



জাতীয় দক্ষতা উন্নয়ন কর্তৃপক্ষ বাংলাদেশ  
NATIONAL SOCIAL DEVELOPMENT AGENCY(BANGLADESH)

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বিষয়: খসড়া জাতীয় মানব সম্পদ উন্নয়ন তহবিল পরিবীক্ষণ ও মূল্যায়ন গাইডলাইনের উপর মতামত প্রদান।

বিশ্বায়নের প্রেক্ষাপটে দেশীয় ও আর্থজাতিক শ্রমবাজারের চাহিদা অনুযায়ী সকল পর্যায়ে দক্ষ মানবসম্পদ সৃষ্টির লক্ষ্যে প্রধানমন্ত্রীর কার্যালয়ের আওতায় জাতীয় দক্ষতা উন্নয়ন কর্তৃপক্ষ (এনএসডিএ) কাজ করছে। জাতীয় মানবসম্পদ উন্নয়ন তহবিল ব্যবহার নীতিমালা, ২০১৯-এর ১১ অনুচ্ছেদ অনুযায়ী জাতীয় মানবসম্পদ উন্নয়ন তহবিল হতে প্রশিক্ষণ প্রতিষ্ঠানসহ অন্যান্য অংশীজনদের মধ্যে প্রদত্ত অর্থ যথাযথ ব্যবহার নিশ্চিতকল্পে জাতীয় দক্ষতা উন্নয়ন কর্তৃপক্ষ কর্তৃক নিয়মিত পরিবীক্ষণ ও মূল্যায়নের নিমিত্ত একটি পরিবীক্ষণ ও মূল্যায়ন গাইডলাইন প্রণয়ন করা হয়েছে।

২। খসড়া জাতীয় মানব সম্পদ উন্নয়ন তহবিল পরিবীক্ষণ ও মূল্যায়ন গাইডলাইনের ওপর সর্বসাধারণের মতামত গ্রহণের লক্ষ্যে প্রণীত খসড়াটি জাতীয় দক্ষতা উন্নয়ন কর্তৃপক্ষের ওয়েবসাইটে আপলোড করা হলো। আপনার সুচিত্তি মতামত লিখিত আকারে ০৫ নভেম্বর ২০২১খ্রি তারিখের মধ্যে [dir.admin@nsda.gov.bd](mailto:dir.admin@nsda.gov.bd) ও [ecnsda@nsda.gov.bd](mailto:ecnsda@nsda.gov.bd) এই ই-মেইল প্রেরণের জন্য নির্দেশক্রমে অনুরোধ করা হলো।

  
১৮/১০/২০২১  
মোহাম্মদ মাহফুজুর রহমান

উপপরিচালক (এইচআরএম ও প্রকিউরমেন্ট)

সদয় অবগতির জন্য অনুলিপি:

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- ২। অফিস কপি।



**Final Draft**

# **NHRDF UTILIZATION: MONITORING AND EVALUATION GUIDELINE**

**National Skills Development Authority (NSDA)**

**Prime Minister's Office**

## **Acronyms**

BIDS – Bangladesh Institute of Development Studies

CoE – Center of Excellence

IA – Industry Association

ISC – Industry Skills Council

M&E – Monitoring and Evaluation

NHRDF – National Human Resources Development Fund

NGO – Non-Government Organization

NSDA – National Skills Development Authority

RPL – Recognition of Prior Learning

SDG - Sustainable Development Goal

SEIP – Skills for Employment Investment Program

STP – Skills Training Provider

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## **Executive Summary**

Bangladesh has an ambition to get inside the elite list of developed nations by the year 2041 and to achieve this goal, best utilization of the growing labor force will be the main factor. Bangladesh requires enhanced productivity of labor force through proper education and skills development. Bangladesh government needs a qualitative analysis and assessment of the demand for labor and existing skills level in the labor market, local and international, in order to take up concrete plans for skill development for the medium to longer term requirements of the economy and to attain higher growth target.

