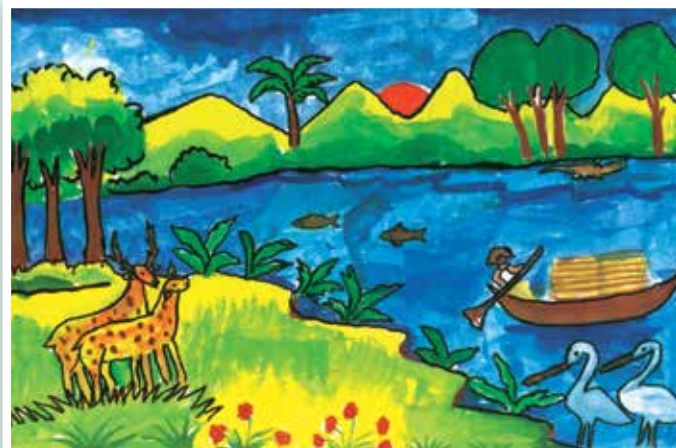
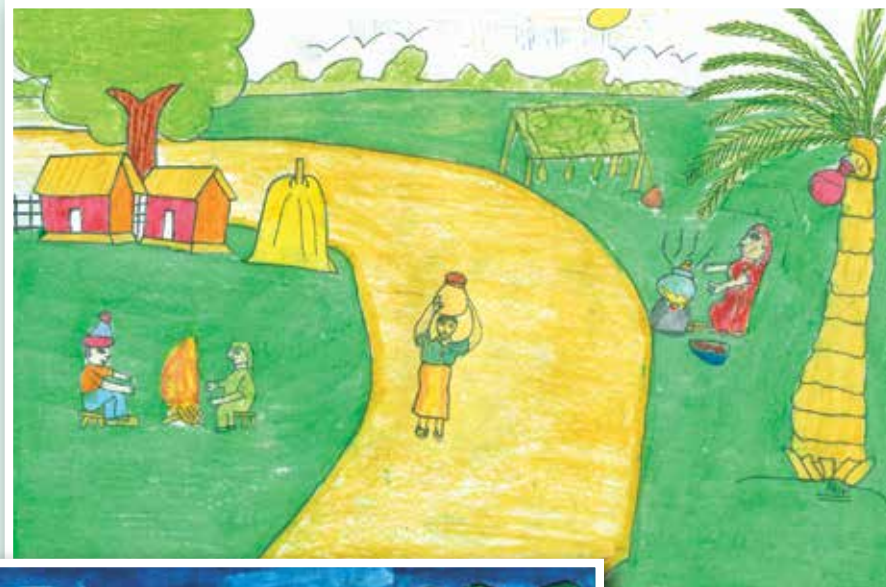
- In 2018, UCEP Bangladesh became a member of the National Child Labor Welfare Council (NCLWC), which works nationally to eliminate child labor in Bangladesh.
- TVET and Skills Development program maintained effective communication and collaboration with donors and partners including OXFAM, ILO, Save the Children,

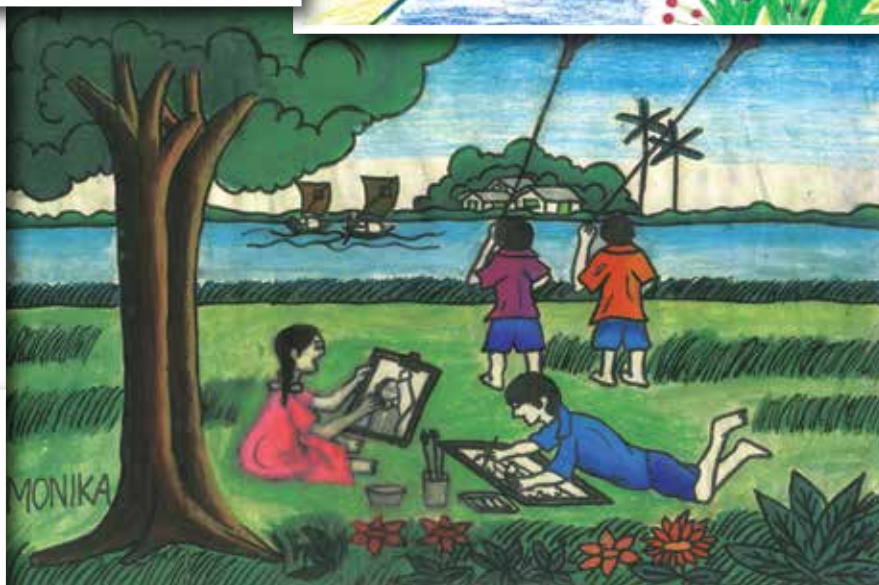
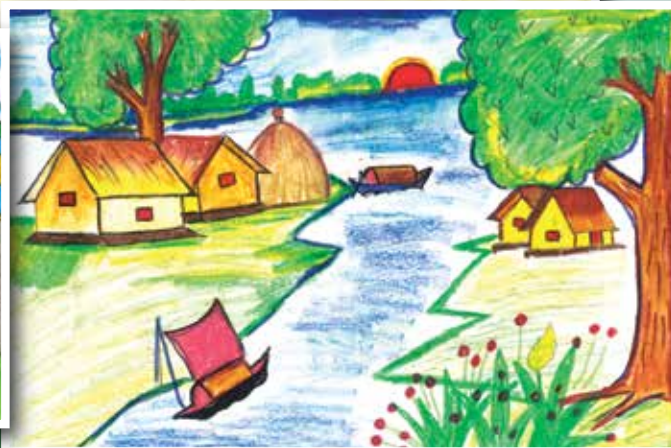
CITI Foundation, Swisscontact, UNITED Trust, Esquire Group, Odyssey, STEP, SEIP, DWA, PKSF, BACI, AEOSIB, BEIOA, Bangladesh Bank, SCB, NBL etc for supporting implementation of partnership projects.

- UCEP Bangladesh has been actively taking part in different workshops, seminars and conferences and playing significant roles in these events. The events are namely International Skills Conference 2018, Meeting on SDG implementing review committee/task forces, Meeting on different ISCs, etc.



STUDENTS' DRAWINGS





STUDENTS' DRAWINGS

Job Placement and Decent Work is one of the significant program components of UCEP Bangladesh. It is the forward linkage program of TVET and Skills Development program which includes both wage-employment and self-employment support to youth after completing skills training. The program has strong linkages with industries and enterprises to ensure Decent Employment of the TVET and skills training graduates.

The Job Placement and Decent Work also provide:

- career counselling to potential trainees of skills training program;
- career guidance to potential youth to decide their careers with information related to skills;
- future opportunities for growth and development.

The average success rate of Decent Employment of graduates is over 90%.

UCEP Bangladesh has 17 Employers Committees in its different operational areas with active members from private sector industries and enterprises.

The objectives of UCEP Bangladesh Employers Committees are

- 1) providing career counselling.
- 2) job placement support.
- 3) apprenticeship improvement activities.
- 4) creating scope for industrial linkages and
- 5) exploring opportunities for UCEP Bangladesh program.

UCEP Bangladesh also has 4 Sector Skills Planning Committees (RMG, Light Engineering, Electrical, Electronics & RAC)

in Dhaka and Chattogram. Sector Skills Planning Committees are formed to provide thematic guidance to UCEP Bangladesh.

Annual goals / targets for 2018 and achievements

- 9743 (4282 female) graduates were placed in jobs in different industries and enterprises all over the country.
- Among employed graduates, around 89% of age-appropriate (18 years & above) age- training completers were employed (self/wage) within 3 to 6 months of training.
- 1178 (454 female) graduates below 18 years of age were placed in apprenticeship.
- UCEP Bangladesh also provided 'Entrepreneurship Development' support to 1427 graduates through providing training by following a module of SIYB (Start and Improve Your Business).
- 1413 (female 216) employers participated in different programs of UCEP Bangladesh for employment promotion and other events and activities as part of its string linkages. Major events were Employers Committee meeting, Sector Skills Planning Committee meeting, curriculum review and development, Training of Trainers (ToT), assessment of trainees, career counselling, and apprenticeship improvement activities etc.

Employment, Apprenticeship and Employers Participation in UCEP Bangladesh (2018):

Major challenges for 2018

Job placement efforts usually get challenged

due to the age of graduates, physical fitness, skills, attitudes, job-location preferences, gender and low number of industries in local areas. Trade-wise relevant jobs are also not readily available, particularly in the fields where the number of industries is low.

Female graduates are generally not willing to go outside of their regions and most of the industries do not have dormitory facilities for female staff which is a significant challenge in female job placement. Another critical challenge is to retain training graduates in workplaces due to a mismatch between the expectations of the graduates and the initial salaries and benefits offered by the employers.

The 'Job Portal' database developed with the support of ILO is yet to be launched due to some technical issues. However, the trial run was completed with success. The 'Job Portal' is expected to help UCEP Bangladesh track graduates in long-term.

Major lessons learnt to use them for improvement of services:

UCEP Bangladesh has strategic partnerships with the private sector, which reduces its challenges of job placement. Employers participated in activities to retain program quality, curriculum reviews, orientations of technical staff, final assessment of trainees, and apprenticeship improvement initiatives. In 2018, a wide range of partnership projects had different requirements from different donors and partners. The Job Placement and Enterprise Development (JP and ED) team successfully managed the placements of graduates by fulfilling all requirements of the projects.

Major lesson learnings were as follows:

- JP and ED team were closely engaged

in trainee selection process so that the aptitude of potential trainees could be properly assessed for skills development program.

- Employers Committee members supported and actively participated in employment promotion program.
- New partnerships have been developed with private sector industries to promote employment of graduates.
- Female members of the Employers Committees played catalytic roles to promote non-traditional jobs for female graduates.
- Strong linkages with private sector can help overcome potential challenges in promoting jobs for graduates.

Additional tasks / events accomplished in 2018

- All staff in JP and ED team has received ToT on Entrepreneurship Development Training in 2018. The training has enhanced their capacity of supporting the promotion of entrepreneurship among potential graduates.
- Job fairs were organized in different operational areas for promoting employment of training graduates.
- Support was mobilized from private sector industries (cash and kind) to help sustainability initiatives of UCEP Bangladesh.
- Follow-ups were arranged for the graduates who needed different/special kinds of support and their re-employment were ensured.

STORY OF CHANGE



Afsana Akhter

is now a skilled woman

Only 18 and with only a Grade 8 education, Afsana works for the largest company in the country, Bangladesh Lamps, helping to light up the world around her as well as her own. The company has found that women are more productive workers than men and has proactively recruited women into its factory ranks. In the past few years they have also found more women graduating

with the required skills from training institutes.

Like many girls, Afsana dropped out of school as a young teenager because she didn't perform well in her studies. Through the non-government organization Underprivileged Children Education Program (UCEP) Bangladesh, which has been promoting atypical skills training among young women, Afsana enrolled in a six-month electrical trades course. At the UCEP training centre in Dhaka, she learned about earthing systems, electricity loads, circuits, hazards and the installation of LED lights.

Through the training centre's placement unit, she got to know about a job opening at Bangladesh Lamps, well known for its

production of Philips lightbulbs. She was hired without hesitation to install LED chips into the ceramic tubes that are then packaged and distributed to showrooms.

Afsana lives with her parents and brother and always wanted to contribute in her family. Now she gives her monthly salary of BDT 7,000 (an increase from the starting pay of BDT 6,000 a year ago when she was hired) to her mother. But beyond a few necessities, her mother is choosing to save that income of Afsana for the future (possibly for Afsana's wedding at the right time).

Afsana wants to learn more about installation work and sees herself managing her section in five years. She says the factory is very women-friendly and treats them equally with the male workers. Because she is helping to produce a brand that is famous across the country, her neighbours find her status impressive and seek her out for advice.

The Social Enterprise Development (SED)

department is the face of a transforming UCEP Bangladesh; a large part of its role is responsible for the development, implementation, coordination and promotion of UCEP Social Enterprises. SED performs development and management of commercial and similar revenue-generating programs. The tasks include checking feasibility and viability of the options and identifying those may serve as models for self-sustainability. SED continuously works to create unique value proposition for UCEP Social Enterprises, identifying growth strategies and looking for new business development opportunities.

To support sustainability efforts of UCEP Bangladesh, the organization has taken initiatives for setting up Social Enterprises in various capacities. Ongoing Social Enterprise ventures are:

1. UCEP Training Institute (UTI), Dhaka: An institute offering tailor made development courses to students, professionals and businesses. It also offers venues for meeting, workshop, exam center and other events.
2. UCEP Training Institute (UTI), Sylhet: A hospitality facility for business or leisure, ideally located within the lush landscape of Sylhet city, offering accommodation, catering and meeting facilities.
3. UCEP Institute of Science & Technology (UIST): UCEP Bangladesh's first polytechnic institute offering 4 years Diploma-

In-Engineering program in Civil, Mechanical and Electrical technologies.

4. UCEP School & College (USC): UCEP Bangladesh's first fully fee-based school model piloted in Rajshahi with the ambition to experiment commercial and exciting schooling methods.
5. UCEP Cheyne Tower (UCT): A 6-storied commercial building, situated at the center of Dhaka city, offering flexible office spaces up to 8,400 sq. ft. each floor.

Annual goals / targets for 2018 and achievements

2018 was the year when Social Enterprise Development (SED) was formally introduced as a functional department in UCEP Bangladesh. Previously, UCEP Bangladesh tried opening up different social enterprise options at different times but those were done mostly in a casual way. However, to strengthen UCEP Bangladesh's sustainability goal, it needed a dedicated and functional department which not only develops and nurtures different social enterprise concepts but at the same time manages their day-to-day operations. In 2018, majority of the efforts were exerted in reviewing and understanding the different business processes and methods of already established Social Enterprises, understanding customers' need and re-orienting the focus of each social enterprise. Action plans were made for each enterprise to improve their performance through innovative marketing plans and restructuring

the business model. HR organogram was reviewed and updated for Social Enterprise Development unit and its relevant entities to best match the enterprise need. On boarding the new team and orient them with the enterprise objectives and purpose was a major success.

Major challenges in 2018

Among multiple challenges, the key task was the day-to-day troubleshooting in the existing operations. Most of the enterprises did not have any strategic and operational guideline in place which made it difficult to make decisions in many cases. Given the different nature of each enterprise, each required separate and custom made guideline that best matches their business need. As individual guidelines were absent, these enterprises follow UCEP Bangladesh guidelines in the areas of HR, admin, procurement and financial management which often do not meet the need of these enterprises.

