



গণপ্রজাতন্ত্রী বাংলাদেশ সরকার  
প্রধানমন্ত্রীর কার্যালয়  
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তারিখ: ১২ শ্রাবণ ১৪২৮

২৭ জুলাই ২০২১

### বিজ্ঞপ্তি

বিষয়: খসড়া আইএসসি অপারেশনাল ম্যানুয়াল এর উপর মতামত প্রদান প্রসঙ্গ।

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২৭-৭-২০২১

ড. মো. আনোয়ারুল হক  
পরিচালক, পরিকল্পনা ও শিল্প সংযোগ

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- ৩) সহ:প্রোগ্রামার, জাতীয় দক্ষতা উন্নয়ন কর্তৃপক্ষ, ঢাকা ( ওয়েবসাইটে প্রকাশের অনুরোধসহ)।



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# ISC OPERATIONS GUIDELINE

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National Skills Development Authority  
Prime Minister's Office  
Government of the People's Republic of Bangladesh  
Dhaka, Bangladesh

23 June 2021

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## Glossary of Acronyms

ADB	Asian Development Bank
AoA	Articles of Association
BEF	Bangladesh Employers' Federation
BMET	Bureau of Manpower, Employment & Training
BTEB	Bangladesh Technical Education Board
CEO	Chief Executive Officer
CIDA	Canadian International Development Agency
CoE	Centre of Excellence
CS	Competency Standard
DFID	Department for International Development
DTE	Directorate of Technical Education
EU	European Union
FBCCI	Federation of Bangladesh Chambers of Commerce & Industry
GoB	Government of Bangladesh
ILO	International Labour Organization
ISC	Industry Skills Council
LDC	Least Developed Country
LMI	Labour Market Information/Labor Market Intelligence
LMIS	Labour Market Information System
MoA	Memorandum of Association
MoC	Ministry of Commerce
MoE	Ministry of Education
MoInd	Ministry of Industries
MoLE	Ministry of Labour & Employment
NGO	Non-Government Organization
NSDA	National Skills Development Authority
NSDC	National Skills Development Council
NSDCS	National Skills Development Council Secretariat
NSDP	National Skills Development Policy

NTVQF	National Technical and Vocational Qualification Framework
QA	Quality Assurance
QP	Qualification Pack
RAC	Research Advisory Committee
RJSC&F	Registrar of Joint Stock Companies and Firms
SDC	Swiss Agency for Development and Cooperation
STP	Skills Training Provider
TVET	Technical & Vocational Education & Training

# ISC Operations Guideline

## 1. Introduction

### 1.1 Background

Bangladesh achieved spectacular economic growth during the past decade led by high GDP growth. Several human development indicators have also shown major improvements. All these achievements have impacted profoundly on the country's major economic and social trends including significant reduction of the poverty level. She already became a lower middle-income country in 2015 and expects to graduate from its LDC status by 2024. Based on the recent successes in economic transformation as well as likely future growth trends of the economy, Government's Vision 2041 document envisages that Bangladesh will become an upper middle-income country by 2030 and a high-income country by 2041. Therefore, inclusive and sustainable growth is an important condition for Bangladesh to make further progress as a middle-income country and move to higher levels of growth and development.

On one hand, as the economy grows and diversifies and new technologies are being introduced in Bangladesh, there is growing shortage of, among other things, skilled workforce to address the requirements of these emerging technologies. On the other hand, every year around 2.2 million people, mostly youth, enter the job market in Bangladesh. Of these young people, a major portion is educated with the conventional education system, some are dropped out and most of them lack the required skills to be employable. As a result of this, they do not get employed with the desired job and the expected level of national productivity is not achieved. And at the same time, the acceptance of the quality of workforce of Bangladesh is reducing in national and international job market. To make the country a middle-income nation state by 2021, achieving the SDG by 2030 and finally the developed nation by 2041, top priority is given to make these huge workable masses into skilled workforce. In this backdrop, National Skills Development Authority (NSDA) Act, 2018 and NSDA Rules, 2020 have been made. NSDA is working under the Prime Minister's Office (PMO) to accelerate the process of skilling the huge population with required skills that have demand in local and global job market. [1]

In addition to the mandates given by the NSDA Act, 2018, NSDA Rules, 2020 has defined some specific activities for Industry Skills Council (ISC). The Government of Bangladesh (GoB) has undertaken several reform initiatives in order to strengthen the skills development ecosystem in the country. Industry Skills Council (ISC) play an important role for providing skills demand data, developing training materials, developing instructors and assessors, establishing Centre of Excellence (CoE), facilitating apprenticeship program, strengthening industry linkage and assisting job placement. ISC will help the government to scale-up skilling of new entrants and up-skilling and re-skilling of existing workers to increase the productivity of its labour force, which will lead to an increase in average household incomes and contribute to accelerating economic growth in priority sectors. [1] [2] [3]

It is mentioned here that already 12 ISCs in different prospective industry sectors have been formed as not-for-profit organizations under the Companies Act, 1994. For smooth operation of ISCs, an Operations Manual is needed. In this context, a decision was taken in the 4<sup>th</sup> meeting



of Executive Committee of NSDA to develop an ISC Operations Manual. [1] This Manual is subject to review and revisit as and when required.

## 1.2 International Context

Although sector approaches to skills development have a long history in many countries, it is only more recently that sector-specific organizations, with a skills development mandate, have emerged. In many countries, at various stages of economic and social development, a sector approach to skills development has been established through the creation of sector skills bodies. Sector Skills Organisations are independent, employer-led organisations which seek to build a skills system that is driven by employer demand and apply to specific economic sectors. [4]

Name and number of sector skills bodies vary from country to country but its function is more or less similar. Table below shows how it calls, its number and functions in different countries.

Table 1: Sector body's function in different countries [5]

Country	Name of Sector body and number	Main functions
Canada	Sector Council-33	Labour market information, sector-specific research, labour market studies, trends and forecasts, industry approval of occupational standards, certification and national accreditation programmes, curricula and skill development tool and carrier information in skills
Australia	Industry Skills Council-11	Labour market information and advice to government and enterprises on workforce development and skills needs, arrange industry training package, support to training organization and authority to develop industry driven qualification and standards and brokering training places for workforce development.
New Zealand	Industry Training Organization (ITO) -15	Determining and promoting the skill needs of the industries, defining national skill standards and qualifications – establishing competency standards and industry-relevant qualifications, brokering workplace-related training for employees.
United Kingdom (UK)	Sector Skills Council-23	Raising employer engagement, demand and investment in skills, provide labour market information for their sector, developing national occupational standards and ensuring qualifications meet employer needs.
Netherlands	Centres of Expertise-17	Develop the qualifications structure and standards for vocational education provider, recruit and accredit all training firms delivering vocational education and provide labour market information
South Africa	Sector Education and Training	Targeted interventions to both employed and unemployed learner groups for skills development, market information,

	Authorities (SETAT)-23	prioritizing and communicating critical skills needs for career guidance and oversee quality and standard of skills as well as sectorial growth targeting.
India	Sector Skills Councils-38	Create information base on skills through research, improve the delivery of training through partnership with VET institutions and provide support to build quality assurance and accreditation systems
Bangladesh	Industry Skills Council (ISC)-12	Advise key government TVET agencies on the industry sector demand for skills, develop and review skills standard and qualification and curriculum, develop sector skills development plan as required, support apprenticeship programme in industries and provide up to date labour market information to NSDA.

In Bangladesh, to strengthen the linkage between industries and skills training providers, the Government tries to promote private sectors. In such situation, Industry Skill Council (ISC) will play a vital role in skill development. A key driver of current efforts to reform skills development in Bangladesh is to strengthen linkages between industry and the national skills training system. Industry Skills Councils will help to achieve this by bringing together the major enterprises and industry bodies within an industry sector to discuss skill development issues affecting their sector. [6]

### 1.3 Emergence of ISC in Bangladesh

In Bangladesh, the idea of industry skills council was introduced in the National Skills Development Policy, 2011. In the section (8.2) dealing with a strengthened role for industry in skills development, the national policy recommends that industry should be organized on sectoral lines to provide specific advice on occupations and skills in demand, and to identify key skills project priorities for their sector. Government and industry will implement these arrangements through a network of tripartite Industry Skill Councils (ISCs). This recommendation, and the proposed terms of reference for ISC, drew on the experience of the TVET Reform Project, which since 2008, have established and provided operational support to the following ISCs in five priority industry sectors:

- Leather & Leather Goods;
- Agro-Food Processing;
- Information Technology (IT);
- Tourism & Hospitality; and
- Transport Equipment.

The development of ISCs has also been progressed through the Skills Development Project. These ISCs are being established in the following four priority sectors for the Skills Development Project, namely:

- Construction;
- Light Engineering;
- Informal Sector; and

- Ready Made Garments (RMG).

On the basis of these two major TVET projects, nine ISCs have been established. SkillFUL Project, funded by SDC, established Furniture ISC. Later on, B-SEP Project of ILO Established Pharmaceutical ISC and Ceramic ISC. NSDC Secretariat and later on NSDA established Creative Media ISC and Jute ISC. Among these 14 ISC 12 have already been registered under Company Act, 1994. Transport ISC is not functional and needs restructuring. Jute ISC is yet to be registered. [7]

Both government and development partners consider ISCs as an important institution for developing a skilled workforce that is able to meet the industry's need and contribute to its growth. TVET Reform Project funded by EU and executed by ILO, Skills Development Project (SDP) funded by ADB, Skills and Training Enhancement Project (STEP) funded by World Bank and Skills and Employment Programme Bangladesh (SEP-B) funded by DFID under the Ministry of Education were the earlier projects that contributed in the TVET sector of Bangladesh and these were already completed. Currently Bangladesh Skills for Employment and Productivity (B-SEP) funded by Canadian International Development Agency (CIDA) and Skills for Employment Investment Programme (SEIP) by ADB and Swiss Agency for Development and Cooperation (SDC) under Ministry of Finance are being implemented to reform the skills development system in line with the industry sectors in Bangladesh. [8]

The NSDA Act, 2018 and NSDA Rules, 2020 provides mandates of formation of ISCs and provides necessary assistance for skills development. NSDA is also mandated to strengthen industry linkage. The National Skills Development Policy (NSDP) 2011 and the draft NSDP 2021 has provision for strengthened role for industry sectors in skills development. Besides, ISCs are registered under the Section 28 of the Companies Act, 1994 as a not-for-profit organization to engage and promote private sector. [8]

Since formation, most of the ISCs are supported by different Government and Development Partners (DPs) funded Projects. A snapshot of the ISCs is shown in the table below:

Table 2: Snapshot of ISCs [9]