Government established the National Human Resources Development Fund (NHRDF) in 2016 to develop a strong base of skilled workforce through initiating market demanded skills training and programs related to skills development. NHRDF will be utilized by Skills Training Providers (STPs) and other eligible recipients for conducting skills training, infrastructural development, procurement and installation of equipment, laboratory development, research, study, survey, innovation, industry attachment, internship, Recognition of Prior Learning (RPL), certification, establishment and strengthening Industry Skills Councils (ISCs), etc. All these activities will bring benefit to the new jobseekers and up-skilling of existing workers with special emphasis on trainees from remote areas and women and indigenous people. The stakeholders involved in all processes will be benefited by getting much needed assistance from NHRDF and ultimate gainer will be the large number of workers who will get skills training and scope to join the job market in and outside of the country.

NHRDF will be utilized by many stakeholders for a various number of activities. Ensuring proper utilization of the fund would be crucial to achieve the intended benefits of NHRDF. Effective and efficient monitoring under a robust monitoring and evaluation system would be necessary to ensure proper utilization of the fund. National Skills Development Authority (NSDA) is entrusted to evaluate applications from the fund recipients and recommend for fund disbursement. Although fund disbursement and management will be done by NHRDF company, NSDA should monitor the proper use of the fund and evaluate its impact.

According to NHRDF Usage Policy 2019, there are 12 categories of recipients who may apply for fund allocation. These recipients have different backgrounds and different working fields. Moreover, the purpose of using the fund will vary from recipients to recipients. A generalized Monitoring & Evaluation (M&E) system need to be developed to bring all types of fund recipients and all purposed under the monitoring of NSDA.

There are many standard approaches and tools for monitoring and evaluation of all activities and results obtained. Combining desk review, based on the data available from National Skills Portal, and physical verification would be required for effective monitoring of NHRDF utilization. The focus of NSDA's monitoring would be on the

financial management and process maintained by the fund recipients as well as the results achieved through utilizing the fund.

While NSDA is responsible for inviting applications, evaluating the applications, recommend for fund disbursement and monitoring, the fund recipients are also responsible to utilize the fund properly complying with the applicable guidelines and report on a regular interval to NSDA. Failure to follow the guideline and misusing the fund will have consequences. NSDA will take actions depending on the gravity of findings.

Successful utilization of NHRDF will not only develop skilled workforce but also wide-open doors of research, study, innovation and other areas of skills development and job market related activities. It is expected that unemployment among new jobseekers will be reduced, poverty will be reduced to a great extent, women empowerment will be enhanced, which will have great impact on our social and economic life. Thus, dedicated efforts from all relevant stakeholders and proper utilization of NHRDF will bring sustainable change in the skills development sector of Bangladesh.

## **1. Introduction**

### **1.1 Background**

The national and international labor market have seen a great change due to the invention and wide use of new technologies in the last decade. The scope of getting job or continuing job for unskilled and semi-skilled laborers has been shrinking gradually. Though the skilled and trained people have scope to get jobs but they are to face serious competition with new and skilled entrants in the labor market. Besides these, every year over two million youths are entering in the queue of jobseekers. The national level job market; industries, agro-based industries, fisheries, livestock and so on are unable to provide jobs to the huge number of unskilled, semi-skilled, untrained or little trained jobseekers. The technology-based international job markets do not require service from this skill-less jobseekers. In other words, every year the nation is burdened by a huge liability of jobless youths over the existing jobseekers. A study by Bangladesh Institute of Development Studies (BIDS) reveals that by the year 2025 the volume of workable people would be over 88 million. Our workable population, aged 15-34, comprises more than one-third of the total population. Bangladesh enjoys a great demographic advantage in this regard. If properly trained and employed these people will be our greatest asset to develop the nation and would become the main force to take Bangladesh into the list of developed nations. And if proper skills training can't be imparted to these people and we fail to get their services they would become our number one liability and the nation will have to suffer just to maintain this huge liability.