Proper legal registrations had not been placed yet which made the VAT and Tax exercise complicated. Furthermore, the business nature from one enterprise to another varies in a greater extent which makes it even more difficult to provide customized technical services to these social enterprises from this newly borne unit.

Social Enterprise Development unit manages multiple construction projects for the newly planned enterprises. One of the project is A K Khan TVET Complex, being built in Chattogram. The architectural plan of this TVET Complex had been revised multiple times which slowed down the work

progress and was a major obstacle to start actual construction. Due to the changes in the railway plan, the new route from Cox's Bazar to Chattogram goes through the land where this TVET Complex is planned. This had caused to change the entire architectural plan all at once.

Managing start-up investment needed for development for these enterprises remained as a challenge. Changing some of the interfaces of these enterprises needed large investment which at that point of time cannot be possible. Further fundraising efforts particularly for scaling up these social enterprises were recommended and planned.

Major lessons learnt to use them for improvement of services:

One key lesson that UCEP Social Enterprise portfolio faced in 2018 is limited marketing and communication. As a result, the businesses were not getting good traction. As soon as this was identified, the team hastened their communication with external stakeholders and also became flexible in doing business with clients, which helped the enterprises bringing more clients and customers into the organization. Comprehensive marketing and communication plan was prepared for each enterprise, considering their nature of business and geographical location, the plan will be implemented in 2019 and onwards.

UCEP Bangladesh is known for its charitable works in education and skills sectors in Bangladesh for a very long time. The transformation from a philanthropic organization into a for-profit social enterprise takes certain tactics. People knowing UCEP

Bangladesh for its charitable works wonder the 'for-profit' motives when it launched multiple social businesses following the same brand name. It has been a major drawback for these enterprises to thrive. Initiatives were taken to form new brand identity which does not conflict with the original brand. Among those initiatives, developing of new logo, tagline, brand color was the major task.

To date, UCEP Social Enterprises do not have separate financial management

system, due to which calculation of actual income and expenses cannot be done. Also, it was difficult to get actual picture of financial status at any given point of time, since majority of the enterprises share overheads with UCEP Bangladesh head office. At the same time, following the non-profit's financial policy is not sufficient for the enterprises. Given the complex structure of UCEP Social Enterprises, steps were planned to streamline financial system of each enterprises that best fits their purpose.

UCEP DHAKA NORTH REGION

UCEP Dhaka North region is one of the most important regions of UCEP Bangladesh where different projects are being implemented. UCEP Dhaka North region has been running with 06 General Schools 01 Technical School, 01 SSC Vocational and 02 outreach centers at different locations in Dhaka North City Corporation, Dhaka.

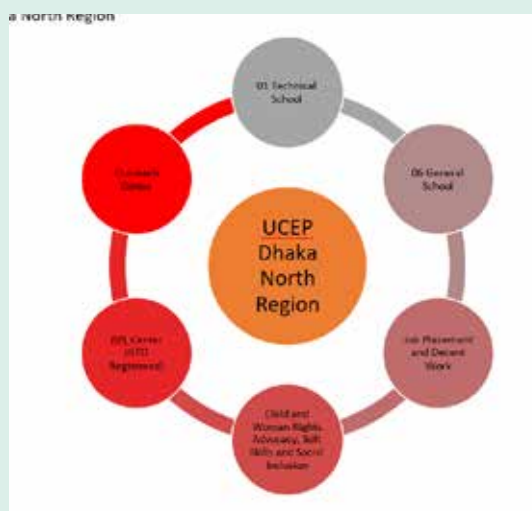
Technical Education

From Dhaka North 2716 learners graduated in 25 different trades. Among total graduates, 32% were female with 2% Person with Disability(PWDs). Job placement was achieved 93% against the target of 95% where apprenticeship was achieved 66% against 40% target.

General Education

General education is another strong area of UCEP Dhaka North Region. Six schools are running with around 5000 thousand learners at different classes.

In 2018 UCEP Dhaka North Region enrolled 3965 learners with 45% female participants. PWDs achievement was nearly 5% and attendance rate was around 95%. All our schools participated in PEC and JSC public exam and came out with about 97% pass rate in PEC and almost 75% pass rate in JSC in 2018.



Major challenges in 2018

Our outstanding achievement in general and technical education in 2018 showed that we have overcome most of the challenges with female enrolment and 100% pass in PEC and JSC exams.

Major lessons learnt to use them for improvement of services:

Continuous teamwork, staff dedication and participatory relationships with community through continuous advocacy and rapport building activities can achieve any target of

success. Moreover, continuous guidance from SMT and support from technical backstopping team have created a strong foundation for success.

Activities with other stakeholders

In 2018 UCEP Dhaka North region established a number of partnerships in various collaborative issues in women empowerment, networking and reproductive health. Beside strategic partnership with different NGOs and institutions Dhaka North worked with different

department and agencies of government like Ministry of Finance under Skills for Employment Investment project (SEIP), National Skills Development Council (NSDA), Directorate of Technical Education (DTE), Bangladesh Technical Education Board (BTEB), Bureau of non-formal education (BNFE), Directorate of Primary Educating (DPE) etc.

Events accomplished in 2018:



Celebration of International Woman Day on 08 March 2018



Celebration of International Mother Language Day on 21 February 2018



Death Anniversary of Father of the nation on 15 August 2018



Death Anniversary of the Founder of UCEP Bangladesh, 15 September 2018



Celebration of Girl Child Day on 11 October 2018



Celebration of Victory day 2018



ATN Bangla covered a program named “Amra Korbo Joy” in our beloved KiK-UCEP Hesamuddin School. The program showed in ATN Bangla at 6:20 pm on 09.11.18).



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We organized a Sharing meeting with other GOs and NGOs, on 11th Dec'18 in our beloved KiK-UCEP Hesamuddin school campus



We organized a Sharing meeting with other GOs and NGOs, on 11th Dec'18 in our beloved KiK-UCEP Hesamuddin school campus



Observance of International Day for the Elimination of Violence Against Women



Debate Competition at UCEP Haji Sikander Ali School



Employers Committee Meeting held on 20 Nov, 2018



Sector Skills Planning Committee Meeting held on 19 Sept, 2018

STORY OF CHANGE

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



Samia Rahman Chaity was a student of Food & Beverage Service Trade of SEIP–ISC Tourism & Hospitality Project, Batch-03 in UCEP Mirpur Technical School in Session July- December'2018.

Samia Rahman, daughter of Md. Jillur Rahman and Jahanara Rahman was born on 1999 at Madhukhali under Faridpur District. She comes from middle class family. Her family members were 04 including her parents and her father was the only earning member of her family. Due to poverty and financial crises, her parents were unable to maintain the family and decided to come to Dhaka City with their family for the quest of better livelihood.

They were living in Dhaka with her father's low income. When she was only 16 years old and studying in Class IX, her father died on 2015 and her family again started facing hardship.

To overcome this crisis after death of her father, her mother joined in an NGO as a Field Worker. Her mother's earning was very low which was not sufficient to run her family properly. With her mother's low income, it was almost impossible to bear education expenditure for Samia. In this situation her study was about to stop.

At this moment her mother came to know about UCEP Mirpur Technical School, Dhaka through one of her colleagues, where students could have training with free of cost. Then she came to UCEP Mirpur Technical School along with her daughter and got her admitted in Food and Beverage Service trade under SEEP –ISC Tourism & Hospitality Project. Thus, Samia completed 04 months course including 01-month attachment training in Industry successfully.

Finally, she had been able to change her life with the help of UCEP Bangladesh and SEIP–ISC Tourism & Hospitality Project and made herself a successful example for UCEP Bangladesh.

UCEP DHAKA SOUTH REGION

UCEP Dhaka South Region is running with 04 General Schools and 1 Technical School which location at different area in Dhaka South City Corporation, Dhaka. The status of these schools are as below in brief:

Nazir Hossain Three Star UCEP School was established in 1992, surrounded in the catchment areas of Borogram, RND Road, Shahid Nagor, Lalbag, Posta, West Islambag, East Islambag, Kamrangir Char, Battery Ghat, Nurbag, Ashrafabad etc. The geographical conditions of these areas are over populated by slum dwellers with low income level. Many petty and small trade factories are situated here. The land (3,700 SF) of this school was handed over by the Managing Committee of Three Star Multipurpose Co-operative Society with a view to deliver opportunities of spreading light of knowledge and skill to the urban slum dwellers who are bound to engage in earning their livelihoods. The school has the power of authority to use the land/premises for developmental purpose only but it has no power to hand over the possession. This school has been providing general education from ROLLS to Class-X.

UCEP City Palli City Corporation School was established in 1996, surrounded in the catchment areas of 14, Outfall Citypalli, Dhalpur, Golapbagh, Jatrabari, Maniknagor, Mughda Manda etc. The geographical conditions of these areas are also over populated by slum dwellers with low income level, and many petty and small trade factories are also situated here. The land (5998.2SF) of this school was handed over by the Dhaka South City Corporation with a view to deliver opportunities of spreading knowledge and skill to the urban slum dwellers who are engaged in earning their livelihoods. The school has the power of authority to use the land/premises for developmental purpose only but it has no power to hand over the possession. This school has been providing general education from ROLLS to Class-IX.

UCEP R. K. Chowdhury School was established in 1993, surrounded in the catchment areas of Jatrabari, Jurain, Shympur, Muradpur, Dholaipar, Alambag, Hasnabad, Mokampara, Rajabari, Ekuria, Tulabagicha, Faridabad, Karimullahbag, Postagola. The geographical conditions of these areas are over populated by slum dwellers with low income level. Many Iron and aluminium Industries and small trade factories are situated here. The land (9.74 Decimal) of this school was handed over by Mr. Rezaul Karim Chowdhury with a view to deliver opportunities of spreading light of knowledge and skill to the urban slum dwellers who are bound to engage in earning their livelihoods. The school has the power of authority to use the land/premises for developmental purpose only but it has no power to hand over the possession. This school has been providing general education from ROLLS to Class-X

UCEP Nalgola School, 47, Imamganj, Dhaka, situated on 0.1068 acre land. This land is the "Court of Wards Bhawal Raj Estate, Land Reform Board". The land is being managed by UCEP-Bangladesh and the "Court of Wards Bhawal Raj Estate, Land Reform Board, with

a lease agreement, and the school is subject to payment of fixed fees per year. This school has been providing general education from ROLLS to Class-IX.

UCEP Jatrabari Technical School was established in March 2009 in 90 Acres Land (2.73 Biga) by the own cost of UCEP Bangladesh beside Dhaka-Chattogram Highway road near Saddam Market, Matuail. At first, it was established in 2006 in Jurain, Dhaka in a rental building and it was functioning as Skill Training Institute by offering one-year and six-month trade course program of seven different trades with the enrolment capacity of 440 students in all trades in two shifts. Gradually, the functioning activities expanded by opening new industry-based trade course to prepare skilled graduates achieve better jobs at industry level. At present, total enrolment has been reached to 750+ per session in its 13 trades. We have also a better IT Center where all students are gathering knowledge about information technology. Moreover, UCEP Jatrabari Technical School have been accredited as recognized RPL and RTO Assessment Center under Bangladesh Technical Education Board.

Programmatic Target and Achievements in 2018:

Target			Achievements	Remarks
General Education				
1.	Enrollment	2095	2240	
2.	Male Female Ratio	50:50	44:56	
3.	Enrollment of PWD students	5%	5.31%	
4.	Attendance	90%	89.20%	
5.	Tolerable Drop-out Rate	5%	7.05%	
6.	Pass Rate of PECE	95%	88.72%	
7.	Pass Rate of JSC	90%	78.69%	
Technical Education				
1.	Enrollment of Skill trade	1615	1654	
2.	Male Female Ration	50:50	67:33	
3.	Enrollment of PWD students	5%	4.55%	
4.	Attendance	95%	90%	
5.	Tolerable Drop-out Rate	3%	3.92%	
6.	Skill Training Completion rate	97%	96.07%	
7.	RPL Assessment	120	149	

Target			Achievements	Remarks
Job Placement & Decent Work				
1.	Employment Rate (18 years and above)	95%	90%	
2.	Apprenticeship and Self Rate (below 18 years)	40%	53%	

Child & Woman Rights Advocacy				
1.	New Students admission target in GS	2095	2240	
2.	New Students admission target in TS	1615	1654	
3.	Child/Youth council Meeting (CCM/YCM)	40	40	
4.	Co-curricular Activities	20	19	
5.	National / International Day observation	18	18	
6.	Council on Gender Issues	30	32	
7.	Parents Meeting	12	12	
8.	Community Meeting	12	16	
9.	Sharing Meeting	16	16	
10.	Child Protection Committee (CPC) meeting	20	20	
11.	Partnership (MOU)	05	03	
12.	NGO/Slum visit	-	25	
13.	Marketing activities	30	30	

Fund raising Target and Achievements in 2018:

Target		Achievements	Remarks
1.	Fund Collection	-	BDT. 46, 45,638/-

Major challenges in 2018:

- Improving the quality of PECE & JSC students as there were shortage of regular teaching staff.
- Ensuring PEC/ JSC students attending their exams.
- Introducing fee-based classes in Education and Skill training program.
- Having shortage of regular and dedicated employees in every section.
- Meeting target of passing rate in SSC examination.
- Collecting 100% tuition fees from paid course program.
- Doing admission of female students, which was very difficult to achieve for UCEP Jatrabari School because:
 - Female students are not available in surrounding areas.
 - The surrounding areas nurture strict conservative attitude towards female education.
- Maintaining fee-based training faced major difficulties as other similar organizations were providing free training with stipend.
- Facing social conservativeness as the main barrier for providing jobs to female students.
- Maintaining Central Store activity on a proper way seemed extremely difficult.

Major lessons learnt to use them for improvement of services:

- Generating income through the ongoing SSC program.
- Increasing funding from the elite in the forms of sponsorships, donations, materials and kinds.
- Running school shop by CCM and earning money.

Events accomplished in 2018:



CCM/YCM elections were organized in all General Schools & Technical Schools on 29 January 2018.



Inaugurated the Karighor Magazine by the Additional Secretary, Ms Sakiun Nahar, NDC, Ministry of Labor on 14 May 2018 at UCEP Dhaka South Region.



A cultural event was held on 14 May 2018 at UCEP Dhaka South Region in the presence of SMT.