Sl. No	Name of ISC	Year of Formation	Registration Status	Project Support Status
1.	Information and Communication Technology ISC	2009	Registered on 14 January 2016 under section 28 of Company Act, 1994	TVET Reform Project 2008-2013: Formation and registration, STEP 2018: Selection of priority occupations and CS development.
2.	Leather & Leather Goods ISC	2009	Registered on 01 October 2014 under section 28 of Company Act, 1994	TVET Reform Project 2008-2013: Formation and registration, SDC 2010-2017: Partial support to COEL, SEIP 2014: Partial operational support
3.	Agro Food ISC	2009	Registered on 14 May 2015 under	TVET Project 2009-2013: Formation and registration. B-SEP 2013-2016, Helvetas

			section 28 of Company Act, 1994	2016-2021 and SNV Netherlands 2017-2018: Partial operational support
4.	Tourism & Hospitality ISC	2010	Registered on 10 July 2012 under section 29 of Company Act, 1994 and 09 February 2020 under section 28 of Company Act, 1994	TVET Reform Project 2008-2013: Formation and registration, B-SEP from 2013- 2016 and SEIP 2017-tilldate: Partial operational support
5.	RMG &Textile ISC	2010	Registered on 09 February 2017 under section 28 of Company Act, 1994	SDP 2008-2014: Formation SEIP 2014-tilldate: Full operational support, H&M/SIDA/ILO 2014 -2017: Support to establish COE SUDOKKHO 2014- 2019: Registration
6.	Construction ISC	2010	Registered on 09 February 2016 under section 28 of Company Act, 1994	SDP-2008- 2014: Formation, SUDOKKHO- 2014-2020: Registration and technical support, SEIP 2014-tilldate: Full operational support
7.	Light Engineering ISC	2010	Registered on 05 November 2015 under section 28 of Company Act, 1994	SDP-2008-2014: Formation and registration SEIP 2018-tilldate: Full operational support
8.	Informal Sector ISC	2010	Registered on 17 September 2015 under section 28 of Company Act, 1994	SDP-2008-2014: Formation and registration B-SkillFUL 2016-2020, B-SEP 2017-2018 and Action Aid 2019: Partial operational support
9.	Furniture ISC	2014	Registered on 23 July 2014 under section 29 of Company Act, 1994	SkillFUL 2010-2013: Formation and Registration, B-SEP 2013: Partial operational support
10.	Ceramic ISC	2014	Registered on 02 September 2015 under section 28 of Company Act, 1994	B-SEP project 2017: Formation, registration and partial operational support
11.	Pharmaceuticals ISC	2014	Registered in February 2017 under section 28 of Company Act, 1994	B-SEP project 2013: Formation, registration and partial operational support
12.	Creative Media ISC	2018	Registered on 23 February 2020 under section 28 of Company Act, 1994	No support yet

## 2. Vision, Mission and Objectives of Forming ISC

### 2.1 Vision

Each ISC shall articulate a brief and precise statement on vision that is achievable within the foreseeable future. The vision statement of ISC could be “The Industry Skills Council envisages to be a dynamic and professional organization for promoting demand-driven skills eco-system, technology transfer and coping up with changing technological scenario of the world for ..... Industry sector for ensuring sustainable economic growth”.

### 2.2 Mission

In order to achieve articulated vision, the shared mission of the ISC could be “Identifying emerging skills for (---) industry sector through conducting labour-market study; improving productivity of enterprises through assisting need-based skills development activities; strengthening skills development institutions for ensuring market-responsive training programs; facilitating improvement of quality of skills eco-system through industry involvement; and developing network and collaboration with national and international skills development institutions for enhancing institutional capacity of ISC”.

### 2.3 Objectives

The formation of ISC has some specific objectives. These are:

- To develop linkage between industry and STPs;
- To increase productivity and profitability of industries;
- To support identification of occupations in demand by the industries;
- To contribute to the development of competency standards, CAD and curriculums;
- To forecast the industry’s demand for skills;
- To support skill-gap analysis periodically that will guide the STPs in re-skilling and up-skilling of the existing workforce;
- To support NSDA for assessing the trainees, trainers and assessors;
- To support expansion of apprenticeships; and
- To promote public private partnerships in skills development. [10]

## 3. Formation and Registration of ISC

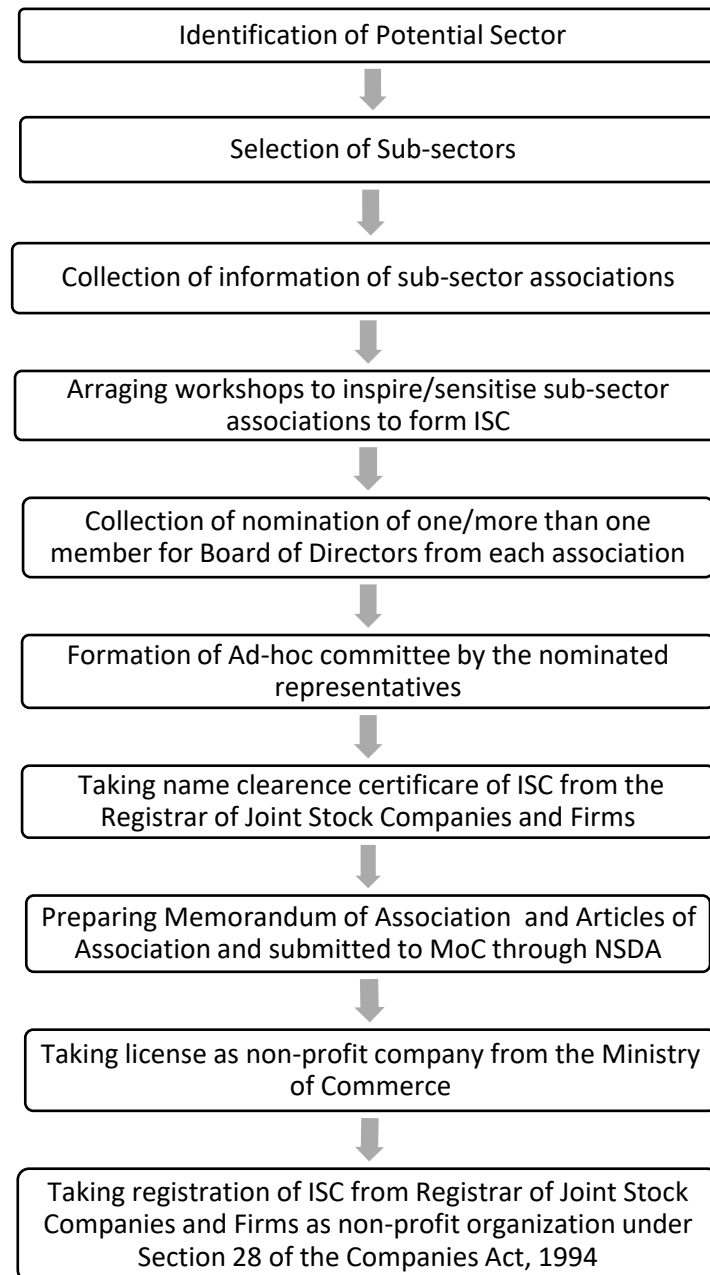
Different steps for formation and registration of ISC are as follows:

- a. Identification of potential sector:** It is imperative that ISC to be clustered and categorised according to homogeneous production or activity to facilitate the functioning of ISC’s in skills development in particular sectors or clusters. In the National Industrial Policy 2016 it is mentioned that there are 7 high priority sectors and 24 priority sectors. Besides, there are other economic sub-groups. In Bangladesh one could count over one hundred and fifty (150) economic sub-groups under manufacturing and service sectors. Since it is not economically viable to have ISC’s on each of the above groups, it is important to identify major sub-sectors and to cluster the appropriate economic sub-groups under one ISC. However, decisions should be taken after considering the contribution the sector makes to national GDP and employment potential. In order to manage and sustain ISCs over a long period it is suggested

to have 20 to 25 ISCs in Bangladesh. Besides increasing the number of ISCs, it is important to prioritise operationalization of already established ISCs. NSDA will conduct a thorough study to identify the potential sectors and sub-sectors to find out the required number of ISCs to be established in those sectors. [11] [12]

- b. Selection of relevant sub-sectors and collection of information regarding subsector owners' associations:** NSDA will select relevant sub-sectors and collect information regarding subsector owners' associations through relevant ministries/departments/agencies.
- c. Formation of ad-hoc committee with representatives from subsector associations:** For registration of ISC an ad-hoc committee need to be formed. Committee members may be 7 to 21 including Chairman, Vice Chairman and Directors. NSDA will collect list of representatives of the sub-sector associations through relevant ministries/departments/agencies. Representatives of the sub-sector associations will form ad-hoc committee. NSDA and relevant ministries/departments/agencies will facilitate the formation of the ad-hoc committee.
- d. Taking name clearance certificate from Registrar of Joint Stock Companies and Firms:** The proposed ISC will collect name clearance certificate from Registrar of Joint Stock Companies and Firms (RJSC&F) through NSDA. For this purpose, NSDA will issue an official letter to RJSC&F requesting name clearance certificate for the proposed ISC.
- e. Preparing Memorandum of Association and Articles of Association:** NSDA developed a common Memorandum of Association (MoA) and Articles of Association (AoA). Based on that the proposed ISC will develop their own MoA & AoA (Annexure-1: Common MoA & AoA for ISC).
- f. Taking license as non-profit company from Ministry of Commerce:** ISCs will be registered under section 28 of the Companies Act, 1994. For this, ISC will take license from the Ministry of Commerce (MoC). ISC will apply to MoC for issuing license as non-profit company through NSDA. The application will be supported by a notice of meeting for committee formation, minutes of that meeting, name clearance certificate from the RJSC&F, four copies of MoA & AoA and a request letter from NSDA. MoC will verify the application, scrutinise the MoA & AoA and being satisfied they will issue license as non-profit company.
- g. Taking Registration from Registrar of Joint Stock Companies and Firms:** ISC will deposit registration fees and submit online application for registration to RJSC&F along with license as not-for-profit company from MoC and other required documents. Observing necessary formalities RJSC&F will issue Certificate of Incorporation under section 28 of the Companies Act, 1994 to the ISC as not-for-profit company.

The flow chart below shows the detailed process of forming ISCs:



#### 4. Organizational Structure and Governance

An ISC will consist of General Members, a Board of Directors (BoD) and some other Technical Sub-Committees (TSCs). There will be Office Staffs for ISCs to support the BoD and to implement activities of ISCs. The number of staffs and their position will be determined by BoD of ISCs depending on the availability of fund and activities taken in the business plan.