Government has taken a great initiative to turn these liabilities into assets; to develop these people as human resources through effective skills training and make them competent to enter into the job markets, national and international. This manpower when turned human resources would contribute to the speedy economic development of the nation, meet the demand of the expanding industrialization, fill the gap between demands and supply of national and international job markets.

Comprehending the need for a holistic skills development system, the Government of Bangladesh has established National Skills Development Authority (NSDA) under the Prime Minister's Office, through the Act No. XLV of 2018. NSDA's mission is to coordinate and support skills development activities, formulate curricula, improve quality of training and provide certification in order to meet the demand of labour market. Moreover, the Government has established National Human Resources Development Fund (NHRDF) to extend financial support to various initiatives targeting skills development of the existing and potential workforce of the country.

## **1.2 Establishment of National Human Resources Development Fund (NHRDF)**

Government established the NHRD Fund as a company in November 2016 under the Finance Division and the Fund was registered under the Companies Act of 1994. The Managing Director (MD) and Chief Executive Officer (CEO) is the Executive Head of NHRDF and Member Secretary of the Board of Directors, comprising 10 Directors. The Secretary, Finance Division is the Chairman of the Board of Directors. The main objective of the creation of this fund is to mobilize resources to promote employment through publically-financed skills training especially in the rural areas.

The NHRDF will be used for pre-employment training, up-skilling for existing workers, and training of women and disadvantaged people. This Fund will provide an instrumental framework for collecting and allocating fund to training providers with a view to strengthening training programs, diversify financing, achieving closer integration of skills training with work, and reaching out to underserved population.

## **1.3 Benefits of using NHRDF**

The NHRDF Usage Policy 2019 issued by Prime Minister's Office set a guideline for the use of fund from NHRDF. According to the Policy organizations and programs will be classified in the following 12 categories on the basis of their roles and performances in the human resources development and related activities:

1. Government/ private training institutes
2. Industry Skills Council
3. Industry Association
4. NGOs registered with appropriate authority
5. Approved Center of Excellence (CoE)
6. Any individual/organization working on skills development related research, survey, study, innovation
7. Training institutes/organizations/industries working with Recognition of Prior Learning (RPL) programs
8. ISC/IAs/Industries linked with Internship activities
9. Industrial Attachment Program linked with skills training
10. Industries linked with pre-employment and up-skilled development
11. On the basis of eligibility and competency organizations of priority sectors considered by NSDA
12. Internationally acclaimed Certification organization

Proper use of NHRDF money by the Skills Training Providers, and other organizations/individuals will bring a great relief to the government by increasing number of skilled workers who would be the driving force to take Bangladesh into

the group of developed nations by 2041. Increase of skilled workers will generate new jobs. Increase of employment generation means reduction of unemployment and poverty. Employment generation, poverty reduction, women empowerment will reduce social disparity and disturbances, create congenial environment in families with strong bondage along with improvement of law-and-order situation in the society, which is a pre-requisite for development.

Development of industry linkage is critical for the success of NHRDF initiative. Establishment of Industry Associations, Industry Skills Council, linkage with different industrial sectors will generate new thoughts about diversification of ideas and new skills and new products, resulting new job markets and wide scope for our youths to learn new technology and get better jobs. Industry linkage opened a new path of research, study and innovation of ideas, which will create new talents, who will bring long term benefits for the country. If we jot down the benefits of NHRDF initiative, we will get the following list:

- ✓ Development of research, study and analysis of national and international job markets bringing new and better ideas about skills and varieties in industrial products
- ✓ Development of a large number of skilled manpower trained under NHRDF initiative and working for the development of the nation staying at home or in abroad
- ✓ Employment generation in local and international job markets with high status and higher wages
- ✓ Reduction of unemployment and poverty creating congenial atmosphere in families and society.
- ✓ Increase of women and indigenous people employment and empowerment
- ✓ Increase of number of competent skills training institutes manned by competent management and trainers
- ✓ Increase of inflow of remittance to enrich the economy
- ✓ Friendly and favorable condition prevails in industrial sectors due to industry linkage developed with NSDA, training providers, industry associations, industry skills councils, management of industries and workers as skills enhancement will bring them higher salary and wages
- ✓ Increase of quality products for local market and for export with increased export earnings.
- ✓ Improved law and order situation due to reduction of social disturbances as a result of reduction of unemployment and poverty.