MoU was signed between Esquire Group and UCEP Bangladesh on 14 May 2018 at UCEP Dhaka South Region.



A science fair was organized by DSR on 26 November 2018

Mr Rezaul Islam, Social Welfare Officer, Ministry of Social Welfare was present as the chief guest in the science fair held on 26 November 2018



UCEP Dhaka South Region celebrated International day for the elimination of violence against women-2018. Mr. Samsul Haque (Deputy Secretary), Regional Executive Officer, Zone five, Dhaka South City Corporation was present in the occasion as chief guest.

Organized a rally for the observance of National Girls Day 2018 which was attended by the Ward Councilor of 59 ward, DSCC on 28 September 2018



Book distribution among the students in the beginning of the year 2018

Aysha Akter has received the prize from the guest in the event of Book Reading Project



Prize giving ceremony and a cultural event were held in UCEP Nazir Hossain 3-Star School. Councilor Mr. Mosharraf Hossain and Deputy Secretary Mr. SM Ansaruzzaman were present in the event

UCEP Dhaka South Region celebrated "May Day" in year 2018 in presence of SMT

UCEP CHATTOGRAM REGION

UCEP Bangladesh programs were started at Chattogram in 1980 by opening two General Schools in Ambagan & Motijharna area with an overall enrollment of around 350 students in four shifts. UCEP Technical School was started at Chattogram in 1992. At present, UCEP Chattogram region serves about 7500 underprivileged children and youth. UCEP provides general education up to grade VIII; it also started fee-based class of grade IX in 2018.

In addition to these, skills training has been started on different occupations for youth in order to develop their employable skills and ensure their placements with gainful wage and make them able for self-employment. The programs of this region also work on sensitizing communities towards the importance of general and technical education, woman empowerment, negative effects of early marriage and promoting gender parity with inclusion. Besides these, UCEP Bangladesh Chattogram region is operating the remarkable program of SSC(Voc.) under Bangladesh Technical Education Board.

Programmatic Target and Achievements in 2018:

Target			Achievements	Remarks
General Education				
1.	Enrollment	5608	5663	
2.	Male Female Ratio	50:50	44:56	
3.	Enrollment of PWD students	5%	4.14%	
4.	Attendance	90%	94.81%	
5.	Tolerable Drop-out Rate	5%	3.05%	
6.	Pass Rate of PECE	95%	91.12%	
7.	Pass Rate of JSC	90%	67.38%	
Technical Education				
1.	Enrollment of Skill trade	2448	2448	
2.	Male Female Ratio	63:37	75:25	
3.	Enrollment of PWD students	5%	4.14%	
4.	Attendance	90%	92%	
5.	Tolerable Drop-out Rate	3%	4.61%	
6.	Skill Training Completion rate	97%	95%	
7.	RPL Assessment	190	190	
8.	Enrollment of SSC Voc.	130	129	
9.	Male Female Ratio in SSC Voc.	50:50	69:31	
10.	Attendance of SSC Voc.	95%	94.55%	
11.	Tolerable Drop-out Rate	3%	0.77%	
12.	Pass rate of SSC Voc.	95%	100%	

Target			Achievements	Remarks
Job Placement & Decent Work				
1.	Employment Rate (18 years and above)	95%	92.75%	
2.	Apprenticeship and Self Rate (below 18 years)	40%	63.50%	
Child & Woman Rights Advocacy				
1.	New Students admission target in GS	5608	5663	
2.	New Students admission target in TS	2448	2448	
3.	Child/Youth council Meeting (CCM/YCM)	70	74	
4.	Co-curricular Activities	46	57	
5.	National / International Day observation	12	12	
6.	Canceling on Gender Issues	42	44	
7.	Parents Meeting	40	43	
8.	Community Meeting	49	60	
9.	Sharing Meeting	64	83	
10.	Child Protection Committee (CPC) meeting	32	29	
11.	Partnership (MOU)	8	4	
12.	NGO/Slum visit	-	116	
13.	Marketing activities	90	92	

Fund raising Target and Achievements in 2018:

Target			Achievements	Remarks
1.	Cash Collection	-	BDT. 1, 07, 67,294/-	
2.	Kinds Collection	-	BDT. 2, 31,798/-	
Total			BDT. 1, 09, 99,092/-	

Major challenges in 2018:

- Improving and maintaining quality education for PEC & JSC students were immensely challenged as there were shortage of teaching staff. In addition to that the 6 months duration of class VI & VII were not sufficient to prepare for an important exam and earn good result.
- Introducing fee-based classes both in the general education and skills training in the same premise where free services are also being provided, created a little uneasiness.
- A few staff are told suddenly that their jobs would not continue. However, the information and associate documents were not handed over properly to those employees.
- Ensuring Female participation in skill training is also a significant challenge in Chattogram.

- Introducing up to date training equipment in the activities of training school to run market demand-driven courses is another challenge due to lack of relevant knowledge.
- Running students from other institutes got admitted in Technical School so that rate of actual job seeker became low.
- Running fee-based training were facing challenges whereas similar other organizations were offering free training with stipend.

Major lessons learnt to use them for improvement of services:

- Strengthening home visits and follow-ups by the teaching staff and organizing section-wise meetings with parents/guardians in order to improve the quality of the PEC & JSC students and organizing special coaching.
- Having meetings with guardians, elites/communities helped the guardians and communities to understand the rationale for fee-based classes and importance of skills training.
- Playing an active and important role by UCEP Chattogram region to develop an updated Entrepreneurship Development Training Module and provide TOT to 100 persons.
- Ensuring 100% pass rate in SSC Voc. has spread a very positive message to the community about the quality of SSC Voc. education by UCEP.
- Approaching different potential donors for fund-raising to contribute towards UCEP's sustainability.

Events accomplished in 2018:



On 20 September 2018, high officials of bdjobs.com organized a career guidance session for the students of UCEP Ambagan Technical School. The session oriented the students on job market and how to create an effective personal profile and search required jobs.



On 19 September 2018, LEO club of Chattogram Karnafully organized a free eye test program for the students of A. K. Khan UCEP Technical School



On 29 July 2018, a Fresher's Reception Ceremony was organized to welcome the newly admitted students of UCEP Ambagan General School



On 08 March 2018, a human chain on International Woman's Day 2018 was organized at Probortak More, Panchlaish, Chattogram patronized by District Administration and District Women affairs



On 6 December 2018, a science fair was organized on the premises of UCEP Ambagan Technical School. Participants of eight UCEP general schools attended the fair and showed their innovation activities to the guests



60 students of A. K. Khan Technical School (SSC Voc) appeared in SSC Exam 2018 and all passed by achieving A+ grade. A. K. Khan Technical School (SSC Voc) achieved the first place in BTB. All students and guests are observing the achievement



UCEP Bangladesh program sharing meeting with local temple leaders on 12/02/2018 at office of district religious ministry where present deputy director



Partnership between UCEP Chattogram Region and Rotary Club on 19/04/2018

STORY OF CHANGE



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

Sharmin Akter was born in Mohora, Chandgaon, Chattogram. She has two brothers and one sister. When she was five years old, her father left them and got married again. Her mother tried to bring up all the children fighting through a terrible financial crisis. When Sharmin was fifteen years old she was married to a neighboring rickshaw puller. Then she gave birth to three daughters. Her husband was unable to carry family expenses. One day she heard from a neighbor that UCEP Bangladesh gives technical education and provides jobs. Soon afterwards Sharmin contacted UCEP CWRA team to get admission in the UCEP School. Finally, she was admitted in A. K. Khan UCEP Technical School for ISO Trade. On December 2018, Sharmin completed her course under the CITI Foundation Project. When her technical education has been completed, the UCEP Job Placement team arranged a job for Sharmin at maf shoes Ltd. At present, her monthly income is Tk. 12000. Now she is able to make a significant contribution to the family's expenses and she is financing her daughters' study. Many more Sharmins are taking training with UCEP Bangladesh and building happy families and promising future ahead.

UCEP CHATTOGRAM REGION

UCEP RAJSHAHI REGION

UCEP Bangladesh started its programmatic operation in 1994 with two general schools. After few years, the program had been expanded through opening three general schools and one technical school in 2006. At present, the region has 03 general schools with free of cost, 01 paid school as one of the sustainability initiatives of UCEP Bangladesh, and 01 technical school with offering 20 vocational skills training courses. In addition, the region operates an outreach centre in Sariakandi, Bogra making a partnership with government where UCEP Bangladesh is providing the technical supports for skills development using the training central of Directorate of Women Affairs (DWA).

Moreover, the technical school of Rajshahi provides the SSC vocational program under BTEB. As an another sustainability initiative of UCEP Bangladesh, the technical school also offers the IT paid course for three-month duration.



UCEP Chhotobonogram City Corporation School



Annual Goals/Targets and Achievements for 2018:

In 2018, UCEP Rajshahi Region has been continuing its program with three General Schools and, one Technical School including two outreach centres; one is in Tikapara, Rajshahi and another one is in Sariakandi Upazila, Bogura. The addresses of the educational institutes are given:

1. UCEP Rajshahi Regional Office and UCEP Rajshahi Technical School: Santoshpur, Paba Upazial, Rajshahi - 6210.
2. UCEP Momena Bokhsh School: 68/A, Horogram, Rajshahi-6201
3. UCEP Chhotobonogram City Corporation School: Chhotobonogram (Professor Para), Sopura, Boalia, Rajshahi - 6203.
4. UCEP Basher Adda City Corporation School: Basher Adda, Sopura, Boalia, Rajshahi - 6203.

UCEP Rajshahi Region aimed to serve at least 1,744 children (50% girls) through its three general schools. A total of 1,267 youths (36% female) were provided skills development training through its one technical and two outreach centres of which 90% of the graduates were expected to be employed in decent work by Job Placement Support. Also 16,268 (47.19% female) parents & community people were expected to be made aware by the assistance of Child and Woman Rights Advocacy (CWRA) & social inclusion team. Moreover, local fund-raising initiatives for sustainability have been taken through partial fees from education and training as per demand and affordability, assessment for the Recognition of Prior Learning (RPL) and local community/employer contribution/donation in the year 2018.

However, a total of 1,745 students (45% girls) received general education from grade V to VIII including one year Remedial of Literacy & Life Skills (ROLLS) program. Among them 248 students appeared in PEC (Primary Education Completion) exam and the pass rate was 79.03% and 668 students appeared in JSC (Junior School Certificate) exam and pass rate was 89.07 %. In addition, total 122 students were continuing the SSC vocational education in grade IX & X in technical school of which 60 students appeared in SSC exam and the passing rate in 2018 of the exam was 97.86

Moreover, a total 1,331 youths (29.75% female) received Skills Training under technical school in 20 different Trades and total 1,156 (27.16% female) were graduated among which 1,040 (90%) were employed in decent work. Through the CWRA and social inclusion team, total 16,268 (Female - 7678, Male - 8590) parents & community people were reached and made aware in 2018.

Fundraising achievements of 2018:

Total: Tk. 39,64,672

Major Challenges for 2018:

- Female participation was difficult to achieve target in education and skills development program due to the cultural conservativeness and security issue.
- 6 months duration in grade VI & VII was a challenge to ensure quality where the

targeted pass rate was 95% in Primary Education Completion (PEC) exam and 90% in Junior Secondary Certificate (JSC) exam.

- Some NGOs offer free education with stipend, so students did not want to come for fee-based ones.
- To conduct multi courses in the same classroom at same time was also a challenge. Since the skills development program offered different duration training package, it was very difficult to collect the trainees, especially female and PWDs, from the same catchment areas so frequently.
- To ensure job placement for graduates, especially PWDs, was a great challenge for the region as there were not enough industries surrounding the district and the graduates were not much interested to go outside of their home.

Major lessons learnt to use them for improvement of services:

- More co-curricular activities in different ways help to increase the student attendance and to ensure the joyful learning environment in school. Teaching aid is one of the ways to make the classroom more interesting and attain better learning outcomes from students. The ICT aided classroom teaching also helps to explain any difficult concept where teachers can demonstrate the contents properly to make the students understand rather than merely making them memorize.
- As other NGOs are working in the same working areas, the CWRA and Social Inclusion team needs to strengthen the network with the community people to buy in the education model of UCEP Bangladesh. The success story of employed graduates may help to motivate the community people to send their children in education and skills programs.
- Market-oriented skills training can be provided by introducing regular sessions through trade wise industry experts. As CBT&A system is a good tool to enhance quality skills training, the system may be introduced for all trades.

Additional task / Events Accomplished in 2018:

Observed National Days, Plantation and Gardening, Extra class taken before and after class also on Friday and Saturday, Prepared hand note for class VIII on General Science.

- Enhancement of co-curricular activities.
- Extra Coaching class on weekly holy days for PEC and JSC Examinee.
- PEC examinees visit to school before their shift started for conducting one- or two-hours extra coaching on Math and English.

Photographs:

UCEP Program visited by Honorable Mayor of RCC A. H. M. Khairuzzaman Liton.



Job Fair: The Honorable Mayor of RCC A. H. M. Khairuzzaman Liton attended as the chief guest at Job Fair 2018 at UCEP Rajshahi Regional Office.



Entrepreneurship Development Training



Social Networking Meeting



Executive Committee Meeting



Cultural Activities



Day Observation



CCM Meeting



Sports



Observance of Victory Day



Publication of Wall Magazine



Science Fair



Literacy Day:	
Parents Meeting:	 
National Mourning Day observation	
Community Meeting	 

UCEP KHULNA REGION

UCEP Khulna Region was established in 1982 initially with two general schools. UCEP Mohsin Khulna Technical School was established in 1993. At present the region operates five general schools, two technical schools in Khulna and also operates two technical schools at Barishal Outreach Center which was established in 2008. Its working area is comprised of 4 thanas (Kotwali, Sonadanga, Khanjahan Ali and Khalishpur) of Khulna City Corporation and its outskirts include the Barishal Outreach Center (Barishal Sadar, Kawnia and Rahmatpur).

Major Services and Highlights



General Education

UCEP Khulna Region operates five general schools at and near the slum areas and provides general education from ROLLS – Remedial Of Life Skills and Literacy to SSC. The present enrollment is 2502 (51% girl). A total of 307 students (56% Girl) appeared in PEC exam and the pass rate was 93.81%. A total of 1022 students (50% Girl) appeared in JSC exam and the pass rate was 71.82%.