#### 4.1 The Board of Directors (BoD)

The Board of Directors shall be the authority of the Company. The Board of Directors consists of not less than 7 members and not more than 21 members; of them

- |                     |                          |
|---------------------|--------------------------|
| 1) Chairperson      | 1                        |
| 2) Vice Chairperson | 3                        |
| 3) Directors        | minimum 3 and maximum 17 |

Board of Directors will be formed as per the Companies Act, 1994 and the Articles of Association of the ISC. Members of the Board of Directors should be senior representatives at the highest level with detailed knowledge of, and having influence within the industry. CEO of the ISC should be the member secretary of the board and there should be one observer from NSDA and if an ISC is exclusively funded by one project or organization there should be one observer position for it as long as the funding continues. The main function of Board of Directors is to provide overall direction and leadership for ISC's corporate strategy and ensure its effectiveness. Tenure of the Board is 2 years. **No person shall be the Chairperson of the board for more than consecutive two terms.** Cessation of membership, resignation of membership and cooption of membership will be done as per the Articles of Association of the ISCs. [13]

#### 4.2 Role of NSDA in the Board

The ISC should keep liaison with NSDA for update on national development on skills that boost public-private partnership between the industry body and government agency. NSDA will also be essentially in supporting role relating to skills enhancement as per Bangladesh's national skills development policy approved by the government. Representative from NSDA will sit in the board as Observer. NSDA will also oversee and monitor the implementation of ISCs business plan. [13]

#### 4.3 Role of the Board of Directors

The Board of Directors (BoD) will be responsible for running of the ISCs and activities of the Technical Sub-Committees. The activities of BoD are to:

- Provide policy guidance to ISC office;
- Support ISC's CEO and members;
- Support, monitor and evaluate ISC and its team's performance;
- Approve sector strategies and action plans;
- Advocate and promote ISC's work and interests across sectors and at Government level;
- Arrange an annual Council comprising EC of NSDA and representatives from other stakeholders;
- Monitor ISC's overall activities; and
- Ensure participation and representation of ISCs in different meeting/forums. [13]

#### 4.4 Sub-Committees

The ISCs will establish sub-committees as required. Sub-committees may be established, for example, to review skills standards for technical accuracy or to provide input into new curriculum, to analyse labour market information, to establish center of excellence, to generate funds, or to accomplish a targeted objective. Membership of these sub-committees will be determined by the board members. Members of the sub-committees will be chosen from



industry experts, academia/ training Institutes, funding partners and from NSDA. There may be three sub-committee. A member of the Governing Body will chair each of these three committees. The sub-committees will sit at least once in a quarter. Honourarium or allowance may be given for attending the sub-committee meetings

#### 4.4.1 Research Advisory Committee

The functions of Research Advisory Committee (RAC) are:

- Identify occupations in demand by the industries;
- Periodically review the demand and supply of skilled personnel;
- Identify shortfall in numbers and skills sets; and
- Identify trends and future requirements and benchmark international practices.

#### 4.4.2 Committee for Affiliation, Accreditation and Assessment

The main function of the committee is to make sure that the quality of skills training provided by the STPs maintain set standard. The main functions of the committee are as follows:

- Provide expert support to NSDA in the processes of giving affiliation to the skills training providers (STPs), accreditation of courses and accreditation of Assessment Centres.
- Give recommendation to NSDA on STPs and assessment centres;
- Support NSDA to select assessment centres to assess the trainees;
- Will facilitate supply of well-trained skilled manpower to the industry.

#### 4.4.3 Committee for Quality Assurance

The objective of Committee for Quality Assurance (QA) is to support NSDA to ensure quality of training that meets prevailing industry needs such as skills requirement for current and upcoming technologies. It will help NSDA to examine the CS and QPs developed for the job roles of all segments of each industry sector. The committee will meet as and when necessary.

The functions of QA Committee:

- Support NSDA to identify industry assessors and prepare a pool of industry assessors specific to job roles;
- Support NSDA to implement training of trainers and assessors on curriculum and courseware based on CBT;
- Examine the CS and QPs;
- Assess quality of training; and
- Support NSDA to engage quality assessor from the industry.

Beside these, ISCs may form sub-committees as and when required. It may be noted here that Construction ISC has formed four Standing Committees as follows:

- 1) Skills Planning Standing Committee
- 2) Curriculum, Standard and Training Standing Committee
- 3) Assessment, Moderation, Verification and Certification Standing Committee
- 4) Administration, Finance & Procurement Standing Committee [8]

#### 4.5 ISC Office Staff

The officers of the Company shall be the CEO, an Office Secretary, and such other officers as the Board determines to be necessary. To run the day-to-day business of a typical ISC the following organogram can be proposed:

- a. CEO- 1;
- b. Executive- 4; and
- c. Office Secretary- 1.

Service of Messenger, Cleaner and other support staff can be outsourced. ISC will form a Recruitment Committee. The Recruitment Committee will be headed by one of the BoDs. Other members of the recruitment committee will be from NSDA, Funding Agency, Academia and Industry Experts. The CEO and other officers of the Company shall be selected by the Recruitment Committee. Once recruited the CEO will be also part of the recruitment committee. All recruitments for ISC office should be vetted by the Board. The officers shall have such authority and perform such duties, consistent with the Companies Act, 1994 and the Articles and regulations made there under, as may from time to time be determined by the Board or by the Chairperson of the Company. The CEO shall provide supervision and direction to the other officers in the performance of their duties. There shall be a Recruitment Rule approved by the board/NSDA. The CEO and other officers of the Company shall be appointed on such terms and conditions as the Board may determine appropriate in the prevailing market condition. The CEO may be removed by a majority of the Board, and any other officer may be removed by the CEO after consultation with the Board, but any such removal, shall be without prejudice to the contract rights, if any, of the persons so removed. Any officer may resign at any time by giving a written notice of his/her resignation to the Chairperson of the Board. An officer other than the CEO shall also submit written notice of his intention to resign to the Chairperson of the Board. Such resignation shall take effect at the time received unless another time is specified therein. The acceptance of such resignation shall not be necessary to make it effective. [13]

#### 4.6 Function of Chief Executive Officer (CEO)

Chief Executive Officer will be a position of a paid Director in the Board and act as Member Secretary of the Board, but he shall not be an ISC member, who will carry all duties and responsibilities to achieve goals and tasks of ISC streamlined by the Board of Directors. The CEO shall be the Company's Chief Executive Officer and shall have the responsibility and authority, in accordance with the Articles and the rules and regulations formulated pursuant to the Articles of Association of the Company, subject but not limited to the direction of and policies established by the Board, for (i) preparation of the annual business plans of the Company and its implementation as approved by the Board and Executive Committee of NSDA; (ii) the day-to-day administration of the affairs of the Company; (iii) appointment of such employees of the Company as s/he determines necessary to carry out the purposes of the Company and the removal of such employees; iv) Recruitment of short term consultant and firms to reach ISC activity targets with approval from the board; v) entering into negotiations and contracts with different organizations and individuals on behalf of the Company as approved by the Board of Directors; (vi) signing cheques, drafts and documents on behalf of the Company; (vii) executing and signing all deeds and documents as are necessary for the welfare of the Company; (viii)

preparation of quarterly, semi-annual and annual reports of the Company and (ix) the exercise of such other powers incidental to the office of the CEO of the Company and the performance of such other duties as the Board may from time to time assign. [13]

#### 4.7 Hiring Consultants

There should be a provision of hiring individual consultants/firms for ISCs as and when required. Support of consultants or consulting firms may be needed to conduct different types of research for ISC. Consultants may also be needed to support the sub-committees to perform their functions.

#### 4.8 Meeting

ISC can have meeting any time or as and when necessary. But the board members should sit for routine meetings at least monthly. The meeting should have a proper minute/resolution; that may be copied to all board members, NSDA, relevant government agencies & development partners. Besides, ISC will organize Annual General Meeting and Extra-ordinary General Meeting. When and how the meetings will be held, notice of General Meeting, proceedings of meetings and quorum of the meeting etc. will be conducted as per the MoA and AoA of the Company.

#### 4.9 Election

The existing Board shall constitute a three Member Election Board and another three Member Election Appeal Board at least ninety days prior to holding of election of the Board, subject to the condition that, no body shall be included in these Boards who is, either a Member of the existing Board or a candidate himself or a proposer or, seconder of a candidate. The Election Board and the Election appeal Board shall conduct the election and perform other related functions. All procedures of election shall be conducted according to the Trade Organizations Rules, 1994 and concerned ISC's Articles of Association as amended time to time. [13]

#### 4.10 Governance and Legal structure

The first issue to be determined is the legal structure of the Industry Skills Council. The Industry Skills Council will be more than an advisory body: It will have functions, control resources and should be independent and autonomous. In many countries Industry Skills Councils have been established by Governments – either through legislation (as in South Africa), or through a licensing arrangement (Egypt and the UK have followed this route). Where Governments have been involved directly, financial grants and other assistance has been made available to establish the Industry Skills Councils, at least for an initial period. [4]

In Bangladesh, NSDA is mandated to form ISC as per rule 14 (1) of the NSDA Rules, 2020. As an umbrella organization NSDA took initiative to form ISCs based on the sectors and sub-sectors demand. ISCs are registered under article 28 of the Company Act, 1994 as a not-for-profit organization. NSDA will support to form and strengthen ISCs. [2]

Industry Skills council should seek an agreement with Government that it will be recognised as the voice for the sector on skills development issues. This could be achieved through a Memorandum of Association (MoA) and Article of Association (AoA). The Industry Skills Council will require a Board of Directors. This should be made up of prominent representatives of business associations from the sector, who should be in the majority. The membership of the

Board should seek to deliver a balance of entrepreneurial, operational, marketing, financial, legal and people management skills. [4]

ISCs will be governed by the Company Act, 1994 and the provisions MoA and AoA. Each ISC will prepare annual business plan and submit to NSDA. The business plan will include the detailed activities, budget and the cashflow to implement the activities. NSDA will scrutinize the business plans and place before the Executive Committee of NSDA for approval. Initially government will provide funding support to ISCs. ISCs will conduct some income generating activities and will generate fund for their sustainability. NSDA will monitor and supervise the activities performed by ISCs. According to the provisions of the Company Act, 1994 all the ISCs will appoint Independent Audit Firm. For this purpose, NSDA will make a short list of the Audit Firms. Each ISC will submit audit report to Registrar of Joint Stock Companies and Firms (RJSC&F) with a copy to NSDA. ISCs will send quarterly and annual report to NSDA. In case of project support or support from any other legal entities, ISCs will submit reports to the concerned projects or entities with a copy to NSDA.

## 5. Functions of ISC

The ISCs have been established to ensure industry collaboration in skills development. ISC will establish Centre of Excellence (CoE) which will practice and promote the best model of skills in the industry sector. It will also be a research hub for conducting research and survey to provide information on skills demand, priority occupations, technological transformation and scope of job opportunities. Furthermore, ISCs will help in strengthening industry linkage, apprenticeship program, up-skilling and re- skilling, RPL, standard and curriculum development, assessment of trainees, trainers and assessors. [10]

The activities and priorities of the Industry Skills Council and the resources allocated to them must be set within an overall strategy and business plan. The Strategy defines objective, principal activities and anticipated outcomes/results for a defined period, usually three to five years. This is updated annually and an annual, more detailed business plan developed. These plans fulfil a number of purposes:

- The sector is informed of the ambitions and activities of the Skills Council;
- The Board of Directors of the Industry Skills Council sets the direction of the organisation and has criteria and measures against which to assess progress and to evaluate the efficiency and effectiveness of the executive staff;
- The staff have a clear set of goals and signposts to guide their work. [4]

Based on the role of ISCs as mentioned in the NSDA Act, 2018, NSDA Rules, 2020 and draft NSDP, 2021, the important tasks/activities of ISCs are as follows:

### 5.1 Conducting Research

The purpose of the Research Wing of the ISC is to be the knowledge repository of the Industry Sector in the area of Skill Development. The main responsibilities of the members of this group will be to conduct research and to support NSDA to conduct research on the current requirement of skills development in the industry, review the supply of skilled personnel, identify shortfall in numbers and skill sets, identify trends and future requirements including 4IR and benchmark international practices. ISCs will preferably collect primary data and will not

be depended on secondary data. Secondary data should be used as supporting documents for analysis viewpoints.