## **1.4 Title of the Document**

Title of this publication will be **National Human Resources Development Fund (NHRDF) Utilization: Monitoring and Evaluation Guidelines**

## **1.5 Objectives of developing NHRDF Monitoring and Evaluation Guidelines**

The main objective of the government is to achieve the status of a high income developed country by 2041 through improving the living standard of common people. Accelerated economic growth is a prime need for achieving this objective. Skilled workforce will be the main driving force of sustainable economic growth and social development. Keeping this in mind government has given priority to the development of a large volume of skilled workforce. Government has planned to invest significant amount of money through the National Human Resources Development Fund (NHRDF). NHRDF will be used to help Skills Training Providers (STP), strengthening Industry Skills Councils (ISC), Center of Excellence (CoE), Industry Associations (IA), properly registered NGOs, Recognition of Prior Learning (RPL), Re-skilling and up-skilling, skills research, facilitating apprenticeship program, strengthening industry linkage, etc. The Government introduced the National Human resources Development Fund Usage Policy 2019 which defined some specific activities for using the fund properly. In this Policy there is a provision to make a Monitoring and Evaluation Guideline to oversee the proper use of NHRDF. The objectives of developing this guideline are to:

- Ensure proper utilization of the fund in line with the NHRDF Usage Policy 2019, NSDA Act, 2018 and NSDA Rules 2020; and
- To help the relevant stakeholders including NSDA on identifying the needs, approach, tools, required resources and reporting of the Monitoring and Evaluation (M&E) of NHRDF utilization.

For smooth operation of the Fund, a Monitoring and Evaluation Guideline is very much necessary.

## **1.6 Definition**

- a. ‘Authority’ means National Skills Development Authority established under Clause 3 of National Skills Development Act of 2018. National Skills Development Authority will be expressed as NSDA in short
- b. ‘Executive Committee’ means Executive Committee established under Clause 11 of National Skills Development Authority Act of 2018
- c. ‘Executive Board’ means the Board comprised by the Executive Chairman and 4 members of NSDA
- d. ‘Governing Board’ means Governing Board established under Clause 8 of National Skills Development Act of 2018
- e. ‘Research’ means Research done on skills improvement and technical and vocational training, demand of national and international labor market, analysis of demand and supply gap of skilled workers, analysis of trend of changes in sector-wise employment, adaptation of workers with the workplace due to technology and environmental change; etc.

- f. 'National Human Resources Development Fund' means the Fund registered as National Human Resources Development Fund under the Companies Act of 1994
- g. 'Skill' means the knowledge and strategies for any specific work or competency and ability to produce goods and services to meet demand of national and international markets maintaining standards of industries and services
- h. 'Executive Chairman' means Executive Chairman of National Skills Development Authority appointed under Sub-Clause (2) of Clause 5 of National Skills Development Act of 2018
- i. 'Training Institute' means any institution registered under NSDA to impart skills development training programs
- j. 'Trainee' means any participant of skills development course conducted by any training institute
- k. 'Recognition of Prior Learning (RPL)' means official recognition to informally achieved skills in any stage of any profession selected by NSDA
- l. 'Person' means any person appointed to conduct monitoring /research and innovation related to skills development

## **2. Monitoring and Evaluation (M&E) of NHRDF Utilization**

### **2.1 Concept of Monitoring & Evaluation**

**Monitoring** is the systematic process of collecting, analyzing and using information to track a program's progress toward reaching its objectives and to guide management decisions. Monitoring usually focuses on processes, such as when and where activities occur, who delivers them and how many people or entities they reach.