SSC Vocational Education

Providing SSC Vocational education in two trades i) General Electrical Works and ii) General Mechanics with an enrollment of 126 (40% girl). A total of 59 students (50.84% Girl) appeared in SSC Vocational board final exam and the pass rate was 98.30%.

Technical Vocational Education and Training and Skills Development



UCEP Khulna region operates two technical schools in Khulna City Corporation with current enrollment of 1745 (54.61% Girl) and two technical school in Barishal City corporation with an enrollment of 1130 students (52% Girl).

Job placement Program



A three-member job placement team is working for ensuring employment, both self-employment and wage employment, for skills training completed graduates. Two Employers Committees are working in Khulna. One is for electrical and garments sector and the other is for mechanical sector and one is in Barishal. Employers committees provide voluntary support for employment of the graduates, development of curriculum and workplace wellbeing. A total of 2299 (62.63% girl) trainees were graduated and 2012 (53% Girl) were provided employment and the employment rate is 87.51%.

Child and Women Rights Advocacy (CWRA) Social Inclusion (SI) and Soft Skills (SS)

A seven-member team is working at UCEP Khulna Region, including Barishal Outreach Center for community awareness on Child and Women Rights, importance of education and skills training, protection of early marriage, awareness against narcotics and militancy and promoting social inclusion.



A Total of 2500 people (60% Female) participated in different types of awareness events; different days observations and special events observations in 2018.

Annual goals / targets (programmatic & fundraising) for 2018 and achievements General Education

Target			Achievement			% (Female)
Girl	Boy	Total	Girl	Boy	Total	
1281	1219	2500	1276	1226	2502	51%

Technical Education

Target			Achievement			% of Girl
Girl	Boy	Total	Girl	Boy	Total	
1540	1335	2875	1466	1438	2904	50.48%

Job Placement & Decent Work Age appropriate (18 years and above)

Target Self			Achievement					%
			Wage					
Girl	Boy	Total	Girl	Boy	Girl	Boy	Total	
1139	948	2087	478	69	559	790	1896	91%

Under Age (Below 18 years)

Target Self			Achievement					%
			Apprenticeship					
Girl	Boy	Total	Girl	Boy	Girl	Boy	Total	
71	141	212	22	07	11	73	116	55%

Child and Women Rights Advocacy (CWRA) Social Inclusion (SI) and Soft Skills (SS)

Activities	Target			Achievement			% (Female)
	Female	Male	Total	Female	Male	Total	
Community Meeting	12400	15132	27532	2874	1068	3942	73%
Parents Meeting				1308	439	1747	74%
Community awareness/mass campaign				79838	85890	165728	48%
Grand Total	12400	15132	27532	84020	87397	171417	49%

Fundraising status

During the year of 2018 UCEP Khulna Region (including Barishal outreach center) has raised fund of BDT 72,83,706. Among this, direct cash was BDT 66,91,796, indirect cash support was BDT 4,19,830 and the kind support was of BDT 1,72,080 which was 6% of total expenditure.

Major challenges for 2018

The following major challenges were faced by the UCEP Khulna Region and the challenges were mitigated by taking appropriate steps as detailed below:

- One of the major challenges has been the enrollment of female (53% female in TE and 51% in GE) and PWD (5%) students both for general and technical education. This challenge has been overcome by building partnerships with female-based NGO's, encouraging female students through success stories, creating female friendly environment, providing motivation and counsel by successful entrepreneurs and employees.
- It has been challenging to handle multi grade (never enrolling and grade I to IV) students in Remedial of Literacy and Life Skills (ROLLS) class where teachers are not sufficiently trained to handle students of different grades in one class.
- It has been difficult to enroll and manage trainees under different projects as different projects seek different requirements and provide different facilities at the same premise. This challenge has been overcome by effective motivation and counselling.
- The employment scope is limited as there are very small number of industries in Khulna. This challenge has been mitigated by providing jobs in Dhaka, Gazipur, Habigonj and Chottagram.
- To achieve pass rate of 95% in PEC, 91% in JSC and 100% in SSC has been a significant challenge. Mitigation steps like improvement of basic knowledge of students, extra care before and after school and in the weekends, ensuring student

attendance, seeking guardians support have been adopted to meet the challenge.

Major lessons learnt to use them for improvement of services:

- ICT aided teaching-learning increased attendance rate and improved academic results.
- Introduction of CBT&A method proved very effective and enhanced the quality of skills training.
- Cultural/Co-curricular activities have enhanced attendance, quality of education and changed behavior of students in a positive way.
- Social work by teachers have increased attendance as well as the quality of education.
- Career guidance for general education and job counseling for technical education have created interest among the students and trainees towards education and training.

Additional tasks / events accomplished in 2018

UCEP Khulna Region is observing the Green Office Day with a slogan “No Paper no Ink contribute to make the office green” on 1st working day of each month starting from October 2018. Reading and listening approach have been introduced to achieve reading ability of General Education students. Introducing monthly in-house training for staff development contributed to improvement of academic result.

UCEP SYLHET REGION

Sylhet Region is a land of natural beauty. There is a common notion that Sylhet is one of the richest divisions in Bangladesh. However, the real scenario is that some few people in Sylhet occupy majority of wealth and property who live mainly in abroad, and a large segment of people live under poverty level. It is worth mentioning here that literacy rate of Sylhet region is the lowest in Bangladesh. Most of the people possess strong religious sentiment. UCEP Sylhet Region had been operated its programs since 2008 with 4 General Schools and one Technical School. However, two general schools closed down in the Year 2017. Presently Sylhet region consists of two General Schools and one Technical School. A unit of social enterprise name UTI (UCEP training Institute) is also running under this Region.

Annual Target and Achievement-

General Schools

SL	Activities	Target	Achievement		Total / Average	Remarks
			Girls	Boys		
01	Enrollment	1080	606	504	1110	
02	Attendance	90%	93.83%	92.09%	92.96%	
03	Dropout		3.13%	3.86%	3.50%	
04	Person With Disability (PWD)	5%	3.30%	2.98%	3.15%	
05	Ethnic minority	3%	3.80%	2.78%	2.43%	
06	PECE	95%	99.13%	100%	99.57	
07	JSCE	90%	77.54%	86.72%	82.13	

Fundraising in GS

SL	Category	Amount	Remarks
01	Exam. Fees	39000	
02	Session Fees	90900	
03	Community Involvement	352505	
04	Honesty shop	6000	
05	others	20054	
Total		5,08,459	

Technical Schools

SL	Activities	Target	Achievement		Total / Average	Re- marks
			Girls	Boys		
01	Enrollment	1000	435	621	1056	
02	Attendance	95%	94.04	92.24	93.14	
03	Dropout		2.07%	4.67%	3.37%	
04	Person With Disability (PWD)	5%	4.37%	4.51%	4.44%	
05	Ethnic minority	3%	2.53%	1.45%	1.99%	

Fundraising in TS

SL	Category	Amount	Remarks
01	Admission Fees	39960	
02	Training Cost Searing	23890	
03	IT Customize Training Course fee	69000	
04	Training materials/scrap sales	73153	
05	Honesty Shop income	2350	
06	RPL Assessment	91000	
07	Cost sharing for school Bus Hiring	285000	
08	others	28700	
Total--		6,13,053	

SSC Vocational

SL	Activities	Target	Achievement		Total / Average	Re- marks
			Girls	Boys		
01	Enrollment	60	16	44	60	
02	Attendance	95%	95.54	91.82	93.68%	
03	Dropout		00 %	2.50 %	2.50 %	

Fundraising in SSC Vocational

SL	Category	Amount	Remarks
01	Admission Fees , Registration Fees, Tuition Fees & Others	486400	
Total--		4,86,400	

JP component

SL	Activities	Achievement		Total	Remarks
		Girls	Boys		
01	Total Graduated	467	554	1021	
02	Wages employment 18+	153	457	610	
03	Self employment 18+	201	20	221	
04	Apprenticeship	6	8	14	
05	Self employment 18-	24	00	24	
06	Continue education	13	37	50	
Total employment		397	522	919	

CWRA Mobilization activities

Parents Meting			Community meeting			Community events (Awareness & cultural activities)			Total		
Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total
1760	570	2330	699	251	950	3279	4076	7355	5738	4897	10635

Major Challenges

- To ensure quality of education.
- To enroll person with disable & ethnic students as per target.
- To cut down high turnover of staff.
- To enroll female students.
- To manage shortage of manpower.

Way out of Challenges

Increased communication with community of people.

- Increased Catchment areas by mobilization.
- Enhancement of rapport building with religious leaders, community leaders, elite persons of the region.

Major lessons learnt to use them for improvement of services:

- Female students have keen interest to continue their education towards at class IX & X.
- Net working with different organization (UKBET, SOS Children village, Dayamir,

Ethnic community development organization-ECDO) is required for ensuring better participation of female, ethnic people and persons with disability, and also for sharing cost and making all the positive efforts economical.

- Female staffs in CWRA & JP section are needed to be increased to enhance female participation in skill training & job placement.

Photo Gallery



Job Fair for Person with Disability



Art Competition



International Day of the Girl Child 2018



Sharing meeting community leader



Community Meeting



International Day for the Elimination Against Women



School debate Competition-2018



Rally of international literacy Day-2018



Science Fair -2018



Trainee Fair-2018



Nazrul Khasru, Ambassador, Tribunal Judge, UK



Employers Committee meeting



Gokul Krishna Ghosh, Joint Secretary, Director-NGOAB

UCEP RANGPUR REGION

UCEP Rangpur Region has started its journey in the year 2010 with a mission to raise the socio-economic conditions of the poor & underprivileged people. Rangpur is situated in the northern part of Bangladesh. The majority people are extremely poor and live under poverty line. Seasonal employments, under employment, lack of income or low income are regular phenomenon. The gap between rich and poor is extreme. Most of the people work as day laborers. Many poor families involve their children and adolescent girls in day labor for supplement income in their families. These are the main reasons for non-enrollment to schools, high dropouts from the schools and early marriage in Rangpur. There is also seasonal migration due to unemployment problems.

It is well known that government and many national and international NGOs have been undertaking special development program since long to address the poverty of Rangpur region. The situation has been improved day by day over the years but still much attention has to be given to the community awareness, community mobilization, community capacity building and participation, local resource mobilization and sustainable development initiatives. Since the beginning of its program, UCEP Rangpur Region has been working on General Education, Employment through Skills Training & Awareness on Child & Woman Rights and Social Inclusion of the underprivileged children & youth of Rangpur.

Annual Goals/Targets and Achievements for 2018:

Started with four General Schools and one Technical School and phasing out of its two General Schools in 2016 & 2017, UCEP Rangpur Region has been continuing its program with two General Schools and one Technical School in the year 2018, which all are situated in own buildings. UCEP Rangpur Region Office and UCEP Rangpur Technical School are situated in Taluk Dharmodas and KiK UCEP Robertsongonj School is situated in Kutirpara & KiK UCEP Rangpur City Corporation School is situated in New Jummapara Rangpur.

UCEP Rangpur Region aims to serve at least 1,117 children (50% girls) and 1,332 youths (60% female) through its two general schools & one technical school of which 90% of the graduates were expected to be employed in decent work by Job Placement Support. Also 15,360 (50% female) parents & community people were expected to be aware & mobilized through advocacy & social inclusion activities. Moreover, local fund-raising for sustainability through fee-based general education & skills training as per demand, assessment for the Recognition of Prior Learning (RPL) and local community/employer contribution/donation were expected in the year 2018.

A total of 1056 students (38% girls) received general education from grade V to VIII including one year Remedial of Literacy & Life Skills (ROLLS) program. Among them 157 students appeared in PEC (Primary Education Completion) exam and the pass rate was 91.08% and

177 students appeared in JSC (Junior School Certificate) exam and pass rate was 62.32 %.

A total 1332 youths (56 % female) received Skills Training under technical school in 10 different Trades and total 1,298 (56% female) were graduated among which 1,168 (90%) were employed in decent work. Total 18,362 (Female-8534, Male-9828) parents & community people were reached through advocacy & social inclusion activities. Among the total served children & youths 3.35% was Person with Disabilities & 1.93 % was Ethnic Minority group.

Fundraising achievements of 2018 are as follows:

Income Generating Activities through fee-based skills training (through Strategic Partnership with LAMB & ESDO) Tk. 20,52,000/-

Regional Level income Tk. 4,95,205/-

Technical School Students Fee Tk. 8,19,340/-

General School Students Fee Tk. 1,83,880/-

Major Challenges for 2018:

It was difficult to achieve the enrollment target in education as the new target was 1,117 which was higher than the previous year, and being one of the poorest districts of Bangladesh most of drop-out students were engaged in non-formal full-time jobs locally. Parents were not interested to admit their children in 06-month duration classes like grade VI & VII. Reaching out of School Children (**ROSC**) Project is running in the school catchment areas include many other competitive Schools. Higher tendency of admission to other schools increases dropout/move out in GS. Student's low attendance, high dropout & move out rate in education was a barrier to ensure quality education.

It was challenging to conduct multi courses (with different duration & facilities) within the same classroom at the same time. As per agreement with Odyssey project we did not find Training materials from the project, hence, ensuring the quality of skills training became very difficult without Training materials. Smooth Implementation of the Customized Course like 1.5 months duration of OXFAM project and to provide employment of the short course graduates of Oxfam. Also ensuring job placement for the graduated PWD was a big challenge. Further education of the graduates was a big challenge for ensuring targeted 90% job placement support.

Target groups as per criteria for different courses under different projects (1.5/03/06 months) were not available in the nearby catchment areas. Due to more project wise admission targets and to maintain & increased female, PWD & Ethnic ratio in Skills we could not provide more follow-ups of GS. Similar training institutions like TTC, Muslim Aid, BRAC & TMSS are paying stipend in Rangpur for skills training whereas we are offering course fees. Most applicants in skills training are not interested to pay the prescribed course fees

(minimum 2,500-3,000 taka) which was a challenge for fundraising initiatives.