Initially NSDA will engage individual researcher or Research Firm to conduct research. There will be one research associate from the ISC and one from NSDA. Gradually Research Wing will gain experience and develop capacity to conduct research without the help of consultant or research firm. In particular, the Research Wing will undertake the following activities based on their capacity to do the research and the availability of fund:

#### 5.1.1 Skills Gap Analysis

The globalised world demands vocational skilled manpower to convert growth opportunities into jobs and stable incomes. With millions of new job-seekers entering the job market every year, vocational skills development has become one of Bangladesh's urgent priorities. Skill development is one of the essential ingredients for Bangladesh's future economic growth as the country transforms into a diversified and internationally-competitive economy. Skills development is going to be the defining element in Bangladesh's growth story.

The research will be conducted on the skill-gap analysis considering the following points:

- Socio-economic profile – demography, economic profile of district by industry, state of education by sex;
- Identify developmental opportunities keeping in mind factor endowments and stakeholder perspectives;
- Identify specific developmental initiatives/projects which have an impact on employment generation;
- Study the present skill capacity, need of skill development in Bangladesh; review the skill development policies, challenges for skill development along with their solutions;
- Study the relationship between education, employment and skill development;
- Articulate the aspirations of the youth;
- Identify the current and future skills and manpower requirements by industry and estimate the gap that exists;
- Study the existing STP infrastructure both in the private sector and the government domain;
- Suggest suitable interventions/recommendations to address the skills gap;
- Recommendations must be specific and actionable;
- Recommendations should also include specific initiatives that NSDA can take based on the mandate of the organization; and
- Create an action plan with indicative timelines.

The Research Wing will try to find out the various measures/initiatives undertaken both by the Government and its partner agencies for the effective implementation of the skill development system in the country and will attempt to find the challenges that need quick resolution. It will seek to answer some basic questions such as –

- Are the youths being really mobilized to be skilled outside the formal training system?
- Is the training delivery mechanism good enough to make the trainees employable?

- Would the industries be willing to cut down the minimum qualification criteria to promote skills development? [8]

### 5.1.2 Study Accurate Skills and Labour Market Data for Planning and Monitoring

Quality data is crucial for the effective management and planning of skills development. If the demand for skills is not understood, the government, employers, workers and other stakeholders cannot make decisions about required skills and programs to be delivered. Data is required to ensure STPs are accountable for the funds they receive and key labour market programme measures are required to ensure that skills supply better matches the demand from industry.

To provide relevant, quality and timely labor market information for users to make informed decision regarding the labour market, the Research Wing of the ISCs will develop the following objectives to support this goal:

- a) **Generate and update labor market information** -- To support effective, evidence-based decision-making, information needs to be current and reflective of national and regional trends. These key labor market changes must be continually monitored to be sure governments, employers and prospective employees are informed and prepared to take full advantage of economy;
- b) **Increase awareness of labor market information** -- The purpose of this objective is to raise awareness of the importance of labor market information for key groups such as job seekers, employers, governments and nongovernmental organizations. Ideally, LMI would support the needs and opportunities of these groups and also assist in planning for training and education, development of employment standards and adjustment of labor market policies; and
- c) **Increase the accessibility of labor market information** -- While valuable labor market information does exist, it is too often distributed from a variety of diverse sources such as governments, business and industry. It may not be readily and easily available to those who want to access the information. Information also requires analysis in order to have value. It is not sufficient merely to provide aggregate information; rather the information must be of sufficient utility to inform decisions.

The outcome expected by the implementation of the labor market information system (LMIS) is an increased availability of updated LMI. If the domain is to remain competitive and can adapt to the changing economic and social realities, it is necessary for employers, potential workers, businesses, government, non-governmental organizations and other stakeholders to have access to timely, accurate and relevant information on the labor market. LMI emerges as key to helping governments, businesses, non-governmental organizations and individuals respond to the changes that are happening throughout the nation and territory. Understanding labor patterns and trends will become essential if Bangladesh is to remain competitive in an economy and labor market that has changed in terms of demographics, occupation skills required, technological advances and future training demands. [8]

In line with LMIS, The Research Wing will also support to strengthen the national skills data system so it can provide timely and accurate information to industry, planners and managers in both the public and private sector. The new system will:

- a. Address domestic data needs related to the supply of skills, the demand for skills, and the matching of supply and demand;
- b. Address international data needs related to the demand for skills in key international labor markets for Bangladesh workers;
- c. Allow for the identification of both current skills shortages and potential future demands for skills, both at the regional and national level;
- d. Increase the demand of tracer studies to track the employability of graduates;
- e. Identify and allocate responsibilities to institutions, bodies and agencies covering the collection, processing, management and reporting of skills data;
- f. Provide for timely and broad dissemination of data so as to inform skills policy, program development and the choices of individuals; and
- g. Take account of the impact of data collection on enterprises.

Apart from this while NSDA developing and implementing LMIS, the Research Wing will support to make it aligned with National Skills Development Policy that detail:

- a. The employment situation, different occupations and employment prospects in each industrial sector;
- b. Education and skills development requirements and opportunities for each identified occupation;
- c. Major overseas labor markets and key occupations in demand;
- d. Conditions of work, including safety and hygiene, in the different sectors; and
- e. Rights and obligations of all concerned under labor-related laws and other forms of labor regulations. [14]

### 5.1.3 Identify Priority Occupation

In demand driven training delivery system identification of sector specific priority occupation is very important. One of the main functions of ISC is to identify and prepare list of priority occupations for the sector. Before preparing Competency Standard (CS), it is essential to know the priority list of occupations for the particular sector. It will be the responsibility of ISC to prepare priority occupations list and update it every year.

To analyze the sector or finding the occupation needs it is urgent to understand the nature of the sector and the occupations that make the sector. It is required to identify the key stakeholders in the sector and understand their organizational structure.

The following information will be particularly helpful in developing a sector/occupation analysis:

- the size and profile of its sector/occupation, sub-sectors and geographical location of organizations and workers;
- the types of occupations within the sector and anticipated changes in employment patterns;
- the link between the sector/occupation and other sectors/occupations;
- key trends, developments and drivers within the sector/occupation;
- opportunities for progression and typical career routes;
- employers and other key stakeholders.

All ISCs will have common protocol of understanding and other standards-setting organizations will have LMI which they are required to keep up-to-date. In some cases, the LMI information may not “drill down” to an appropriate level of detail for some sub-sectors

and new or minority occupations. Where information is not readily available, the following approaches should be considered:

- surveys of employers and other key stakeholders (such as Employer/Trade Associations or Professional Bodies)
- gathering and analysis of relevant job descriptions
- desk research into existing CS suites
- interviews with a representative sample of employers and key stakeholders

The analysis of sector/occupation needs should be thought of as “living document” that needs to be constantly monitored and regularly updated. If properly maintained, it will provide a constant backdrop to the ISC’s activities on developing and maintaining its CS, always ensuring they meet employers’ needs. [8]

#### 5.1.4 Identify New and Emerging Technology

Emerging technology is a term generally used to describe a new technology, but it may also refer to the continuing development of an existing technology; it can have slightly different meaning when used in different areas, such as media, business, science, or education. The term commonly refers to technologies that are currently developing, or that are expected to be available within the next five to ten years, and is usually reserved for technologies that are creating, or are expected to create, significant social or economic effects. Emerging Technology like Artificial Intelligence (AI), Robotics, Internet of Things (IoT), Blockchain, 3D Printing etc. has significant social and economic effects. AI is tech designed to mimic the human cognitive processes, Robotics is the design, engineering, and use of robotic machines to perform partially- or fully-automated physical cognitive functions.

As innovation drives economic growth, and large economic rewards come from new inventions, a great deal of resources (funding and effort) go into the development of emerging technologies. Therefore, it is important to know upcoming new and emerging technologies to remain relevant and competitive in the business ecosystem.

The Research Wing will identify upcoming technologies in the industrial sector and determine technology-specific skills that may need to be developed in the near future and to address 4IR. It will detail out the coverage of such skills sets both on the technical skills and soft skills front in terms of the subjects to be covered, the depth of coverage required, the level of practical exposure required etc.

#### 5.1.5 Support to Forecast Labour Market Demand

Labour demand forecasting is about finding the right number of people, with the right skills, at the right time. Businesses don't want a surplus of employees nor do they want gaps in their employee pool which results in reduced productivity, performance and profitability.

At the macroeconomic level, supply and demand are influenced by domestic and international market dynamics, as well as factors such as immigration, the age of the population, and education levels.

The three types of forecasts are Economic, employee market and company's sales expansion. ISC will consider only skills labour market. Each ISC will provide information on labour market



demand. Based on the information provided by the ISCs, NSDA will forecast labour market demand. Forecasting may be done as and when required.

As ISC will work as bridging agent between NSDA, industries/employers and employees, it is the perfect entity to advise NSDA on labour market demand but not limited to areas so that the industry may accomplish the maximum productivity and thus contribute to inclusive growth of the nation as a whole.

#### 5.1.6 Support to Establish Labour Market Information System (LMIS)

The institutional arrangements and procedures that coordinate collection, processing, storage, retrieval, and dissemination of labour market information are known as a Labour Market Information System (LMIS). The objective of an LMIS is to generate, analyse and disseminate information on current and future skills needs. In this regard, the term 'information system' not only refers to information technology systems, but to a more comprehensive set of institutional arrangements, technology platforms, datasets and information flows, and the way these are combined to provide information to those requiring it.

LMIS provides quantitative and qualitative information and intelligence on the labor market that can assist labor market agents in making informed plans, choices, and decisions related to their business requirements, career planning, education and training offerings, job search, recruitment, labor policies and workforce investment strategies.

Information can be a powerful tool. Knowing the latest Labour Market Information gives a snapshot of present job scenario, job availability, overall business and income prospects. One can use this information to make choices, to make changes, and to create the future one is looking for.

An LMIS covers of three main areas:

- Collection and compilation of data and information;
- Analytical capacity and tools;
- Institutional arrangements and networks.

As the structure and problems of labour markets vary from country to country, there is no general blueprint for a single most effective LMIS architecture. There are many ways to develop a set of institutional arrangements that allows for effective links between information and analysis on the one hand, and policy action on the other. The design and effectiveness of such arrangements, as well as the type or scope of labour market information that can be generated and used, is determined by a number of factors, including the role of the government in the economy, the type of policies that are envisaged, the state of the education and training system and the level of economic development. Accordingly, some countries have developed highly structured and centralized approaches while others use more decentralized systems or public-private partnerships.

In a nutshell, LMIS will help analyze:

- the current manpower requirements in each industry sector;
- identify shortfall in numbers;

- review the supply of skilled personnel and skill sets;
- identify trends and future requirements and benchmark international practices; and
- form the basis for conducting the skill gap analysis as well as for formulating the skill development plan.