Monitoring is conducted after a program has begun and continues throughout the program implementation period. Monitoring is sometimes referred to as process, performance or formative evaluation.

**Evaluation** is the systematic assessment of an activity, project, program, strategy, policy, topic, theme, sector, operational area or institution's performance. Evaluation focuses on expected and achieved accomplishments, examining the results chain (inputs, activities, outputs, outcomes and impacts), processes, contextual factors and causality, in order to understand achievements or the lack of achievements. Evaluation aims at determining the relevance, impact, effectiveness, efficiency and sustainability of interventions and the contributions of the intervention to the results achieved.

## **2.2 Monitoring and Evaluation of NHRDF Utilization**

### **2.2.1 Monitoring issues**

All inputs, activities and outputs under NHRDF initiative are to be monitored. NSDA is to fix the goal in line with the intention and ambition of the government to become a developed nation by 2041 through skilled workforce. Establishment of NHRDF is targeted to attain this objective of developing skilled workforce. Financial resource is the prime requirement of any development process and NHRDF will meet that requirement. Financial input from NHRDF and all other inputs provided by NSDA and other stakeholders will construct the foundation of this skills development program. Depending up on the inputs a lot of activities will happen to produce a number of outputs. Flow of inputs, continuous activities and production of outputs will bring the program implementation to attain success. All these areas need regular and careful monitoring to move the program towards the goal. **Annex 3** gives a list of inputs, activities, outputs, outcomes and expected impacts of the program. Depending up on the requirement and prevailing condition of the program NSDA may consider changes in priority and bring change in the list.

### **2.2.2 Evaluation issues**

Evaluation is the measure of changes obtained by program functionalities, from starting point to a positive direction after some specific time. To evaluate the program success the starting point (baseline) and the changes made (indicators) against targets are to be fixed by NSDA in consultation with Monitoring and Evaluation Team/ Monitoring and Evaluation Specialist. Setting Key Performance Indicators (KPI) will help NSDA to measure the success of NHRDF utilization.

### **2.2.3 Monitoring & Evaluation System**

Monitoring and evaluation of all activities under NHRDF initiative is very vital for the successful implementation of skills development program. As the program involves many stakeholders, the necessity of monitoring will increase manifold. The skills development program under NHRDF initiative is a huge one and expected to continue for long. In every stages of the program effective monitoring and evaluation by NSDA is required to keep the program in track.

There are many standard tools for monitoring and evaluation. Many organizations establish and use permanent M&E system for organizational activities. This system consists of a number of components, but the following three components are key for establishing M&E system.

1. Logical Framework matrix
2. An indicator matrix
3. M&E plan.

#### **2.2.4 Financial Monitoring**

NSDA will conduct financial monitoring of the fund recipients at a specific interval. The frequency of financial monitoring should be defined considering the number of fund recipients and available resources of NSDA. Ideally the frequency should not be more than four times a year and less than two times a year. The main focus of financial monitoring is to ensure that the fund management process is transparent, secured and following the applicable rules and regulations. During the financial monitoring, the monitoring team will check all books of accounts, ledgers, registers and relevant records involving monetary transactions. The team will check and verify the submitted accounts with the real situation. NSDA will review the findings of financial monitoring and will take actions depending on the severity of the findings. **Annex-5** provides a checklist to be used for financial monitoring by NSDA.