Major lessons learnt to use them for improvement of services:

Use of lesson oriented teaching aids should be ensured in each subject for making the classroom more attractive and making the learning effective. More ICT based classroom teaching should be promoted and more library works should be encouraged for students. It is needed to create a more cheerful & friendly environment in school campus through more co-curricular activities regularly. As ROSC projects is running in the catchment area so our network among the community people and target groups of people should be increased focusing our education model. Market oriented skills training should be provided by introducing regular sessions by trade wise industry experts. As CBT&A system is a good tool to enhance quality skills training, training sessions should be conducted with CBT&A system for all trades. To provide quality skills training, use of multimedia projector (ICT Base) is essential for attracting students in the class. To ensure more trade related job placement for more retention in Jobs. Regional strategic partnerships with relevant organizations (like LAMB, ESDO, Plan etc.) can be an effective scope for trainee mobilization as well as for sustainable initiative. Relocation of some trades (like ISO) may help to mobilize more trainees especially female target groups. Also, the School Bus transport facilities have to be extended for females/PWD/Minority in some distance areas. Have to prepare & exhibit more success stories / case studies through visual presentation like video documentary in various events to draw the interest of the targeted youths/parents more.

Additional task / Events Accomplished in 2018:

In the year 2018 besides the regular activities of parents/community/sharing meetings, marketing & mobilization activities and school based different co-curricular activities, we organized the Inauguration Ceremony of the KiK UCEP Schools in Rangpur in April. Also we have organized different events on different National & International Day Observation. On the occasion of International Woman's Day 2018 we organized Debate Competitions at all the Schools, We organized the Annual Sports Events in all the Schools and organized the Science Fare 2018 at the Premises of Region Office in August. Enclosed Some Photos below.



Inauguration Ceremony of the KiK UCEP Schools in Rangpur

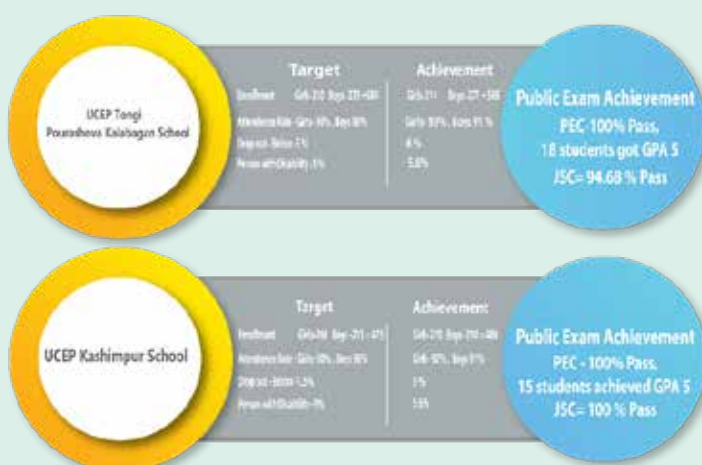
UCEP GAZIPUR REGION

UCEP Gazipur Region was established with five integrated General Schools and a Technical School for the urban underprivileged working/poor children/youth of the district in 2008. The Regional Complex is situated at North Salna, Gazipur. In 2018 two general schools, a technical school and 02 outreach centers are operating from this region and a total of 2,490 students/trainees including 87 persons with disabilities received services of education and training from these institutes, out of which 54% were female.

The Gazipur City Corporation (GCC) area is a garment hub with 272 garment factories in the immediate vicinity, employing approximately 1 million workers, including the floating population. Different types of industries like textile, steel engineering, auto-mechanics, IT industrial parks etc. are there in the town. Thousands of people come to Gazipur in search of employment, business and with other expectations. Gazipur attracts more female migrants compared to Dhaka and Chittagong districts due to its position as a garment industry hub. In total, Gazipur accommodates 7.2% of all female migrants. (Source: Dhaka Tribune 24 November 2018).

Annual Target & Achievement 2018 General School:

UCEP Gazipur Region has two general schools, UCEP- Tongi Purasova Kalabagan school at Tongi, Gazipur and another UCEP-Kashimpur School, East Enayetpur, Kashimpur, Gazipur. There are 1,065 students out of which 55% are female, studying from Remedial of Literacy and Life Skills (ROLLs) to Class-X. UCEP Gazipur Region has achieved the best region award for the glorious result in PEC & JSC exam in comparison to national average and considering the socio-economic backgrounds of UCEP students.



Technical School:

UCEP Gazipur Region is implementing skills training program in 07 market driven courses like garments machine operation, electrical installation and maintenance, electronics assembling technician, apparel screen printing technology, welding, electrical house wiring, electrician thorough the technical school and two outreach centers (Kasimpur & Nalitabari Sherpur) funded by multiple donors. The technical school is a Registered Training Organization/RTO

and Recognition of Prior Learning/RPL Center of BTEB and all courses are accredited by BTEB.

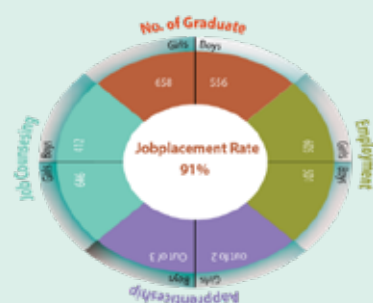
Job Placement & Decent Work:

Four members team of Job Placement & Decent Work services gave their utmost efforts to ensure decent jobs of UCEP graduates and ensured jobs of 91.20% against the target of 90% within six months of graduations in 2018 through establishing linkages and communication with 75 industries. The team also provided services of career guidance, job counseling, entrepreneurship training etc. to the trainees and 98 trainees received entrepreneurship training and 424 students received career guidance.

	Target	Total	Achievement	Total
Enrollment	Girls-760 Boys-665	1425	Girls-760 Boys-665	1425
Attendance Rate - 90%			93%	
Drop out - Below -3%			1.5%	
Person with Disability -2%			1.5%	

Child & Woman Rights Advocacy:

In 2018, CWRA team arranged 39 parents and community meetings where 3,692 parents/community people participated (70% female) and 8,240 community people were made aware of UCEP programs. As a result, female participation in UCEP Gazipur programs were 55% in general school, 53.3% in technical school and 92% in job placement.



Initiatives towards Sustainability

To support the UCEP'S sustainability plan, UCEP Gazipur Region has taken various initiatives and generated resources of an amount of Taka 4567115 in 2018. These initiatives include renting students' dormitory and spaces, fee-based course (IX-X and IT), canteen services, RPL Services, partial cost recovery from parents, sponsorships/donations, cost recovery from industries, service charges from partnership projects and also from other sources. Moreover, 63% cost of skills program was managed from 08 partnership programs and remaining cost (37%) from DFID.



Major Challenges:

- The number of floating people of Gazipur is the 2nd highest in Bangladesh. Finding target groups in General school and Technical school seemed difficult. Often, they

were found to change their residences or visit their villages.

- Gazipur is a garment industry dominated area in Bangladesh. The readymade garments industry has been built without proper planning. Therefore, catchment areas of the region are scattered.
- As most of the people come to Gazipur for employment, education and training are not their priorities; getting a job is the prime objective for the floating people.
- It is a huge challenge to change mindsets of staff from philanthropic support to fee-based services.
- Female trainees of 18+ years old prefer working in factories rather than taking skills training.
- A number of challenges are faced to ensure 90% pass rate in public exams (PEC & JSC).

Major lessons learnt to use them for improvement of services:

- Almost 100% students have passed in the public exams of 2018 (PEC & JSC) and it is proved that proper nursing and guidance can ensure students' academic performance in public exams.
- Above 93% students' attendance in classrooms and less than 5% dropout were ensured through building rapport with parents and guardians and creating congenial learning atmosphere at schools.
- To reach out the real target beneficiaries, more outreach center adjacent to community can be established.
- Non-formal education/training is required to provide special provision of counseling, motivation and assistance for problematic students/ low-achievers to retain them in school/training programs.
- Technical training contents are required to be updated to meet market needs in order to ensure decent employment of at least 90% graduates.
- A good teamwork can achieve organizational objectives by overcoming challenges and thus we have achieved all programmatic targets in 2018.
- More UCEP marketing activities are needed in national and international levels.

Additional Tasks and Events

Launching of Workplace Wellbeing Management (WWM) Course for Welfare/Compliance Officers of RMG Industries

UCEP Gazipur Region is implementing WWM course which was launched on 12 May 2018 which is funded by SNV Netherland Development Organization. UCEP designed and developed this innovative 3-month curriculum for young people specially women to train up to provide counseling services that help to ensure emotional wellbeing of a garment worker. In 2018, 60 compliance/welfare officers of 25 garments industries received this training.



Providing Recognition of Prior Learning (RPL) Services

UCEP Gazipur Technical School is recognized as RPL Assessment Center by the BTEB. In 2018, 320 candidates (32% female) took part in RPL Orientation and Assessment of NTVQF Level-1 in 05 occupations (Electrical Installation & Maintenance, Welding, Sewing Machine Operation, Tailoring & Dress Making and IT Support) and 87% became competent.

Meeting with Private Sector



A meeting with private sectors was held on 21 March 2018 at BRAC CDM, Rajendrapur, Gazipur where 40 high officials of different private sectors participated. Md. Shariful Islam, Revenue District Commissioner (RDC) of Gazipur, Executive Director of UCEP Bangladesh, Chairman Gazipur Chamber & Commerce and Industries (GCCI) and SNV representative were present at the event.

FINANCE AND COMPLIANCE

UCEP Bangladesh has a number of policy and procedures as guideline for the financial management. To ensure transparency and accountability there are Finance policy and procedures to maintain and manage financial resources of the organization. This department ensures that all the relevant policies and procedures have been duly complied. Internal control system is effectively applied throughout the organization which is a precondition for an efficient, effective and accurate financial management.

UCEP Bangladesh has been using accounting software “QuickBooks” for recording and reporting of financial issues of the organization and Tally ERP version for maintaining for its provident fund and gratuity fund.

Finance and Compliance department preparing and submitting donor reports and other related statutory reports to NGOAB, NBR and other regulatory authorities for ensuring regulatory requirements and compliances.

This department arrange sharing meetings with other departments and entities to improve and strengthen internal communication, coordination and support.

UCEP Board of Governors has established a Committee named “Finance and Audit Committee” (FAC). The Committee assists the BOG in fulfilling its oversight responsibilities in respect of:

- Integrity of financial reporting
- Risk management & internal audit
- Compliance with legal, regulatory & tax requirements
- External auditors’ function
- Budget finalization, progress and HR issues
- Status of implementation of BOG decisions
- Donors’ funding and reporting

Challenges:

Bangladesh has become the lower middle-income country and moving toward upper middle-income status by 2021. As a result, foreign donor funds are going down from last consecutive few years and their focuses are shifting towards other low-income countries. Therefore, we are facing funding gap to implement the ongoing and future projects.

Achievements:

Finance and Compliance department successfully managed multi-donor funds with different reporting requirement and other criteria. There was significant development on the accounting software “Quick Book” to ensure timely recording and reporting system. The statutory and donor audit for multiple projects with foreign and local donor is streamlined.

Lessons learnt:

Finance and Compliance department maintaining separate reports for multi donors from consortium approach that was maintained earlier. Cost sharing approach for individual project charging is being followed as per different donor requirement.

HUMAN RESOURCE MANAGEMENT

Keeping up with the contemporary changes in the human management practices and human resource development policies has been one of the top priorities of Human Resource Development & Management Department (HRD & M). In order to embrace changes in the expected manner, necessary modifications were brought in UCEP Service Rules 2011. In addition to it, now we are almost at the end of finalizing UCEP Bangladesh Human Resource Manual and the process got underway in 2018. Expectantly, this manual will give us wider policy coverage in the realm of human resources management and development issues. Due considerations were given to make both the policy books more comprehensive and legally compliant. For better recordkeeping and documentations, existing Human Resource Management System (HRMS) has been refurbished and currently it is going through the pre-launch trial phase. All staff related information involving those of UCEP Training Institutes, UCEP Institute of Science & Technology, UCEP School & College have been entered into the HRMS database and as usual, the activities were undertaken in 2018. For the year 2018, mid-year and year end performance appraisals of eligible employees covering the UCEP Bangladesh and its entities were completed. In order to implant and foster desirable pattern of behavior and culture across the organization, six core values of UCEP Bangladesh were identified, finalized and subsequently disseminated.

In addition to our regular operational activities as manifested vide the below mentioned information, due emphasizes were laid upon for the continuous staff development initiatives, facilitation of social inclusion and workforce diversity issues in UCEP Bangladesh and its entities. In a bid to facilitate proper distribution of employees as well as to forge ideal skill mix across the organization, in total, five hundred and twenty-two employees were transferred in 2018. As part of our continuous efforts for ensuring smooth operation status as well as lessening the financial burden on the organization, the services of cleaner, guard, gardener positions have entirely been outsourced. Hereby, we maintain that the following figures for the year of 2018 are relevant to share:

- Total number of staff (as of December 31, 2018): 929
- Total number of resignations: 93
- Total number of newly joined employees: 48
- Total number of retirements: 03
- Total number of dismissals: 02
- Total number of terminations: 05
- Total number of deceased employees: 02
- Total number of induction sessions organized: 45

Total number of training and development sessions attended by the employees of UCEP Bangladesh: 09 (both local and international)

ADMINISTRATION

The year 2018 was a challenging year for UCEP Bangladesh. The organization has passed through a robust change management process. With a limited number of employees, the Administration department ensured full support to the organization; specifically, to carry out its core functions, such as office management, procurement, vehicle management, asset management etc.

The Procurement is one of the major activities of Admin which has been carried out in compliance with the organizational policies and procedures. The organization has 33 vehicles in its 8 regions. Cost-effective management method has been introduced within the organization.

Major interventions of the Administration Department in 2018 were as follows:

- The new agreement was signed with G4S Services for Head officer and Dhaka North Region
- New Procurement Manual was developed, which is under approval process
- Vendor enlistment process conducted.
- Asset inventory was started in 2018.
- Project equipment and goods were purchased for UNFPA Project
- Cleaning service was outsourced for all offices and institutes
- Insurance agreement was renewed for all Asset and vehicle of UCEP Bangladesh.
- Purchasing of materials was confirmed for UIST three labs and setting of the labs was completed.
- Supply of pure drinking water was ensured in the Head Office.
- A thorough assessment of all vehicles of UCEP Bangladesh was conducted and recommended further action on the findings.
- The repair works of the academic building of UIST was ensured.
- The Office Assistants and Drivers were transferred as the mandate of management.
- Significant amount of outstanding rents was collected and the rental agreement was renewed with GTV, PEMS and SPFMSP, located in Cheyne Tower.