For an LMIS to produce good quality information relevant and reliable data is required. Labour market information must consist of multiple flows of data on skills supply and demand from different sources, both quantitative and qualitative. LMIS will be centrally managed by NSDA. The research wing of all ISCs will support NSDA providing qualitative and quantitative data as and when required. ISC will have a link to the LMIS and when ISC will provide any data the LMIS will be updated automatically. [8]

#### 5.1.7 Other Researches and Studies

Beside the above-mentioned subjects, ISC will conduct or support NSDA to conduct other researches and studies as and when necessary. Tracer study of the skill graduates may be an example in this regard. To ensure the quality and relevance of skills training it is essential to know the performance of the graduates in the job and relevance of the training they received to perform the job. Similarly, causes of high turnover rate of employee in a particular occupation, labour market trend, growth trend of different sectors etc. and even performance of the activities done by ISCs in the view of industries or employers may be subjects for study. NSDA/ISC will choose new research topic considering the prevailing labour market need of different sectors.

### 5.2 Contribute to Developing Competency Standard (CS), CAD and Curriculum

Competency Standards (CS) are performance standards that individuals must achieve when carrying out functions in the workplace, together with specifications of the underpinning knowledge and understanding. CS describe what an individual need to do, know and understand in order to carry out a particular job role or function. Course Accreditation Document (CAD) is used for accreditation of courses. Both CAD and Curriculum is developed based on the CS. Curriculum includes learning outcomes. CS, CAD and Curriculum is needed for effective skills development training.

NSDA will develop CS, CAD and Curriculum with the support of ISCs. NSDA will prepare Technical Sub-committee (TSC) comprising of experts from industries, academia, curriculum expert and process expert. ISCs will send proper experts from industries in the TSC. Respective officer of NSDA will coordinate the overall activities. Through workshops a draft will be prepared. Then NSDA will organize review workshop and the draft will be reviewed and updated in the review workshop. After that NSDA will organize validation workshop. Respective ISC Chairman or ISC representative will preside over the validation workshop. The draft will be validated in the validation workshop and will be submitted to NSDA for approval.

#### 5.2.1 Support to Review Existing Competency Standard, CAD and Curriculum

As technology and globalization are outdated skill-sets faster than ever before, it becomes obvious to review the existing course curriculum to meet the demand of the current requirements of the industry. Once the Competency Standards (CS) developed on the basis of Labor Market Information (LMI) and skill gap analysis it will drive to review and update the

existing course curriculum and standards. ISC will support NSDA to review the existing CS, CAD and curriculum.

### 5.2.2 Support to Develop New Competency Standard, CAD and Curriculum

Developing the sector specific competency standards and subsequently competency-based skills development system is a crying need to make the employees and trainees competitive in the local as well as global market. To make the employees relevant to the employers ever there is no alternative of competency-based training. People need skills to be competent, but competence is about applying skills (and knowledge) to achieve a work function. To develop sector specific competency standards the concerned ISC should support NSDA and contribute to do the following:

- Collaborate with the industry to map typical job profiles, their occupational standards (detailed listing of all activities that a worker must perform in the occupation) and competency standards (detailed listing of knowledge, skills and attitude that a worker must possess to perform a task). These competencies can be both technical as well as soft skills;
- Establish minimum standards/grading for competencies required for each of the job profiles/roles in the industry and the career path for all role holders;
- Setup certification levels for each competency standard.

## 5.3 Quality Assurance

ISC is inseparable part of quality assurance system. From registration of STPs to the certification of trainees ISC will be involved in different tires of training cycles. The main responsibility of the Quality Assurance (QA) team of ISC will be to support NSDA to evaluate the implementation of skills development for its adherence to the set standards and curriculum. Apart from this, ISC will also be involved in STP registration, course accreditation, trainer and assessor development and assessment of trainer and assessor. Its specific responsibilities will include:

### 5.3.1 Registration of STPs and Accreditation of Courses

NSDA will form committees for registration of STPs and for course accreditation. One of the committee members will be from ISC who will provide expert support. Based on the guidelines on STP Registration and Course Accreditation the committees will recommend for STP registration and accreditation of courses. The scope of accreditation will include approving the course content, minimum infrastructure requirements, certification of faculty, and the level of practical exposure among other key criteria.

### 5.3.2 Accreditation of Assessment Centres

NSDA will form committees for verifying the application for Accreditation of Assessment Centres as per the Assessment Centre Accreditation Guidelines. One of the members of the committee will be from the specific sector ISC to provide expert support. The committee will thoroughly observe all the requirements mentioned in the Course Accreditation Document (CAD) and will recommend to NSDA for acceptance or rejection of the application.

### 5.3.3 Capacity Building of Trainers and Assessors

Trainers play a vital role to ensure quality of training. It is one of the weaknesses of Bangladesh's skills development system that we do not have sufficient quality trainers. Most

of the trainers are academically sound but they do not have industry exposure or work experience in the industry. ISC can support NSDA for capacity building training programme of trainers and can arrange industrial attachment for them to improve the skills of current trainers and instructors, to train additional trainers and to build the capacity of supervisors and managers to oversee trainees.

On the other hand, assessors play crucial role in the assessment process. ISC can support NSDA for capacity building training programme for assessors. Assessor needs to understand the assessment process with respective of Qualification Pack (QP) and its CSs. Assessors need to understand their roles and responsibilities. It is this imperative, that the assessor has the following essentials for quality output:

- Academic and Occupational Qualifications
- Industry work experience
- Knowledge of assessment process and tools.
- Understanding of the Competency Standards for the relevant job role.
- Understanding of competencies required in the job role for which assessment is being done.
- Ability to capture the assessment observations correctly on the prescribed forms
- Ability to communicate in writing and orally in the local language in addition to English
- Good observation skills
- Ability to use technology viz, computers, tablets, video communication tools like Skype etc.

Each Assessor must be able to plan each task and allocate necessary resources to support the assessment. In addition, the assessor must have high level of integrity, reliability and fairness. Each assessor shall sign a document by which they commit themselves to comply with the rules of confidentiality and conflict of interest, independence from commercial and other interests that would compromise impartiality of the assessments.

NSDA will prepare a pool of trainers and assessors and it must be accessible to anyone through their website. NSDA will conduct Assessor's orientation programme. [8]

ISCs can support NSDA to arrange capacity building training for trainers and assessors in the respective centre of excellence (CoE). Trainers and assessors must be retrained after every 5 (five) years.

#### 5.3.4 Support to Assess Trainees, Trainers and Assessors

Improved quality of training will increase the productivity and competitiveness of the skill graduates. Good quality training will enhance the employability of the graduates and make skills development a more attractive option for the young people and thus benefits the community at large. Improved quality is also necessary so that the employers at home and abroad can be assured that qualifications assessed reflect the standard of skills that they claim.

Skills Development training will be assessed against a framework of qualifications so that learners can receive formal recognition of their skills acquired. NSDA will lead the implementation of the skills qualification framework. NSDA will develop pools of certified

trainers and assessors to assure quality of skills training. ISC will support NSDA to develop the pools. ISC can also support NSDA to take trainer and assessor development training programme in collaboration with the COE/industries. Trainers have academic knowledge but they need industry exposure. On the other hand, experts working in the industry need to be involved in the assessment of the trainees, trainers and assessors as well. ISC will make sure that the industry will permit appropriate experts to be engaged in assessments and also ensure their availability during assessments.

## 5.4 Establishing Industry-Institute Linkage

### 5.4.1 Industrial Attachment of Trainees

Industrial attachments usually refer to the formal placement of trainees in the work-place to facilitate the achievement of specific learning outcomes that would potentially lead to their employability on completion of a training programme. Industrial attachment permits the aspirant to get exposure of the organization, get new insights & viewpoints and fresh ideas about the working techniques. It also helps to grow the required skill sets. It provides the trainees an opportunity to escalate & understand the practical aspects of their knowledge gained in the training institute.

Some of the benefits of industrial attachment include:

- Exposing the trainees to demand and challenges of the work place.
- Gaining of practical experience.
- Gaining of working ethics.
- Helping the trainee acquire self-reliance skills.

It will be the responsibility of ISC to arrange industrial attachment to the trainees. ISC will arrange attachment on request from Skills Training Providers (STP). STPs will provide fees to ISC to arrange industrial attachment for the trainees.

### 5.4.2 Up-skilling and Re-skilling of Existing Workforce

Upskilling is the process of learning new skills or of teaching workers new skills. Reskilling is the process of learning new skills so one can do a different job, or of training people to do a different job.

In the long run, upskilling and reskilling programs can improve employee engagement and retention, attract new talent, increase collaboration between departments and speed up the adoption of new trends within the company. Both are now effective strategies for employers to combat what is expected to become a perennial skills shortage.

Reskilling means looking for people with 'adjacent skills', that are close to the new skills of an industry requires. It provides a lateral learning experience. A culture of upskilling, on the other hand, means teaching employees new, advanced skills to close talent gaps. It involves the team members in continuous professional development and helps them to advance along their current career path. These employees may have worked for particular organization for several years and possess an in-depth understanding of both culture and customers of an organization.

While two thirds of organizations believe that workforce development programs will help to address the skills gap, they are slow to take action due to financial constraints and the lack of suitable technology to support internal initiatives.

Upskilling, or reskilling, is a smaller investment than hiring and training a new worker. It brings immense benefit for the employer.

Upskilling and reskilling will bring following Benefits:

- Improves productivity;
- Forms confident teams;
- Makes changes within the workplace easier to handle;
- Allows companies to leverage new technologies;
- Helps employees master their current roles;
- Develops employee soft skills;
- Prepares future managers; and
- Boosts a sense of belonging.

ISCs will be involved in the process of upskilling and reskilling. Each ISC will introduce this activity in their annual business plan. ISC will provide necessary support to arrange upskilling and reskilling programme.

The followings are the steps to conduct upskilling and reskilling programme:

- Perform a training needs analysis and identify which new skills need to be introduced to address the emerging technology and which skills are outdated and should be replaced by retraining;
- Identify the target groups requiring upskilling and reskilling;
- Provide career counselling and guidance;
- Prepare appropriate training programme;
- Prepare competency standards (CS), CAD and curriculums,
- Prepare training materials;
- Deliver training;
- Assessment and certification.

#### 5.4.3 Sector Solutions

In addition to the development of Competency Standard and Curriculums, there are other training and skills issues that employers and workers will require.

For example:

- Customer care and looking after clients will affect the performance of enterprises in many sectors. This aspect of service delivery may feature in different formal qualifications, but it is a topic that deserves to be highlighted and reinforced through dedicated special training programmes. Similarly, topics might include basic computing, communication and language skills, management skills and disciplines (e.g., human resource management).