#### **2.2.5 Results Monitoring**

The ultimate objective of NHRDF is to create impact through supporting various skills development initiatives within the scope defined by NHRDF usage policy 2019. Only financial monitoring would not be sufficient to ensure that the desired results have been achieved. NSDA will conduct results monitoring at a specific interval. The frequency of monitoring should be defined depending on the types of programs and available resources of NSDA. The main focus of results monitoring will be whether the fund has been utilized for the right purpose, the approved business plan has been followed, the expected outcomes have been achieved etc. NSDA and fund recipients will agree on indicators to measure achievement of the desired objectives prior to fund allocation. Progress against the agreed indicators will be assessed during the results monitoring. The results monitoring will also capture the underlying factors for success and failure as well as challenges faced by the fund recipient for further analysis and utilize for future planning. The results monitoring can be merged with other program monitoring of NSDA, if possible, to maximize resource utilization. Results available in the National Skills Portal will serve as input for the results monitoring. **Annex-6** provides a checklist to be used by NSDA for results monitoring.

#### **2.2.6 External Monitoring & Evaluation**

In addition to the financial and results monitoring, NSDA may commission monitoring and evaluation by external parties depending on the need and availability of resources. The external monitoring and evaluation will help NSDA to obtain independent assessment of the utilization of NHRDF and the impacts created through utilizing NHRDF.

### **2.3 Roles and Responsibilities of Stakeholders Related to NHRDF**

Stakeholders related to NHRDF can be divided into three broad categories such as, (i) NSDA (ii) NHRDF Company and (iii) Fund Recipients. All these concerned stakeholders

have responsibilities towards ensuring proper use of NHRDF and creating impacts. The specific roles and responsibilities of these three key stakeholders would be:

### **2.3.1 Role of NSDA**

- ***Issue circular seeking application for NHRDF***

NSDA will invite applications from eligible recipients for fund allocation from NHRDF through publishing advertisement in two widely circulated national dailies and in its website. The evaluation criteria for recipients shown in Annexure 1 will be an important part of the advertisement.

- ***Evaluate applications***

NSDA will evaluate applications from probable recipients on the basis of the prescribed evaluation criteria given as Annexure 1.

- ***Recommend for fund disbursement***

NSDA will select eligible recipients after evaluation and send the list of eligible recipients to NHRDF Company with recommendations for disbursement.

- ***Monitor utilization of fund***

The primary responsibility of NSDA will be to monitor utilization of fund and to check whether the fund is properly utilized and utilized for the intended purpose.

- ***Take actions based on the monitoring results***

NSDA will take punitive measures against fund recipients if it finds adverse results in monitoring. The measures will depend on the gravity of the lapses of the recipients. If the fund couldn't be utilized due to inefficiency, the recipients may be given cautionary letters and fund may be suspended for a period of six months to give opportunity for improving efficiency. If efficiency can't be improved during this allowed time, the recipient will be blacklisted and be omitted from the list of recipients and the unutilized fund will have to be taken back. If fund is misused by any recipient with ulterior motive the recipient will be blacklisted at once and permanently thrown out of the list of recipients.

- ***Develop online system for application, evaluation and reporting***

Bangladesh has been pursuing the concept of smart and technology based paperless office. Pursuing this concept, NSDA will develop online system for submission, evaluation and reporting which will save time, resources and reduce risks of mistakes.

### **2.3.2 Role of NHRDF Company**

- ***Disburse fund***

NHRDF Company will keep and handle the fund. NHRDF Usage Policy 2019 states that allocation from NHRDF will be made by the Company only to eligible recipients recommended by NSDA. NHRDF Company will disburse fund to recipients recommended by NSDA and keep accounts of disbursement.

- ***Monitor fund utilization***

NHRDF Company will monitor utilization of fund by the recipients through its own monitoring mechanism.

### **2.3.3 Role of Fund Recipients**

- ***Apply for NHRDF***

NHRDF will be utilized by eligible recipients. The intending recipients, fulfilling the evaluation criteria mentioned in the advertisement published by NSDA, will apply for fund in the prescribed form

- ***Utilize fund ensuring the NHRDF guidelines and other applicable guidelines***

The recipients will utilize funds for the purpose it was taken and ensure application of guiding rules throughout the program.

- ***Report on fund utilization and achievements of results***

The recipients will submit quarterly and program completion reports showing fund utilization and progress achieved through the program. Online submission of reports will be encouraged.