ICT AND BUSINESS SOLUTIONS

ICT and Business Solutions team of UCEP Bangladesh are delivering software-based business process automation and IT services across the organization. This team works closely with all departments and teams, and finds out potential solutions for process automation through technology. During the year 2018, ICT and Business Solutions team managed more than 5 automation, internet facilities for 988 users, 1964 email with 77 group mail, 546 domain users, 610 GB files through file server.

Annual goal of this department was to contribute in business process automation through technology. ICT and Business Solutions team developed new system, updates, made changes and provided day to day support for Human Resource Management System (HRMS), performance management system, career portal for e-recruitment, job portal for job placement of UCEP's graduates, e-tender for system based tender management, financial software for financial accounting, controlling and compliance. This team is providing a secured Active Directory Domain Service (ADDS) based infrastructure service where employees can share document in a secure and convenient manner. A secured network data connectivity is established between head office and regional offices for resource sharing across the organization.

The activities of this department also includes finding out software security issues and managing existing system in a secured manner. For adopting updated business process, many modifications are done into existing software time to time to deliver the best IT services. To ensure healthy internet services, the IT team changed logical network and ensured the system endpoint security for computers.

The year 2018 was very challenging year for this team. One of the positive lesson learnt for the team was that when it was being planned to develop the new automated system, the employees of UCEP Bangladesh welcomed the idea and they were very much positive to adopt the new technology.

Furthermore, we contributed to provide facilities of ICT-based services, system development and basic ICT training to midwifery and nursing students, staffs and teachers of 38 government nursing institutes and colleges of Bangladesh under a project named- Strengthening the National Midwifery Educational Programme (SNMP) under UNFPA.

ESTATE AND LEGAL AFFAIRS

Department Overview

Legal Affairs Department is particularly important in the aspect of managing estate and dealing with all sorts of legal disputes arising within the business of UCEP Bangladesh. This department ensures that legal matters (Estate and Establishments, Human Resources, Contracts etc.) of UCEP Bangladesh and its other entities are managed efficiently and effectively. In doing so, Legal Affairs Department seeks to limit UCEP legal exposure by minimizing legal risks and reducing the need for litigation and ensuring compliances with state laws & regulations.

Major lessons learnt to use them for improvement of services:

Technology today has changed almost all the aspect of human endeavors in all ramifications. We can see its importance in estate management because of the complexity of the task. To reduce the complexity, UCEP Legal Affairs is planning to develop an automated land management system which may help in tackling land management (timely payment of land development taxes, municipal taxes, renew of lease agreement, timely payment of lease rent etc.) of UCEP Bangladesh.

STRATEGY AND CORPORATE AFFAIRS

Strategy and Corporate Affairs department has officially started its operation from January 2016 which was previously known as Marketing & Partnership Development (MPD). As per plan of UCEP's 10 years strategy, the strategy and corporate affairs worked to raised fund and develop partnership especially by involving the private sector employers.

Through the Child and Women Rights Advocacy team and the Job Placement team's support, the Strategy and Corporate Affairs department did many marketing campaign events to make UCEP brand known to the mass people exploring community supports and also involving the private sector to support UCEP skills training program. The department also maintained the branding compliance issues effectively throughout the year to establish UCEP's brand inside and out the organization.

In 2018, UCEP Bangladesh organized many events, advertisement, brand promotion, publication, displays, etc. to let people know about the wonderful works of UCEP Bangladesh. The events and other activities reached hundreds and thousands of people. Besides, throughout the year UCEP Bangladesh continued its promotions through its website and social media platforms, including development of website of UIST Dhaka, which is UCEP Bangladesh's first ever polytechnic institute.

During the year, UCEP Bangladesh had to produce more than 70 reports to donors. In 2018, an online donor database and reporting system was developed to manage donor relationships better as well as to allow easy and timely access to information to the donors about the projects that they are supporting.

The tireless efforts to reach more people and enlighten them about UCEP through print and electronic media were largely successful in 2018. There were coverages of UCEP events, activities, etc. of more than 110 in number, in print and electronic media throughout the year and reached more than 597,000 (Female:45%) people by UCEP program marketing activities.

MONITORING EVALUATION AND KNOWLEDGE MANAGEMENT

UCEP Bangladesh strongly believes that effective use of monitoring, evaluation and knowledge management system will help to improve the quality of programs, assist in decision making, correspondingly reduce costs and increase productivity as well as enhance the effectiveness and efficiency of program. With this aim, this year UCEP Bangladesh gave emphasis on strengthening its Monitoring, Evaluation and Knowledge Management (MEKM) systems by taking various innovative initiatives.

As part of the initiatives, MEKM department is working for developing organizational log frame and Theory of Change (ToC) that contributes to transform the conventional monitoring system of UCEP Bangladesh into a result based monitoring system. In addition to that, a Project Progress Tracking System (PPTS) has been developed and practiced to track implementation status against expected results, set targets, timeline and resources.

Apart from this, considering the high technology environment of 21st century, the organisation is trying to transform its monitoring mechanisms into a ICT based system which would enable rigorous and real time monitoring and supervision of the programme activities. This system will surely enhance the quality of programs as well as credibility of the organization among the peers. Knowledge generation initiatives such as demand analysis, performance assessment, effectiveness study of programs, have been taken to capture and generate evidence and learning on the impact by the programme of UCEP Bangladesh as part of strengthening the knowledge management system of the organisation.

GOVERNANCE AND MANAGEMENT

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

General Body of UCEP Bangladesh: UCEP Association

The General Body or Association of UCEP Bangladesh consists of 40 members. As per the Constitution of UCEP Bangladesh, the UCEP Bangladesh Association elects the Governing Body. The major events in 2018 of the UCEP Bangladesh Association are as follows:

- The 30th Annual General Meeting of UCEP Bangladesh Association was held in December 2018. Seven new members of the Board of Governors for the period 01 January 2019 to 31 December 2020 were elected during this meeting. Four new members were included in the UCEP Association during the year 2018, they are as follows:

Mr. Md. Habibur Rahman	Managing Director, Citadel Developers Ltd
Mr. Naveed Akbar	Director, The Edward M. Kennedy Center (EMK Center).
Mr. Md. Rafiquzzaman	Former Director General (Retd.), National Institute of Mass Communication (NIMC) and the Bureau of Non-Formal Education (BNFE).
Mr. Shyamal Kanti Ghosh	Former Secretary, Ministry of Agriculture, Government of the People's Republic of Bangladesh.

While the UCEP Association and UCEP Bangladesh management welcomed the new members of the UCEP Bangladesh BoG and Association, they also thanked the existing BoG members for their leadership and contribution to steer UCEP during their tenure.

- An Extraordinary General Meeting (EGM) of the UCEP Association approved
 - and adopted the audited Financial Statements for the financial year 2017 – 2018
 - the Annual Budget for 2019
 - the appointment of External Auditor for the period July 2018 - June 2019





The Executive Director congratulating the new Chairperson & Vice Chairperson
Board of Governors (BoG) of UCEP Bangladesh

The Board of Governors (BoG) of UCEP Bangladesh is the supreme authority for the management and provides directions for quality assurance of services, accountability and transparency of the organization, especially in relation to programme and financial management. It also played the most important role to ensure the sustainability of the organization. The seven members of UCEP Bangladesh BoG comprises of distinguished professionals, activists and entrepreneurs of excellent repute who bring their diverse skills and experience to strengthen and support UCEP Bangladesh. The BoG meets every two months.

UCEP Board of Governors for the period 01 January 2017 to 31 December 2018



Mr. A. Q. Siddiqui
Chairperson

Mr. Siddiqui has been associated with UCEP since 1999. A. Q. Siddiqui is an M.A in Economics from the University of Dhaka. Siddiqui, a renowned banker of Bangladesh has completed his education in home & abroad. He worked in a number of local & international financial organisation. Mr. Siddiqui was the Chairman of Bangladesh Commerce Bank Ltd. He was the Country Chief Representative of Habib Bank AG Zurich an International Bank incorporated in Switzerland. He was the Managing Director of Sonali Bank Ltd., Agrani Bank Ltd. and also the Dy. Managing Director of Janata Bank Ltd. He was also the Managing Director of Palli Daridro Bimochon Foundation (PDBF) and Director of BRAC.



Mr. Jitendra Lal Bhowmik
Vice Chairperson

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



Mr. Syed Shapir Khasru

Member

Mr. Khasru is the Founder and CEO of Genesis Technology Group (GTG). He is also the founder of X-Net Ltd. He was UCEP Board Members for two times, from 2011 to 2012 and again from 2013 to 2014.



Ms. Shahamin Shahadat Zaman

Member

Ms. Zaman has been associated with UCEP since 2012. Ms. Zaman is the CEO of CSR Center-Bangladesh. She is an economist and has over 20 years of development sector experience with international organizations including Harvard Institute for International Development (HIID), Ashoka Foundation, CIDA, Actionaid, UNDP, DFID and others



Ms. Sabrina Islam

Member

Mrs. Islam has been associated with UCEP since 2012. Mrs. Islam is the Managing Director of Lily Apparels Ltd. and Director of Concorde Garments Ltd. She is the Chairperson of SABAH Bangladesh. She was the President of SAARC Women's Association, the President of Women Entrepreneurs Association, and the Vice-President of Bangladesh Employers' Federation.



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

Member

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



Dr. Rubana Ahmed

Member

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

Finance and Accounts Committee (FAC)

The Finance and Audit Committee of UCEP Bangladesh had two meetings in 2018. The FAC consists of UCEP Bangladesh BoG and UCEP Association members as follows:

- Mr. Jitendra Lal Bhowmik Chairperson
- Dr. Ubaidur Rob Member
- Ms. Uzma Chowdhury Member
- Mr. Chakladar Mansurul Alam Member

Advisory Committees / Project Implementation Committees of UCEP Bangladesh Board of Governors

Members of the UCEP BoG and the UCEP Association provide advisory support to the following projects:

- Shahed Khalek UCEP Textile Institute (SKUTI), Jatrabari, Dhaka,
- A.K Khan – UCEP TVET Complex, Kalurghat, Chattogram.
- UCEP Bangladesh Sonadanga Development Project

Each of the projects had two meetings in 2018.

Senior Management Team (SMT)

The operational and programmatic decisions of the organizations are taken by a Senior Management Team of UCEP Bangladesh. The team consists of the Executive Director, Director- Programme and Innovations, Director- People and Operations, Director – Finance and Compliance and Director - Strategy, Knowledge Management and Corporate Affairs. This team leads the organization by managing and supervising the overall activities including, planning, coordinating, monitoring and decision making. Under each Director, there are several Regional Managers, Senior Specialists, Specialists and Managers of each portfolio. The SMT meets once a week regularly to discuss about activities, plans, progress and disseminate actions for implementation by the staff members of individual departments of the organization.

Regional Management Team (RMT)

Eight Regional offices are operational to implement on going project activities and other services at the filed level. Each Region is headed by a Regional Manager and assisted by all other staff.

External Audit

The appointment of SF Ahmed & Co. Chartered Accountants, as the external auditor of UCEP Bangladesh for the July 2018 to June 2019 has been approved in the AGM.

Registration

UCEP Bangladesh is registered with the Directorate of Social Welfare under the Voluntary Social Welfare Agencies (Registration and Control) Ordinance of 1961. It is also registered with the NGO Affairs Bureau of Bangladesh under Foreign Donation Regulations Ordinance 1978.



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.



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



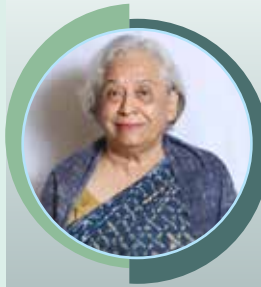
**Mr. Salahuddin Kasem
Khan**
Trustee Secretary, A. K.
Khan Foundation and
Managing Director A. K.
Khan & Company Ltd.



**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 and
Central Depository
Bangladesh Ltd.



**Mr. A. Matin
Chowdhury**
Managing Director, New
Asia Limited.
Chairman, Board of
Trustee, IUB.



Mr. A. Q. Siddiqui
Former Chairman,
Bangladesh Commerce
Bank Ltd.
Former Managing Director
of Sonali Bank, Agrani
Bank and PDBF.



**Mr. M. Mokammel
Haque**
Former Secretary to the
Government of the People's
Republic of Bangladesh.
Chairman,
Kabi Mokammel Haque
Foundation.



Ms. 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, Govt. of the
People's Republic of
Bangladesh.
Former Cabinet Secretary,
Government of the People's
Republic of Bangladesh.
Chairman, Pathmark
Associates Limited.



**Ms. Parveen Mahmud
FCA**
Managing Director,
Grameen Telecom Trust.
Chairperson, Shasha
Denims Ltd.
Chairperson, MIDAS.



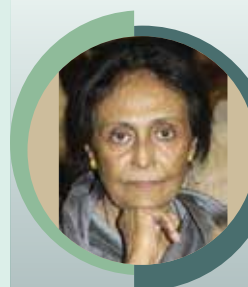
**Mr. Jitendra Lal
Bhowmik**
Past Governor, Lions
International.
Managing Director,
Shatarupa Group.



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



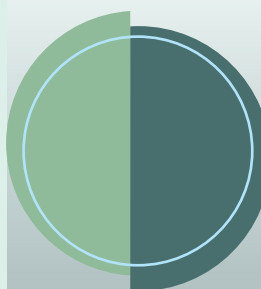
**Mr. Hafiz Ahmed
Mazumdar**
Chairman, Pubali Bank Ltd,
Brindaban Tea State,
Rupantar Ltd,
Bichitra Garments Ltd.



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 Fund.



Mr. Syed Shapir Khasru
Managing Director,
Information Solutions
Limited.



**Ms. Luna
Shamsuddoha**
Chairman, Janata Bank
Limited.
Chairman, Dohatec New
Media.



**Ms. Shahamin
Shahadat Zaman**
CEO, CSR Centre.



Ms. Sabrina Islam
Director, Concorde
Garments Limited, Dhaka.



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



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



Ms. Farah Kabir
Country Director,
ActionAid Bangladesh.



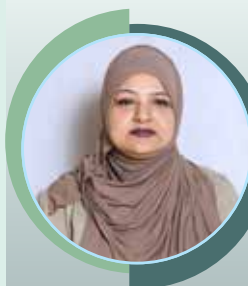
Dr. Rubana Ahmed
Assistant Professor,
BRAC University.