There is always a demand for short-training programmes to focus on particular skills and Industry Skills Councils should be alive to the needs of the sector and develop provision;

- Tailored-made training: particular processes, the introduction of new products and equipment, business growth and recruitment of additional workers may require employers to introduce training programmes. There are business opportunities for Industry Skills Councils to support employers to develop training programmes, by helping them to plan programmes, to act as a broker with training providers or to implement training activities themselves through Centre of Excellence;
- Apprenticeships: current apprenticeships are not as effective as they might be and there are too few of them. Industry Skills Councils can develop a range of services to help both employers and young people to take advantage of this training. Such services include – group training programmes to bring together small and medium sized forms to provide apprenticeships; support to publicise opportunities and to recruit young people; management of apprenticeship contracts and placement services to find jobs when training is completed. [4]

## 5.5 Career Guidance

The Research Wing of ISC shall use its knowledge repository to provide guidance to people in the industry to choose and develop their career paths by sharing with them the possible areas of development/expertise where people can grow, sharing sources of such knowledge and their future potential. The Research Wing can also help industry personnel pick up cross functional skills which will be valued in the industry.

## 5.6 Job Placement Support

Job placement support is a form of help provided to job seekers from all walks of life by a variety of different sources. Job placement facilitators then help job seekers find appropriate position openings and work with them to prepare for interviews. It is a service for finding a suitable job for someone, especially job for an unemployed skill graduate.

Placement is a process of assigning a specific job to each of the selected candidates. It involves assigning a specific rank and responsibility to an individual. It implies matching the requirements of a job with the qualifications of the candidate.

Each ISC may have Job place cell. The Placement Cell instructs and coaches students on required interview skills which are related to dress code, confidence, creativity, ability to react and respond, and handle stressful situations, Resume and Cover Letter Writing.

ISC will advocate skills graduate for job in the industry. There may be a provision of fees for ISC for this support. Employer or Government can give a fixed amount of money for providing Job to each of the job seekers.

## 5.7 Job Fair

A job fair, also referred commonly as a job expo or career fair or career expo, is an event in which employers, recruiters, and STPs give information to potential employees. Job seekers attend these while trying to make a good impression to potential coworkers by speaking face-to-face with one another, filling out resumes and asking questions in attempt to get a good feel

on the work needed. Likewise, online job fairs are held, giving job seekers another way to get in contact with probable employers using the internet.

In STPs, job fairs are commonly used for entry-level job recruitment. Job seekers use this opportunity to meet with a STP and attempt to stand out from other applicants and get an overview of what it is like to work for a company or a sector that seems interesting to the applicant.

Career expositions usually include company or organization tables or booths where resumes can be collected and business cards can be exchanged. Often sponsored by career centers, job fairs provide a convenient location for trainees to meet employers and perform first interviews. This is also an opportunity for companies to meet with trainees and talk to them about their expectations from them as trainee and answer their potential questions such as the degree or work experience needed.

Online job fairs offer many of the same conveniences of regular career fairs. An online job fair uses a virtual platform which allows employers to discuss with potential new nominees for the job they're offering. This is a way of interacting with them virtually and practical to get to know who they are. A virtual career fair includes many services such as video, live chats, downloadable material and many more to make it the more helpful both for the recruiter and the job seeker. After having applied online to positions, many more people are also trying their luck with in-person job fairs.

Job fair is also a tool for job placement of the skills graduates. ISC may arrange job fair with the support of or in collaboration with STPs and Industry partners. ISC will select venue, decorate it, invite potential employers and STPs to participate in the fair. Each skills graduate will prepare his/her own CV and submit to the stalls of the expected employer. The employers will scrutinize the CVs, take interview of the potential candidates and select for job if think anyone is fit for the particular job. The function of ISC is more or less match making between the employer and employee. ISC will arrange media campaign to make the event successful one. ISC may pursue the industry partners for the sponsorship of the programme.

## 5.8 Supporting Recognition of Prior Learning (RPL) Programme

A large section of workforce in Bangladesh, especially in the informal sector, has not undergone any formal training to acquire skills. Recognition of Prior Learning (RPL) is a formal process of recognizing previous experiential learning through a systematic assessment and certification process to award a formal qualification. As per the NSDA Act (Section 6(1) (d)), the Authority is mandated to implement RPL. ISCs shall participate in materializing RPL program as per NSDA Act 2018, NSDA Rule 2020 and National Skills Development Policy. NSDA will develop guidelines for this.

### **Process of RPL**

#### **Preparation and Selection Phase**



- (i) Employed, unemployed and self-employed people and overseas returnee workers having minimum one-year work experience and people trained on or off the job formally, non-formally or informally are eligible to apply for RPL;
- (ii) Affiliated RPL assessment centers will advertise for interested and eligible candidates to enlist for RPL;
- (iii) RPL centers will provide the candidates with information on RPL including assessment process and certification;
- (iv) Interested candidates will produce evidences of their prior learning and experiences;
- (v) Interested candidates unable to show or produce such evidences may be considered eligible provided they prove their eligibility through a challenge test;
- (vi) The RPL center will make a primary screening of interested potential candidates through a very short interview on basic literacy and numeracy;
- (vii) RPL centers will handle the cases of women and PWDs separately on priority basis; and
- (viii) assessment centers will notify or contact enlisted candidates;

**Orientation Phase**

- (i) Each RPL assessment center will organize a 2- or 3-days orientation of 4 to 6 hours per day for the enlisted candidates on competency standards, elements and performance criteria, required skills and knowledge;
- (ii) The orientation is to be conducted by persons/instructors who completed training on CBT&A system;
- (iii) Candidates willing to participate in orientation will pay a fee fixed by NSDA in consultation with stakeholders;
- (iv) The size of group for orientation is maximum 20 candidates;
- (v) At the end of orientation, the oriented candidates will be supplied with application form for registration;
- (vi) Candidates not willing to attend orientation will have a chance to be enlisted for RPL facing a challenge test;
- (vii) Candidates will fill up and submit the application form for registration with self-assessment declaration sheet on competency;
- (viii) Candidates unable to collect such types of evidences, challenge test will be applicable for him/her;
- (ix) All information on RPL including application form, brochure etc. will be in Bangla;

**Assessment and certification phase**

- (i) The RPL centers will fix date convenient to NSDA for assessment and request to conduct assessment.
- (ii) With the presence of an NSDA official, an industry assessor and an internal facilitator trained on CBT&A, will assess a group of 10 candidates;
- (iii) Tools and assessment methodology will be same for both RPL and formal trainees;
- (iv) The certification process for RPL will be the same as stated in quality assurance and implementation manual;
- (v) For appeals by any RPL candidate, same guideline will be applicable like formal assessment;

**Responsibilities of ISC Regarding RPL**

- (i) ISC will motivate enterprises/industries to send their employee for RPL assessment;
- (ii) Each ISC will estimate the number of candidates by trades each year;
- (iii) Support NSDA to prepare the assessment tools by trades and by NTVQF level;
- (iv) Assessment for employed can be carried out in the respective enterprise/industry;
- (v) Preparatory arrangement must be there to conduct this type assessment;
- (vi) Each ISC must publish the results of RPL in their respective website;
- (vii) Include the activity in the annual business plan and prepare budget and seek for fund to carry out this exercise. [8]

**5.9 Expansion of Apprenticeship Programme**

An apprenticeship is a system for training for a new generation of practitioners of a trade or profession with on-the-job training and often some accompanying study (classroom work and reading). The apprenticeship is about helping people learn new skills and improve their existing ones. The legal provision for apprenticeship is provided in the Labour Act 2006 (section XVIII) and its amendment in 2013. [15]

Apprenticeship training is one of the most efficient ways to develop skilled manpower for industry by using training facilities available in the establishments without putting any extra burden on exchequer to set up training infrastructure. Persons after undergoing apprenticeship training can easily adapt to industrial environment at the time of regular employment. The other advantages of apprenticeship training are as follows:

- It is one of the most important schemes in terms of quality of training, experiential learning and the enhanced employability that it provides.
- It is the most promising skills delivery vehicle in the industrial/training ecosystem of the country as it provides for a structured and rigorous training programme which helps apprentices becomes skilled.
- It gives apprentices a real chance to put skills into practice and helps them to gain confidence in a working environment.

## Responsibilities of ISC Regarding Apprenticeship

Formal and informal apprenticeship arrangements in Bangladesh often lack clear contracts, do not comply with or are not covered by legislation, are not adequately monitored and deliver skills of varying quality. Training providers also face difficulties in arranging industrial placements for students. Under these conditions, there is a risk that apprentices can be exploited as cheap labour without any meaningful training. To avoid this undesirable exploitation, the roles of ISCs will be very significant. With these notes, the ISC will carry out but not limited to the following activities:

- i. Each ISC will estimate the number of candidates by trades conforming the level of qualification framework they will bring under apprenticeship system in each year;
- ii. ISC will support NSDA to prepare apprenticeship operational guidelines;
- iii. Each ISC shall publish in their respective website the list of trades by BNQF level and the list employers which will offer apprenticeship;
- iv. The eligibility criteria and the list of documents required to enroll as apprentice must be published in the website;
- v. Each ISC's website shall have a link with National Skills Portal to provide an option with which the prospective candidate can do the following:
  - Candidate may access the website for registration indicating sectors/trades of his/her choice
  - Search for potential employers
  - Send applications to potential employers for apprenticeship training
  - Online receipt and acceptance of offer letters from the establishments
  - Process all necessary contractual obligations online.
- vi. There shall be a contractual agreement with training providers if theoretical training is required for the trainees;
- vii. Basic training arrangement must be there to carry out the apprenticeship;
- viii. The contract between the employer and the trainee under the apprenticeship shall clearly be written;
- ix. The employer shall ensure job placement of the successful candidates;
- x. Include the activity in the annual business plan
- xi. Prepare required budget and seek fund to carry out this exercise.
- xii. ISCs will get a fixed amount of money for each of the apprentices.

Doing so the relationship between the employer and employee will be much stronger and the industries will get the deserving candidate they need and as a result of this the productivity of the industry will be much higher. [8]

### 5.10 Establishing Centre of Excellence

Skills and knowledge are the driving forces of economic growth and social development for any country. Countries with higher levels and better standards of skills adjust more effectively to the challenges and opportunities in domestic and international job markets. Centre of Excellence (CoE) is a body that provides leadership, best practices, research, support, training of trainers and skill training for a specific sector/s. The literal meaning of a Centre of Excellence is – ‘A place where the highest standards are maintained.’ Centre of Excellence in skilling

ecosystem is envisioned to be one stop resource centre, established/working in partnership with industry to raise training standards, boost productivity, address emerging skill gaps and align training & research with industry needs. With the intent to overcome skill demand-supply mismatch, to have continuous supply of skilled workforce and disseminate best practices, “Centre of Excellence” is proposed to be recognized by NSDA. The initiative would encourage such bodies already engaged in research and development activities in the skilling domain and allied fields to work on key emerging areas where there is knowledge deficit or skill gap, so as to set up Centres of Excellence.

As per the National Skills Development Policy (NSDP)-2011 and in the draft NSDP 2020, ISC will establish CoE which will practice and promote the best model of skills in the industry sector. It will also be a research hub for conducting research and survey to provide information on skills demand, priority occupations, technological transformation and training of trainers. It is desired that these institutions become aspirational for candidates as other premier institutes around the country. These institutions, apart from skilling candidates through affiliates and training the trainers, will also conduct extensive research to enhance the quality and delivery of skill training by keeping abreast with latest developments in the skills space.