## **3. Conclusion**

The skills development training is very important for the country. Bangladesh is expected to be in the list of developed countries by the year 2041 and skilled workforce will be the key for development. Every year over two million people attain the legal age of getting jobs and are added with the existing jobseekers. There are already over 20 million unskilled jobseekers crowding for jobs. The national and international job markets have requirements for specific skilled manpower. The big number of unskilled people is of no use for the markets and posing great threat to national economy as a shoulder breaking burden of the nation. If these people are properly trained with required skills of the market, the tide might be turned to the reverse side. These skilled people will be human resources of the country and act as the key players of development. National Human Resources Development Fund (NHRDF) has been created and placed under National Skills Development Authority (NSDA) to initiate and implement the skills development program. Efficient job market analysis, proper curriculum development, competent training institute selection and proper and regular monitoring are essential factors for making the program successful. All stakeholders involved must apply their sincerest efforts to help successful implementation of the skills development training program to turn Bangladesh a developed country by 2041 as intended by the government.

## **Annex-1: Overall criteria for evaluation of applications from different stakeholders requesting allocation from NHRDF**

<b>Sl. No.</b>	<b>Matters to evaluate</b>	<b>Score</b>
1.	Relevance of the overall purpose with the objectives and priority of NSDA	10
2.	Justification for the need for fund	10
3.	Proposed approach, methodology, indicators to measure progress and time plan of the programs to be implemented utilizing NHRDF	20
4.	Value for money (how to ensure effective utilization of money)	15
5.	Past experience	10
6.	Administrative and structural readiness	15
7.	Ability to share cost (fund matching arrangements)	20
	<b>Total</b>	100

**The above evaluation criteria may subject to change by NSDA. The evaluation criteria will be a part of the advertisement calling for application from eligible recipients interested for allocation from NHRDF.**

## **Annex-2: Pre-requisite for skills training providers (STPs) and other recipients to get allocation from NHRDF**

### **Skills training provider (STP)**

- Registered with NSDA
- Have mission, vision and clear-cut objectives
- Have at least 5 years' experience of conducting skills training
- Have required training facilities for at least 3 occupations
- Follow NSDA approved standards
- Have finance and accounting system and dedicated staff

### **Industry Skills Council (ISC)**

- Have office
- Have approved management board
- Have enough manpower to keep liaison with industries
- Have linkage with at least 20 relevant industries
- Able to help NSDA to develop standards, curriculum and assessment
- Able to create job opportunities in respective industries for trained workers
- Able to analyze and assess job market demand

### **Industry Association**

- Have office
- Have approved management board
- Have enough manpower to keep liaison with industries
- Have linkage with at least 20 relevant industries
- Able to create job opportunities in respective industries for trained workers
- Able to analyze and assess job market demand

### **NGOs**

- Be a national/regional/local NGO
- Registered with NGO Bureau or any other competent authority
- Have management board and constitution
- Must have experienced manpower with field level experience
- Have at least 5 years experience
- Have experience of managing fund and successful implementation of skills development related projects or programmes

### **Center of Excellence (CoE)**

- Approved by NSDA
- Have mission, vision, and clear-cut objectives
- Have experience on awareness building activities/workshops/seminars
- Have experience on research/study/survey

### **Any individual/organization working on skills development related research, survey, study, innovation**

- Have proven experience on research/survey/study/innovation for at least 3 years
- Must have at least 2 publications
- Have work experience of conducting at least two researches/studies/surveys/innovations with government programs/international agencies.