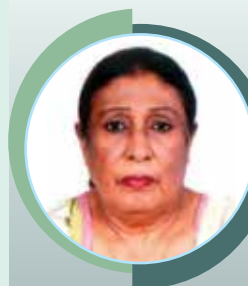
Mr. Md. Nazrul Islam Khan
Former Secretary,
Ministry of Education,
Government of the People's
Republic of Bangladesh.



Mr. Wahid Malik
Managing Editor,
Dainik Azadi.



Ms. Uzma Chowdhury
Director,
PRAN-RFL Group.



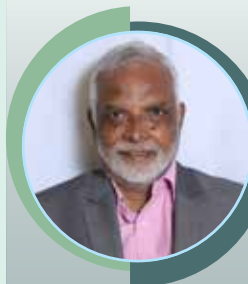
Ms. Gule Afruz Mahbub
Former Joint Secretary,
Ministry of Women and
Children Affairs,
Government of the
People's
Republic of Bangladesh.



Mr. Md. Shahedul Islam
Director, Bakul Group.



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



Mr. Md. Habibur Rahman
Managing Director, Citadel
Developers Ltd.



Mr. Naveed Akbar
Director, The Edward M.
Kennedy Center
(EMK Center).



Mr. Md. Rafiquzzaman
Former Director General
(Retd.), National Institute
of Mass Communication
(NIMC) and the Bureau
of Non-Formal Education
(BNFE).



Mr. Shyamal Kan Ghosh
Former Secretary,
Ministry of Agriculture,
Government of People's
Republic of Bangladesh.



A. Q. Siddiqui
Chairperson



Mr. Jitendra Lal Bhowmik
Vice Chairperson



Mr. Syed Shapir Khasru
Member



**Ms. Shahamin Shahadat
Zaman**
Member



Mr. Moslehuddin Ahmed
Member



Dr. Rubana Ahmed
Member



Ms. Sabrina Islam
Member

UCEP BANGLADESH
BOARD OF GOVERNORS

UCEP BANGLADESH SENIOR MANAGEMENT TEAM



Ms. Tahsinah Ahmed
Executive Director



Mr. Mohad. Habibur Rahman
Director, Programme and
Innovations

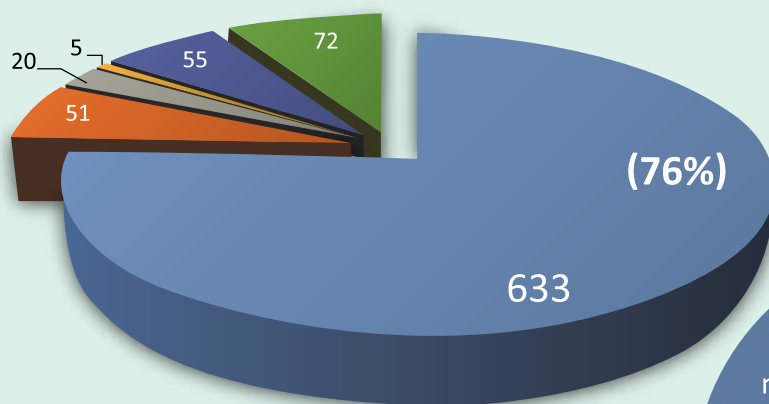


Mr. Iqbal Hossain
Director, People and
Operations



Mr. Anwar Hossain
Director, Finance and
Compliance

Income of 2018

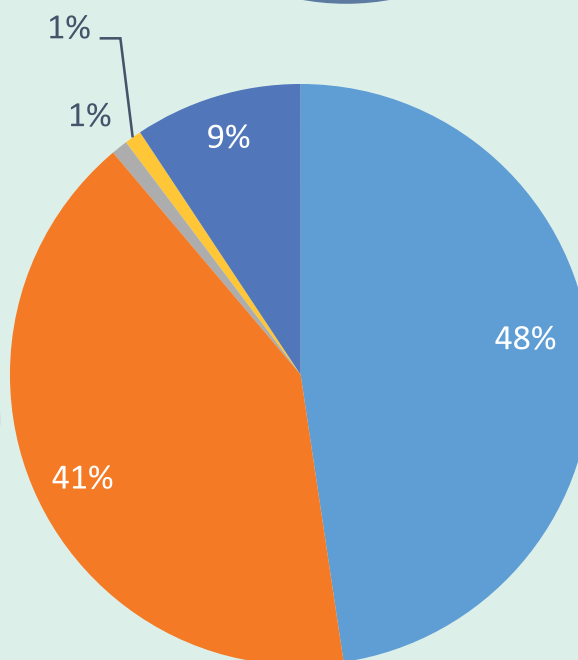


- DFID
- UN/INGO
- CSR
- Govt.
- ADB/SEIP
- Income from local sources

In the year of 2018, UCEP's major source 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.

Expenditure of 2018

Similarly, BDT 756,37 (91%) million was spent in 2018 (91%) through the four major program components (Education 41%, TVET 48%, Job Placement 1%, CWRA 1%) BDT 77.72 million (9% of total cost) was spent for overhead cost.



BDT (Million)
836.39
Total Fund Raised

BDT (Million)
834.09
Total Fund Spent

- Education
- Technical and Vocational Education and Training
- Job Placement
- Child and Woman Rights Advocacy
- Administrative Cost

INTERNAL AUDIT

- IA department of UCEP Bangladesh plays an important role to ensure the strengthening of governance, compliance, and standards within UCEP Bangladesh including its entities through effective professional Internal Audit system in line with UCEP Bangladesh's values, vision, mission, goals and relevant country laws.
- IA department is independently performing audit programs following Internal Audit Manual that was approved by the Board of Governors (BoG) of UCEP Bangladesh. The Audit manual provides a detailed guideline for all functions related to audit program. 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.
- Over the past 12 months, the internal audit functions have been fortunate enough to have a period of stability with no staff turnover. IA department is operated by four staffs including recruitment of one staff (Program Officer-Internal Audit) in the middle of 2018 and the department is operated by a Manager. Improvements in the planning process for audits enabled the team to conduct twenty-four (24) regular audit programs according to the yearly Internal Audit Plan of 2018 (100% was achieved). Awareness of the function continues to grow amongst the UCEP Bangladesh including its entities' operations, but it is also recognized that more work needs to be done to improve the understanding of the functions, objectives and ways of working.

In 2018, IA department also performed the following other functions and activities besides regular audit programs:

In 2018, IA department also performs the following other functions and activities besides regular audit programs:

1. Fact-Findings.
2. Investigation program.
3. Risk-Based Audit.
4. Assist to HR functions.
5. Review the policies and guidelines.
6. Review the systems established to ensure compliance with policies, plans, procedures, laws & regulations.
7. Provide recommendation to strengthen the existing system.
8. Provide related professional recommendations to the management when as necessary.

Moreover, IA team has contributed in emergency situations related to the departmental functions.

- In early 2018 the management requested to the IA team to conduct two times audit in all cost centers in a calendar year. And the IA team conducted audit programs through preparing the yearly audit calendar accordingly considering the circumstances. The

IA team conducted other functions (as mentioned above) according to demands and circumstances.

- Another area of concern that has developed significantly in the past year relates to the external audit functions by the CA firm. IA team played an important role in reviewing of final external audit reports and functions as part of management's assignment.
- In 2018, IA team has initiated providing professional guidance and recommendations at the time of auditing to the staffs on the matters related to the audit findings as such types of audit findings will not be repeated. Moreover, IA team conducts audit exit meeting with all related staff and management of the auditee after ending the field audit program, and the meeting usually takes a couple of hours for clear understanding.
- Both the representation and elements of audit report were reviewed and modified during the period. It is hoped that the changes will provide users of the reports with more clarity on the issues identified and assist in providing focus. The report also tries to better engage the reader through the physical appearance of the report and flow of information. Other initiatives implemented during the period include a presentation on the internal audit process which is available on Insite, and the introduction of standardized opinions. Through the use of the standardized opinions, it is hoped that management will be better informed of matters that require their attention.
- IA department is preparing a plan for establishing an Automated Audit Management System in 2019, which is a web based automated audit software. All the audit functions and management directions will be operated under the system.

INDEPENDENT AUDITOR'S REPORT

We have audited the accompanying Consolidated Statement of Financial Position of **Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects** as of June 30, 2018 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 International Standards on Auditing (ISA). 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 International Accounting Standards (IAS) give a true and fair view of the state of organization's affairs as of June 30, 2018 and the results of its operations for the year then ended.

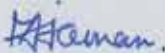
Dated: Dhaka, January 20, 2019


A. Wahab & Co.
(A. WAHAB & CO.)
Chartered Accountants

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

Particulars	Notes	30.06.2018 Taka	30.06.2017 Taka (Restated)
Assets			
Non-Current Assets			
Fixed Assets (Property, Plant and Equipment)	4	457,325,030	539,000,436
Current Assets (Restated)			
Cash and Bank Balances	5	206,395,483	152,392,736
Investment in Fixed Deposits Receipts (FDR)	6	157,939,926	220,770,139
Receivable from Donor	7	147,365,587	48,234,147
Accounts Receivable	8	139,129,307	208,003,288
Receivable from Tenants	9	25,397,167	20,503,125
Receivable from UCEP Welfare Trust	10	19,187,900	19,187,900
Receivable from UCEP University	11	8,500,000	8,500,000
Stock Items	12	1,293,845	1,630,489
Inter Project Loan/Current Account	13	178,989,208	147,151,830
Sundry /Other Assets	14	10,621,351	17,090,858
		894,819,774	843,464,509
Total Assets		1,352,144,803	1,382,464,945
Fund and Liabilities			
Fund Account			
Unutilized Fund	15	-	-
Fund Account/Retained Earnings	16	644,626,506	527,994,495
Fixed Assets Fund	17	378,029,076	454,228,941
		1,022,655,582	982,223,436
Current Liabilities			
Liabilities and Provisions	18	192,745,826	261,453,031
Accounts Payable	19	-	174,225
Inter Project Loan/Current Account	19	120,702,938	122,193,682
Security Deposit	21	16,040,457	16,420,571
		329,489,221	400,241,509
Total Fund and Liabilities		1,352,144,803	1,382,464,945

The accompanying notes form an integral part of these financial statement


Manager, Finance and Accounts
UCEP-Bangladesh


Executive Director
UCEP-Bangladesh


Member
UCEP Board of Governors

Subject to our separate report of even date.

Dated: Dhaka, January 20, 2019


(A. WAHAB & CO.)
Chartered Accountants

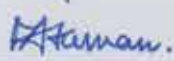


A. WAHAB & CO.
Chartered Accountants

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

Particulars	Notes	30.06.2018 Taka	30.06.2017 Taka (Restated)
Income (Restated)			
Grant/Donation Income	22	1,029,674,474	1,142,268,268
Rent Income	23	22,975,803	21,183,900
Service Charge	24	19,991,022	20,045,400
Bank Interest	25	7,427,902	6,765,171
Sundry/Other Income	26	84,982,692	94,950,998
Total		1,165,051,893	1,285,213,737
Expenditure (Restated)			
Salary and Emoluments	27	689,428,491	796,025,522
Education and Social Expenses	28	106,332,746	112,064,991
Office and administration Expenses	29	18,141,678	24,798,082
Property and Building Maintenances	30	91,410,579	97,098,624
Training Expenses	31	13,561,746	18,140,146
Development Expenses	32	7,492,934	9,191,119
Monitoring, Research and Evaluation	33	6,398,856	4,839,445
Utility Expenses	34	916,261	635,334
Food and Beverage	35	3,558,120	3,777,279
Room Maintenance	36	302,471	247,440
Sundry Expenses	37	335,911	5,700,063
Depreciation	38	111,416,914	112,473,059
Total Expenditure		1,049,296,706	1,184,991,103
Net Surplus		115,755,187	100,222,634
Total		1,165,051,893	1,285,213,737

The accompanying notes form an integral part of these financial statement


Manager, Finance and Accounts
UCEP-Bangladesh


Executive Director
UCEP-Bangladesh


Member
UCEP Board of Governors

Subject to our separate report of even date.

Dated: Dhaka, January 20, 2019


(A. WAHAB & CO.)
Chartered Accountants




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

Particulars	Notes	30.06.2018 Taka	30.06.2017 Taka (Restated)
Opening Balance:		152,392,735	120,900,018
Cash in hand		240,161	171,704
Cash at bank		152,152,574	120,728,314
Receipts			
Fund Received from Donors		844,565,001	993,647,702
Local Donation Received		64,074,294	80,797,563
Rent Received from Tenants		37,375,250	34,223,000
Received from Tenants against Utilities Bill		16,109,126	10,637,956
Bank Interest		7,427,902	6,785,171
Admission Fees		9,778,168	7,056,006
Training Income		14,701,044	18,866,365
Food and Beverage sales		5,871,443	5,976,414
Rooms Rent		2,140,533	2,459,911
Received from Other Projects		63,170,634	500,000
Advance against Expenses		5,680,784	8,542,854
FDR Encashment		322,966,313	322,362,878
Received against Receivable		22,709,353	7,725,935
Sundry Receipts		335,911	62,183,607
Total Receipts		1,416,905,757	1,561,745,362
Total		1,569,298,493	1,682,645,379
Payments			
Salary and Emoluments		689,428,491	795,755,054
Educational and Social Expenses		105,996,102	111,014,313
Office /Administration Expenses		18,141,678	24,800,083
Property and Building Maintenance		91,410,579	97,159,219
Training Expenses		13,561,746	18,139,098
Development Expenses		7,492,934	9,191,119
Monitoring, Research and Evaluation		6,398,866	4,839,445
Capital Expenditure		29,741,505	12,102,610
Payment to others projects		111,706,788	67,223,117
Payment of Utility Bill Tenants		14,436,446	-
Room Maintenance		302,471	247,440
Account Receivable		569,982	-
Food and Beverage		3,558,120	3,777,279
Utility bill		916,260	13,403,229
Advance against Expenses		5,547,351	8,466,457
FDR Investment		260,136,100	357,723,320
Account Payable		1,016,837	-
Sundry Payment		2,540,765	6,410,862
Total Payments		1,362,903,009	1,530,252,644
Closing Balance:		206,395,484	152,392,735
Cash in hand		129,288	240,161
Cash at bank		206,266,197	152,152,574
Total		1,569,298,493	1,682,645,379

The accompanying notes form an integral part of these financial statement


Manager, Finance and Accounts
UCEP-Bangladesh


Executive Director
UCEP-Bangladesh


Member
UCEP Board of Governors

Subject to our separate report of even date.