Centres of Excellence will be set up to ensure continuous supply of quality trainers in each sector. Special training programmes would be developed for training of trainers meant for overseas employment, including language training in collaboration with the concerned country. This could include exchange programmes, industry visits and simulated training. ICT enabled training and certification program for the trainers to train them within comforts of their homes, wherever feasible would also be promoted. Moreover, appropriate training in the latest technological developments for upgrading the technical skill of trainers, as per the requirement of the present scenario by the industry will also be undertaken.

### **Functions of Centres of Excellence**

The core functions of CoE should focus on areas like:

- To conduct high Quality Training in specific sectors with special focus on emerging technologies.
- To develop association between academia and industry for the benefit of the skill development sector.
- To conduct Research and Development in related fields and disseminate the results of the R&D and other activities through filing of patents and transforming them into sustainable business proposals/ solutions. CoE will work as research hub of ISCs.
- To upgrade the Centre’s technical capacity, information architecture.
- To support creative and innovative proposals in terms of functions and facilities.
- To establish a sound new institutional base for executing the programmes/projects by strengthening the existing infrastructure.
- To foster relations across countries, between governments, workers, chambers of commerce, academia, industry and other Industrial associations in establishing collaborations of various projects of Institute/Organizations.
- To create network of nearby institutes for capacity building and mentoring support.
- To preferably establish an Entrepreneurship cell.

## **Eligibility Conditions for getting recognition of CoE by NSDA**

NSDA will issue Guidelines for Recognition of Centre of Excellence (CoE). Recognition for CoE shall be granted/ awarded by NSDA to a body (Govt or Pvt) University/institute/organization set up meeting the eligibility requirements as per the guidelines issued by NSDA and updated from time to time. [16]

### **5.11 Support to Arrange Skills Competition**

Bangladesh is a member of WorldSkills International and WorldSkills Asia. These organisations arrange skills competition every two years interval. Bangladesh, for the first time, participated in the 45<sup>th</sup> WorldSkills Competition in Kazan, Russia in 22-27 August 2019. 46<sup>th</sup> WorldSkills Competition will be held in Shanghai, China in 12-17 October 2022 and 47<sup>th</sup> in Lyon, France in 10-15 September 2024. To participate in these competitions, competitors need to be selected through a national competition. Competitions will be held in district and division level. Competitors will be selected from the district and divisional round and finally through a national level competition, competitors will be selected to participate in WorldSkills International and WorldSkills Asia Competition. Initially two competitors will be selected for each category of competition. They will be groomed through a rigorous training and industrial attachment. The Champion in each trade will participate in the WorldSkills International and WorldSkills Asia Competition, on the other hand, the runner up will stay at home as standby. In any case, if the champion is unable to take part in the competition, the runner up will join in place of him/her.

Arranging skills competition is a huge task. It will be a combined effort of NSDA, ISC, STPs, local administration, local public representatives, media and the competitors at large. ISC will provide experts and judges support as well as help organising the events. Industrial exposure is a must for grooming of the selected competitors. ISC will arrange industrial attachment for the competitors.

### **5.12 Social Awareness Programme**

The value and status of skills development training need to be upgraded and enhanced. In Bangladesh, there is an oversupply of general education university graduates and a shortage of workers with skills and qualifications required in the world of work. Skills development training needs not to be considered an alternative option for choice of career.

To raise the status of skills development training, partnerships between Government, employers, workers and the private sector is the imperative. The actors will work together for popularization of skills development training.

ISCs will initiate dialogue with the partners and stakeholders to raise awareness of skills development among people.

Advocacy and social marketing of skills development training may include the following:

- a. Organize campaigns and competitions involving all stakeholders to increase enrollment in skills development training;
- b. Organize skills fair and introduce national awards for skilled workers; and
- c. Organize workshops and seminars at the local level with the parents, community leaders and local employers, civil society organizations, and labour organizations to popularize skills development training. [10]

### 5.13 Leading the Sector on Skills Development Policy Issues

It is the common practice of Bangladesh that sector association will speak on the policy issue of the Government. During the preparation of annual budget lots of discussion held with the Government and associations. As an umbrella organization of the industry associations, ISC will raise voice on the skills development policy issues of a particular sector.

### 5.14 Publication and Dissemination

The results of each Industry Skills Council's research should be communicated to the sector, to Government Agencies concerned with economic development, such as the Planning Commission and relevant ministries. There will be reports that the Industry Skills Council will support NSDA to prepare at the start of their work, for example the Skills Action Plan, with its analysis of current and future skills need. There will be topical reports on specialist topics, for example, research might be undertaken on the economic benefits and 'payback' from the investment in training or training initiatives in sub-sectors. Additionally, and at regular intervals, say every two years, Industry Skills Council should produce a Sector Profile. This should aim to provide an overview of the sector and its prospects, present employers and workers with an authoritative assessment and provide the context for developing training plans and stimulate debate about skills development issues. Such a Sector Profile might contain the following:

Economic Performance	<ul style="list-style-type: none"> <li>• Numbers of workers and percentage of working population in sector</li> <li>• Numbers of enterprises by size</li> <li>• Business performance and trends</li> <li>• Employer expectations for growth</li> <li>• Particular events or issues of importance to the sector (e.g. significant investment plans, Government policy or strategy; natural disaster impact; external influences on performance)</li> </ul>
Characteristics of work force	<ul style="list-style-type: none"> <li>• Numbers and growth trends</li> <li>• Employer expectations about growth/decline of work force</li> <li>• Gender and age composition</li> <li>• Education profile of work force</li> <li>• Earnings and trends</li> <li>• Productivity</li> </ul>
Recruitment and retention	<ul style="list-style-type: none"> <li>• Hard-to-fill vacancies</li> <li>• Quality of recruits</li> <li>• Skill shortages</li> <li>• Turnover rates</li> </ul>
Skills Development	<ul style="list-style-type: none"> <li>• Hard-to-fill vacancies</li> <li>• Quality of recruits</li> <li>• Skill shortages</li> <li>• Turnover rates</li> </ul>
Future Trends	<ul style="list-style-type: none"> <li>• Assessment of prospects for growth</li> </ul>

	<ul style="list-style-type: none"> <li>• Skills needs identified by employers which if not available will constrain growth</li> </ul>
Skills Council Assessment	<ul style="list-style-type: none"> <li>• Assumption about growth and employment prospects</li> <li>• Priority skills required</li> <li>• Plan of how these are to be met [4]</li> </ul>

### 5.15 Establishing Websites

Each ISC shall maintain a website. The website shall contain vision, mission, Roles, mandate, industry background, about us, board of directors, operational team, organization chart, grievance, social media, statistics, news and events, photo gallery, publications, contact us etc. Details of a typical website for ISCs is given in annexure 2.

### 5.16 Providing Data for NSDA Skills Portal

ISCs will have access to the NSDA Skills Portal. ISC will give input to the portal as required by NSDA. Information on labour market demand, skills gap analysis, CS, CAD and curriculum development, research etc. may be required. NSDA will design skills portal and develop format to get the information from ISCs. Periodically ISC will update the information and the NSDA skills portal will be updated automatically.

### 5.17 Monitoring and Evaluation

ISCs Annual Business Plan will be monitored closely to track progress and provide basis for continuous improvement of its implementation. NSDA along with ISC will be responsible for monitoring and evaluation of the Business Plan. A detailed monitoring framework will be developed so that the agreed framework for M&E is in place to report on implementation progress. Monitoring and evaluation are needed for future management of skills development activities taken by ISCs.

NSDA will carry out the following tasks relating to monitoring and evaluation:

- Prepare Key performance Indicators (KPI) for ISCs;
- Carry out regular monitoring and evaluation;
- Develop an online system for getting the information from the ISCs;
- Arrange monthly review meeting with all ISCs on Business Plan implementation progress.

### 5.18 Reporting

ISCs will send monthly, quarterly and annual report of business plan implementation and research reports to NSDA. ISCs will implement different Government/DP funded Projects and execute MoUs with different public-private partners. Reports on the implementation progress of these activities will also be sent to NSDA. Besides, NSDA may ask need-based special reports to ISCs as and when required. ISCs will provide all these reports in due time.

## 6. Funding and Sustainability of ISC

Even in those countries in which Governments have set-up Industry Skills Councils and have given them initial funding, a major challenge has been to make the Councils financially viable and sustainable. The major benefit of the ending of subsidies and grants to Industry Skills Councils is

that they have had to develop services and activities that employers – and workers – are willing to support. Industry Skills Councils have to be demand-driven.

It is desirable if initial financial support can be found to support the Industry Skills Council and enable it to develop a range of services and fee-paying activities. Realistically it is likely to take between seven to ten years for an Industry Skills Council to be sustainable.

Worldwide experience of Industry Skills Councils suggests that a sustainable model can be built on three pillars:

- a. Research & Insight
  - To encourage informed debate;
  - To build links between the Skills Council and the sector.
- b. Policy Aligned to Business Needs
  - Policy and partnership work to develop as the voice of the sector on skills issues;
  - Collaborative working with industry to support employers in the development of the work force.
- c. Practical Solutions
  - Provision of services to raise the delivery of qualifications / certification;
  - Support to employers to high quality skills development programmes and products to enable them to improve productivity and performance Membership, certification, accreditation and licensing;
  - Capacity building and TOT of trainers and assessors.

Research and the generation of debate about skills issues lays the foundation for raising the profile of the Industry Skills Council and encouraging a more serious consideration of the benefits of investment in skills. The argument must be promoted that investment in skills yields results – in terms of productivity, customer satisfaction and improved products and levels of service. Research from around the world increasingly confirms that investment in training yields financial and non-financial benefits. Employers may need to be encouraged to take a longer-term view of human resource issues and the insights and information that the Industry Skills Council can generate will help to encourage this.

Policy alignment involves the development of a sector voice on skills development and presenting a sector perspective and view to Government and other stakeholders. It means also that the Industry Skills Council must work to see that employer views are reflected in skills development programs in the sector.

Development of Practical Solutions involves developing services that employers, workers, training providers and other stakeholders' value so highly that they are prepared to pay for them. The type and range of services will depend on what customers want and how the Industry Skills Council develops products and establishes a market position. Services might include, for example:

- Management of apprenticeships and creation of new apprenticeship programs;
- Support for training of trainers and supervisors to increase work-based training;
- Recruitment campaigns;
- Support to design and delivery of customized training;



- Supporting Development and implementation of training programs that deal with broad-based, rather than occupational specific skills, such as customer relations.