**Training institutes/organizations/industries working with Recognition of Prior Learning (RPL) programs**

- Registered with NSDA
- Have conducted RPL assessment for at least three occupations in last two years
- Have CBT certified trainers
- Have conducted RPL assessment of at least 100 trainees

**ISC/IAs/Industries linked with apprenticeship activities**

- Have at least 1 year experience of conducting apprenticeship training

**Industrial Attachment Program linked with skills training**

- Have at least 1 year experience of facilitating industrial attachment programme
- Have conducted at least 4 programs in last two years

**Industries linked with pre-employment and up-skilled development**

- Have at least 1 year experience of conducting pre-employment and up-skilling training

**On the basis of eligibility and competency organizations of priority sectors considered by NSDA**

- To be decided by NSDA

**Internationally acclaimed Certification organization**

- To be decided by NSDA

**Note: NSDA will review and revise the pre-requisites as and when necessary.**

### Annex-3: Financial Monitoring Checklist

Issues to check		Findings			
		Yes	No	Partly	Remarks
<b>Documentation and Reporting</b>					
1	Maintains financial and program related documents (such as, books of accounts, trainee register etc.) properly				
2	Documents are preserved securely and segregated as per their type				
3	Prepares and submits reports as per defined template and schedule				
<b>Inventory Management</b>					
4	Maintains an updated inventory of fixed assets purchased				
5	Maintains an updated inventory of consumables and supplies purchased				
6	Conducts physical verification of inventories at least once in a year and maintains record				
7	Maintains stock register				
8	Prepares inventory report and submits to competent authority				
<b>Procurement Management</b>					
9	Procurements are done against approved requisitions and following PPA 2006 and PPR 2008				
10	Follows transparent rules for selecting vendors ensuring value for money				
11	Payments are made complying with applicable rules and regulations (such as VAT and TAX)				
<b>Financial Management</b>					
12	Budget is prepared and approved by finance management committee				
13	Budget is spent as per NSDA guideline				
14	All transactions are made through banking channel				
15	Expenditure has been incurred in line with approved budget item and within limit				
16	Maintains records of all financial transactions in cash book on regular basis				
17	Updates cash & bank balance on a daily basis				
18	Advance is issued and adjusted as per the guideline				
19	Petty cash is kept under lock and key and maintained following the guideline				
20	Conducts surprise petty cash counting by an assigned staff at least once in a month				
21	Prepares and reviews budget variation , receipts and payments account and bank reconciliation report on a monthly basis				
22	Maintains salary sheet for staff including bank transfer record (where applicable)				

## Annex-4: Results Monitoring Checklist

Issues to check	Findings			Remarks (Why or why not?)
	Yes	No	Partly	
<b>Alignment of activities with desired objectives</b>				
1 All the activities performed are relevant to the desired objectives.				
<b>Complying with approved approach, methodology and time plan</b>				
2 The approved approach, methodology have been followed				
3 The approved time plan has been maintained				
4 Deviation from the approved plan has been approved by NSDA				
<b>Achievement of Objectives (put the agreed indicators and targets below)</b>				
	Indicators	Targets		
5				
6				
7				
8				
9				
10				

## **Annex-5: Fund Utilization Report by the Fund Recipients**

STPs and other Recipients will utilize the allocation received from NHRDF for the programs /activities the fund was requested for. All the recipients will have to furnish fund utilization and progress report, on a quarterly basis, of their activities to the sanctioning authority, NSDA. The report will be in the following format. However, NSDA reserves the right to change the reporting template, as necessary.

Name of Organization			
Reporting period: From:		To:	
Report submission date:			
Report submitted by:			
Contract reference number:		Date:	
1. Purpose of fund applied for:			
2. Amount of allocation requested for:			
3. Amount of sanctioned allocation:			
4. Cheque No. and date:			
5. Date of start of program			
6. Status of the program:			
7. Progress against the agreed indicators till date:			
8. Reason for difference, if any, between target and achievement:			
9. Amount of money spent:			
10. Amount of unspent money:			
11. Financial progress till date (in percentage):			
12. Causes of variation, if any:			

13. Expected date of completion:	
14. Key challenges and way forward:	
15. Outlook on whether the program will be completed on the expected date of completion:	
16. Outlook on whether the program will be able to achieve the desired outcomes:	
17. Outlook on how much fund will be spent till the end of the program:	