Dated: Dhaka, January 20, 2019


(A. WAHAB & CO.)
Chartered Accountants



Underprivileged Children's Educational Programs (UCEP Bangladesh) and its Projects
Notes to the Consolidated Financial Statements
For the year ended June 30, 2018

1. About UCEP Bangladesh

1.1 Background Information

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

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

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

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

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

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

1.2 Goals and Objectives

a. Goals

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

b. Objectives

The specific objectives of the organization are to:

- i. Provide special schooling facilities for the urban working children or street boys and girls who have no opportunity to attend public school or have dropped out in the very early stage of primary education;
- ii. Provide such children with training to acquire employable technical skills after they have received their basic education in UCEP schools;
- iii. Assist such children to find suitable employment and for that purpose, establish links with potential employees;

- iv. Undertake social work services to ensure cooperation of families and other concerned in promoting education and social rehabilitation of the children;
- v. Organize and conduct activities in cooperation with other agencies in order to contribute to the establishment of rights of the working children and thereby increase the conditions of human fulfillment at a wider scale; and
- vi. Provide necessary training facilities with staff to fulfill the above objectives efficiently and economically.

1.3 Major Physical Components of the Projects

Major physical components of the project are as follows :

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

2. Finance and Operational Strategies

2.1 Finance

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

2.2 Target Group/Operational Strategies

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

3. Significant Accounting Policies

3.1 Basis of Accounting

The financial statements have been prepared under the historical cost convention in accordance with Bangladesh Financial Reporting Standards. Transactions are recognized on accrual basis except interest on fixed deposit which is accounted for following cash basis of accounting.

3.2 Basis of Reporting:

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

3.3 Basis of Consolidation

The consolidated financial statements have been prepared compiling Six (06) financial statements of projects and income generating activities of UCEP-Bangladesh which have been independently audited by us.

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

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

3.4 Fixed Assets and Depreciation

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



3.5 Accounting for Grants

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

3.6 Fixed Assets Fund

This represents the written down value of fixed assets acquired out of the grants received from donor. This fund actually indicates deferred income that are being credited to income over the useful lives of the assets [see note #3.3(ii)].

3.7 Taxation

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

3.8 Related Parties

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

3.9 Events after the Reporting Period

No material events occurred after the reporting period.

3.10 General

- i. Figures in the financial statements have been rounded off to the nearest Taka.
- ii. Previous year's figures have been rearranged whether considered necessary to confirm to the current year's presentation.
- iii. Among all the projects, the financial statements of UTI, Dhaka Project for the year 2014 was unaudited. As well as the financial statements of UCEP University was unaudited from its inception. To prepare the consolidated financial statements of UCEP Bangladesh, figures of the two projects are taken from the signed financial statements of the project management.
- iv. In the consolidation of overall financial statement six (6) projects have been consider as per decision of the management.



30.06.2018 Taka	30.06.2017 Taka (Restated)
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4. Fixed Assets

A. Cost

Opening Balance	1,290,808,824	1,292,546,785
Add: Addition during the period	29,741,505	12,102,610
	1,320,550,329	1,304,649,395
Less: Disposal during the period	3,234,866	13,840,571
	<u>1,317,315,463</u>	<u>1,290,808,824</u>

B. Accumulated Depreciation

Opening Balance	751,808,387	653,175,899
Add: Charged during the period	111,416,912	112,473,059
	863,225,299	765,648,958
Less: Disposal during the period	3,234,866	13,840,571
	<u>859,990,433</u>	<u>751,808,387</u>

C. Written Down Value (A-B)

<u>457,325,030</u>	<u>539,000,436</u>
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A schedule of Fixed Assets is given in Annexure - A.

4.1 Fixed Assets (Property, Plant and Equipment)

Written Down Value made up as follows:

Underprivileged Children's Educational Programs (UCEP) Bangladesh	378,029,075	454,228,940
Cheyne Tower	9,559,048	10,267,125
UCEP Training Institute, Dhaka	10,745,570	12,055,957
UCEP Training Institute, Sylhet	57,190,095	60,791,303
UCEP Institute of Science and technology (UIST)	1,801,242	1,657,111
UCEP University	-	-
	<u>457,325,030</u>	<u>539,000,436</u>

5. Cash and Bank Balances

Cash in Hand	(Note:5.1)	129,288	240,161
Cash at Bank	(Note:5.2)	206,266,196	152,152,575
		<u>206,395,483</u>	<u>152,392,736</u>

5.1 Cash in Hand

Underprivileged Children's Educational Programs (UCEP) Bangladesh	99,918	117,906
Cheyne Tower	-	-
UCEP Training Institute, Dhaka	1,625	63,394
UCEP Training Institute, Sylhet	26,327	54,940
UCEP Institute of Science and technology (UIST)	1,418	3,921
UCEP University	-	-
	<u>129,288</u>	<u>240,161</u>

5.2 Cash at Bank

Underprivileged Children's Educational Programs (UCEP) Bangladesh	188,491,105	143,047,177
Cheyne Tower	1,680,197	1,564,677
UCEP Training Institute, Dhaka	8,579,118	2,302,477
UCEP Training Institute, Sylhet	2,979,736	2,232,975
UCEP Institute of Science and technology (UIST)	4,449,995	2,660,184
UCEP University	86,046	345,084
	<u>206,266,196</u>	<u>152,152,575</u>

6. Investment in Fixed Deposits Receipts (FDR)

Underprivileged Children's Educational Programs (UCEP) Bangladesh	48,439,926	133,720,036
Cheyne Tower	-	-
UCEP Training Institute, Dhaka	17,500,000	3,705,591
UCEP Training Institute, Sylhet	2,000,000	2,000,000
UCEP Institute of Science and technology (UIST)	5,000,000	3,629,512
UCEP University	85,000,000	77,715,000
	<u>157,939,926</u>	<u>220,770,139</u>

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	30.06.2018 Taka	30.06.2017 Taka (Restated)
7 <u>Receivable from Donors</u>		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	147,365,587	48,234,147
	147,365,587	48,234,147
8 <u>Accounts Receivable</u>		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	123,367,914	180,061,841
Cheyne Tower	4,410,493	6,498,716
UCEP Training Institute, Dhaka	30,620	10,692,433
UCEP Training Institute, Sylhet	1,320,280	750,298
UCEP Institute of Science and technology (UIST)	-	-
UCEP University	10,000,000	10,000,000
	139,129,307	208,003,288
9 <u>Receivable from Tenants</u>		
Cheyne Tower	25,397,167	20,503,125
	25,397,167	20,503,125
10 <u>Receivable from UCEP Welfare Trust</u>		
Cheyne Tower	19,187,900	19,187,900
	19,187,900	19,187,900
11 <u>Receivable from UCEP University</u>		
Cheyne Tower	8,500,000	8,500,000
	8,500,000	8,500,000
12 <u>Stock Items</u>		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	1,293,845	1,630,489
	1,293,845	1,630,489
13 <u>Inter Project Loan/Current Account</u>		
Cheyne Tower	178,989,208	147,151,830
	178,989,208	147,151,830
14 <u>Sundry/Other Assets</u>		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	10,614,151	17,090,858
UCEP Training Institute, Sylhet	7,200	-
	10,621,351	17,090,858
15 <u>Unutilized Fund</u>		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	-	-
Cheyne Tower	-	-
UCEP Training Institute, Dhaka	-	-
UCEP Training Institute, Sylhet	-	-
	-	-
16 <u>Fund Account</u>		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	326,926,617	262,852,323
Cheyne Tower	231,501,305	196,896,327
UCEP Training Institute, Dhaka	36,688,283	28,818,804
UCEP Training Institute, Sylhet	6,243,600	8,451,496
UCEP Institute of Science and Technology (UIST)	11,252,655	5,987,461
UCEP University	32,014,046	24,988,084
	644,626,506	527,994,495



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	30.06.2018 Taka	30.06.2017 Taka(Restated)
17 Fixed Assets Fund		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	378,029,076	454,228,941
Cheyne Tower	-	-
UCEP Training Institute, Dhaka	-	-
UCEP Training Institute, Sylhet	-	-
UCEP Institute of Science and Technology (UIST)	-	-
UCEP University	-	-
	<u>378,029,076</u>	<u>454,228,941</u>
18 Liabilities and Provisions		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	192,745,826	261,050,129
Cheyne Tower	-	-
UCEP Training Institute, Dhaka	-	1,048
UCEP Training Institute, Sylhet	-	-
UCEP Institute of Science and Technology (UIST)	-	401,854
UCEP University	-	-
	<u>192,745,826</u>	<u>261,453,031</u>
19 Accounts Payable		
Cheyne Tower	-	174,225
	<u>-</u>	<u>174,225</u>
20 Inter Project Loan/Current Account		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	-	-
Cheyne Tower	182,250	182,250
UCEP Training Institute, Dhaka	168,650	-
UCEP Training Institute, Sylhet	57,280,038	57,378,020
UCEP Institute of Science and Technology (UIST)	-	1,561,412
UCEP University	63,072,000	63,072,000
	<u>120,702,938</u>	<u>122,193,682</u>
21 Security Deposit		
Cheyne Tower	16,040,457	16,420,571
UCEP Training Institute, Sylhet	-	-
	<u>16,040,457</u>	<u>16,420,571</u>



EXTERNAL AUDIT

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	30.06.2018 Taka	30.06.2017 Taka(Restated)
22 Grant/Donation Income		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	1,019,265,326	1,136,926,868
UCEP Institute of Science and Technology (UIST)	10,409,148	5,341,400
	1,029,674,474	1,142,268,268
23 Rent Income		
Cheyne Tower	20,835,270	21,183,900
UCEP Training Institute, Sylhet	2,140,533	-
	22,975,803	21,183,900
24 Service Charge		
Cheyne Tower	19,991,022	20,045,400
	19,991,022	20,045,400
25 Bank Interest		
Cheyne Tower	119,629	46,312
UCEP Training Institute, Dhaka	254,893	-
UCEP Training Institute, Sylhet	-	-
UCEP Institute of Science and Technology (UIST)	-	-
UCEP University	7,053,380	6,718,859
	7,427,902	6,765,171
26 Sundry/Other Income		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	64,074,294	52,167,924
Cheyne Tower	-	-
UCEP Training Institute, Dhaka	15,036,955	21,592,681
UCEP Training Institute, Sylhet	5,871,443	14,134,387
UCEP Institute of Science and Technology (UIST)	-	7,056,006
UCEP University	-	-
	84,982,692	94,950,998
27 Salary and Emoluments		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	685,774,367	792,784,957
UCEP Institute of Science and Technology (UIST)	3,654,124	3,240,565
	689,428,491	796,025,522
28 Education and Social Expenses		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	105,534,746	111,674,385
UCEP Institute of Science and Technology (UIST)	798,000	390,606
	106,332,746	112,064,991
29 Office and administration Expenses		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	15,296,246	18,888,354
Cheyne Tower	1,139,430	1,235,449
UCEP Training Institute, Dhaka	-	2,726,316
UCEP Training Institute, Sylhet	1,273,599	883,321
UCEP Institute of Science and Technology (UIST)	404,986	1,064,642
UCEP University	27,418	-
	18,141,678	24,798,082
30 Property and Building Maintenances		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	85,706,923	88,426,470
Cheyne Tower	4,726,648	3,596,963
UCEP Training Institute, Sylhet	568,216	298,597
UCEP Institute of Science and Technology (UIST)	408,792	4,776,594
	91,410,579	97,098,624

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	30.06.2018 Taka	30.06.2017 Taka(Restated)
31 Training Expenses		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	7,785,675	5,048,027
UCEP Training Institute, Dhaka	5,776,071	13,092,119
	13,561,746	18,140,146
32 Development Expenses		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	7,492,934	9,191,119
	7,492,934	9,191,119
33 Monitoring, Research and Evaluation		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	6,398,856	4,839,445
	6,398,856	4,839,445
34 Utility Expenses		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	916,261	635,334
	916,261	635,334
35 Food and Beverage		
UCEP Training Institute, Sylhet	3,558,120	3,777,279
	3,558,120	3,777,279
36 Room Maintenance		
UCEP Training Institute, Sylhet	302,471	247,440
	302,471	247,440
37 Sundry Expenses		
UCEP Training Institute, Dhaka	335,911	5,698,062
UCEP University	-	2,001
	335,911	5,700,063
38 Depreciation		
Underprivileged Children's Educational Programs (UCEP) Bangladesh	105,275,580	106,074,112
Cheyne Tower	708,077	708,078
UCEP Training Institute, Dhaka	1,310,388	1,310,388
UCEP Training Institute, Sylhet	3,601,210	3,991,981
UCEP Institute of Science and Technology (UIST)	521,659	388,500
UCEP University	-	-
	111,416,914	112,473,059



EXTERNAL AUDIT

UCEP Bangladesh gratefully acknowledges the kind support of all its development partners, numerous partons and well-wishers.



Save the Children



European Union



Australian Government



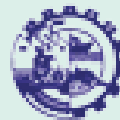
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EVENTS

COMMUNITY ENGAGEMENT

Day observation events yearlong at regional offices and school campuses. Around 15 events took place in 2018.

Yearlong community engagement activities like the meeting with the parents and the community took place at field level.

MEDIA COVERAGE

PRINT MEDIA

News/feature published in the Daily Star and Prothom Alo. Minimum 50,000 audiences reached considering the daily readership.



TV MEDIA

News aired in the ATN Bangla. Minimum 10,000 audiences reached considering the daily view.



ONLINE MEDIA

News/feature uploaded in the prothomalo.com & banglatribune.com. Minimum 50,000 audiences reached considering the daily visit/readership.



WEBSITE

www.ucepbd.org



Our website has a good number of unique visitors. It has also a global rank. Currently we are in the process of re launching it.

SOCIAL MEDIA

Engagement through Social Media

To communicate any news, updates and event, we regularly post on Facebook and other social media channels.





30 th AGM UCEP Association



Board of Governors and Senior Management Team



30 th AGM UCEP Association



Mr. Stephen Twigg MP, Chair, House of Commons International Development Committee visited UCEP Ambagan Technical School at Chattogram on 04 March 2018. Mr. Stephen visited the classroom and interacted with the students. High officials from the DFID were present.



Visitors from the World Bank



Development and Foreign Affairs and Trade(Australia) visit



Meeting with Private Sector(RMG)



Visit from Standard Chartered Bank



USAID visit



Launching of a magazine