Other revenue generating approaches that should be explored include:

- Providing advice to enterprises on human resource development issues;
- Contracting for research projects on relevant skills development issues;
- Developing membership schemes with employers, to encourage their active support. [4]

The government of Bangladesh realizes and recognizes that the demand for skilled and highly skilled manpower around all over of the world is huge and in near future there is a possibility of increased demand for skilled manpower in home and abroad. Realizing this, government has, therefore, laid emphasis on skilling more manpower for mitigating the demand for the country and out of the country. People need skills to find jobs and enterprises seek new members of staff able to meet their skills requirements. A properly skilled workforce is a crucial factor in the business environment as it has a direct effect on the economy and the labour market. Both government and development partners consider Industry Skills Council (ISC) as an important institution for developing a skilled workforce that is able to meet the industry's need and contribute to its growth. In Bangladesh since the industry sectors, associations and organizations are not organized, so ISCs are very much needed to organize the sectors those are potential for boosting up the economy of Bangladesh. [17]

## 6.1 Sources of Funds

Sources of funding for ISC could be, but not limited to, the following:

- The Government will be the major funding partner by initiating appropriate projects;
- Sponsorships and industry contributions (from their research allocation) may be sufficient to meet the direct expenses of particular projects;
- Product sales for corporates who need training guidance and training tools to enhance the overall productivity and efficiency of their workers;
- A membership fee can be introduced for participation in various initiatives;
- Tax deductible contributions will provide an important source of support for ISCs to undertake LMI initiatives;
- Funding may also be sourced from the National Human Resources Development Fund (NHRDF) under Finance Division once it is fully operational;
- Development partners funded projects can fund ISCs as well subject to its funding criteria and capacity;
- Funding may also be sourced by providing various consultancy services to the government such as conducting skill-analysis by the ISCs;
- Introducing nominal fees for job placement for the industries;
- Generating income from supporting skills assessments, especially RPL;
- Provision of technical services on skills planning and training to individual firms;
- By contributing to develop CS, Curriculum, CBLM and other training materials of high qualities;
- Carrying out the particular project activities through Public-Private Partnership. [17]

If we summarize the statement the following could be the source of fund for ISCs:

- Subscription from the members
- Government Fund (through NSDA)
- Project Support
- NHRDF
- DPs Fund-Grant/Loan
- Training Levy from Industry
- CSR Fund from Industry
- Individual Donation

## 6.2 Fund from Income Generating Activities

ISCs could accumulate fund from income generating activities. It will help ISCs in the long run to be sustainable. The following could be the source of income generation for ISCs:

- Fees from Apprenticeship Expansion
- Fees from Job Placement
- Income from Recruitment Campaign
- Income from supporting Special Training Courses
- Consultancy fees for advising Enterprises on HRD Issues
- Income from Conducting Research on Relevant Skills Development Issues
- Income from Service Delivery
- Earnings through CoE

## 6.3 Endowment Fund

Initially a lump-sum amount may be allocated to ISCs as a seed money. Which they will deposit in any scheduled bank. They will not spend any portion of capital amount of it. ISCs may use only the amount of interest they received annually from the bank to implement the business plan. Moreover, they will keep certain percentage of the amount of interest in the bank again to cover the inflation. SME Foundation is a good example for managing the endowment fund.

## 6.4 Probable client-service-funding mapping for ISCs

In order to become a credible and financially sustainable organization, ISCs needs to identify their clients, understand the clients' need, design services as per the clients' demand and generate funds through offering ISC's service to their clients. The following chart provides a probable client-service funding mapping. However, further assessment needs to be conducted by ISCs to map their own client, service and funding sources.

Table 3: Probable client-service-funding map for ISCs [18]

ISCs	Client	Service	Funding
ISCs	Public	Skill gap analysis, market assessment, identifying priority occupations, identifying new and emerging technology, demand forecasting, providing data for LMIS	NHRDF/NSDA
		Development of sectoral strategy, plan and database	NSDA/NHRDF

		Support to prepare CS, CAD, curriculum and other training materials, capacity building of trainers and assessors, assessor assessment,	NSDA/Project
		Job placement	GoB/Employer/Project
		Apprenticeship	GoB/Employer/Project
	Private	STP assessment	STP/NSDA
		Industrial attachment	STP
		Support to up-skilling and re-skilling of existing workforce	Industry
		Sector solutions	Industry/Association
		Job Fair	Industry
	Individual	Career guidance	Individual
		RPL	Individual

## 6.5 Financial Plan

From which source how much ISCs will receive depends on the activities the ISCs are supposed to be carried out in a particular fiscal/calendar year. For this, a financial plan has to be developed and necessary personnel and logistics need to be deployed. An office needs to be established to provide secretarial services to the ISCs and the planned tasks to be accomplished.

Each ISC will prepare annual business plan and will submit to NSDA, which will be ultimately place before the Executive Committee of NSDA for approval. In the business plan a detail budget has to be prepared to cover the planned period and the required amount depends on the activities that will be carried in the planned period. In preparing the business plan ISC will consult with relevant ministries/departments/agencies. Each ISC will also align its business plan with NSDA action plan where activities of the ISC and relevant ministries/departments/agencies are included. Provision for giving ISC funding support from relevant ministries budget lines may be introduced. Different skills development projects/Development Partners (DP) allocated funds for ISCs. It is one of the functions of NSDA to monitor and coordinate all projects/DPs fund related to skills development. To avoid duplication and to ensure proper utilization, projects/DPs fund should be channelized to ISC through NSDA. ISCs will get fund in several installments based on the implementation progress of the activities. ISCs will get initial installment as advance and will start implementing business plan with the initial installment. ISCs will submit bill-voucher and other related documents to NSDA for replenishment of fund. Subsequently scrutinizing the documents NSDA will re-imburse fund to ISCs. Each funding agency will provide fund according to their internal funding arrangements. NHRDF authority will develop separate guidelines to disburse money from National Human Resource Development Fund.

## 6.6 Sustainability Plan for ISC

It is proposed that funding can be made for ISCs based on the approved business plan. ISC should approach Government for approval of the business plan and allocate sufficient funds for an operational budget as kick start its activities. For this, Government can undertake a project to provide support to all ISCs at least for five years in the first phase. Based on the experience of the 1st phase, 2<sup>nd</sup> phase of the project could be taken for another five years. In the start-up

phase development partners could also provide financial support as Grant. ISCs can adopt a public private partnership approach to run their activities. In the start-up phase ISCs need Office Space, logistics and manpower. NSDA can arrange office space for ISCs which will be helpful for their sustainability. Besides, endowment fund can play vital role for the sustainability of the ISCs.

## 6.7 Accountability

Accountability mechanisms are specified in the Memorandum of Association & Articles of Association during registration of the respective ISC under Article 28 of Companies Act, 1994 with Registrar of Joint Stock Companies and Firms as non-profit organization. ISCs are required to prepare an annual report and audited financial statements in every year. In addition, in their annual report, ISCs are required to demonstrate achievements against performance measures, summarize the outcomes of activities outlined in the annual business plan and summarize additional activities funding through other sources. Accounting mechanisms may include the following:

- periodic reporting against Key Performance Indicators (KPIs) and deliverables;
- provision of audited financial statement;
- acquittal of project funds;
- maintenance of a not-for-profit status as registered;
- additional to these, reporting requirements of specific projects.

The ISC needs to have bank account(s) with any recognized bank to operate its activity. The chairperson, and CEO will operate the account on jointly basis. Either Chairman or Vice Chairman or any other person nominated by the board may sign cheque with CEO. [13]

The Board shall cause to be kept proper books of account as provided by section 181 of the Companies Act, 1994 and regulations 104 to 111 inclusive of schedule-I shall apply subject to modification of the same by these Articles. Within eighteen months of the incorporation of the ISC and subsequently once at least in every year the Directors shall lay before the ISC in General Meeting a balance sheet and profit and loss account both made up to a date not more than nine months before the date of the meeting. [13] [19]

A registered audit firm/s shall be appointed and his or their duties regulated in accordance with Sections 210 and 221 of the Companies Act, 1994, or any statutory modification thereof for the time being in force. The board shall nominate the first auditors of the ISC from the pool of auditors finalised by NSDA. [13] [19]

## 7. Supremacy of the Companies Act, 1994

In the event of conflict among the Companies Act, 1994, the Memorandum of Association and Articles of Association of ISCs and the ISC Operations Manual, the Companies Act, 1994 and its time-to-time amendments will prevail.

## 8. References

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- [4] Enabel, *The Establishment of Sector Skills Councils: A Handbook and Guide*, Brussels: VET Toolbox Coordination Hub, 2020.
- [5] ILO, "Industry Skills Council in Bangladesh: Basic Information, Challenges and Opportunities," ILO, Dhaka, 2016.
- [6] D. Anwar, *Draft ISC Guidelines*, Dhaka: National Skills Development Authority, PMO, GoB, 2020.
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- [11] MoInd, *The Industrial Policy 2016*, Dhaka: GOB, 2016.
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- [15] MoLE, *The Labour Act, 2006*, Dhaka: GOB, 2006.
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- [17] M. Sarker, *ISC Sustainability Approach*, Dhaka: NSDC Secretariat, 2017.
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9. Annexure

9.1 Annexure1: Common Memorandum of Association and Articles of Association

**A COMPANY LIMITED BY GUARANTEE**

**Memorandum of Association & Articles of Association  
of  
..... Industry Skills Council**

**(Under Section 28 of the Companies Act, 1994)**

## **A Company Limited by Guarantee**

MEMORANDUM OF ASSOCIATION

OF

..... **Industry Skills Council**

**(Under Section 28 of the Companies Act, 1994)**

- I. **Name:** The name of the company is ..... **Industry Skills Council**
- II. **Office:** .....
- III. **Objects:** The objects for which the company is established, as not-for-profit company, are all or any of the following (aligned with National Skills Development Policy – NSDP and all amendments or revisions thereof that may be made from time to time), that all the objects will be implemented after obtaining necessary permission from the Government or concerned or competent authorities before commencement of activities –
  1. To promote skill development activities in the areas of ..... **Industry and related sector** for the purposes of serving industry needs according to the objects of the ISC or companies.
  2. To act as nationally and internationally recognized innovative and dedicated partner to clients delivering effective Human Resources solutions that surpass client expectations. To partner our clients to create a competitive edge by providing exceptional talent and unique Human Resources solutions, enabling them to focus on their core business.
  3. To act as career counselling service to individuals to develop a realistic vision of the future and to equip them with a plan to manage their own personal and career development.
  4. To consider creation/operating Centre of Excellence (COE) by providing education, imparting training, arranging workshop, seminar and symposium, using all modern methods including classroom facility, electronic means, and internet technology. To act as accredited body of local and foreign ISCs to render services related to skills and education, occupational safety & health, migration, labour market information, productivity, job placement, or any other relevant matters. And to host campus facilities for foreign and local institutions as aforesaid for the purposes of providing diploma, certificates, trainings, seminars, workshops, conferences, meetings, etc. as permitted by the rule & regulation of the country.
  5. To enter into any agreement with the Government, Authority of municipal, local or other bodies, or with anybody/ person that may seem conducive to the ISC's objects or any of them and to obtain from any such government or authority any rights, privileges, and concession, which the ISC may think to obtain and to carry out, exercise and comply with any such arrangements, rights, privileges and concessions in exchange of money or any other legal means. To undertake management contracts, to render any kind of consultancy services, on various fields of other local and foreign companies, autonomous bodies, corporations, statutory bodies, government departments, agencies and ministries on mutually agreed terms and conditions.
  6. To borrow or raise money by donation/contribution from any individual/ISC, or any other form through bank account without any interest.

7. To cater for a business deal to generate income within or outside the country and to purchase, acquire or to take lease Government land, buildings for fulfilling the objectives of the ISC.
8. To respond to industry skills need, to provide service and design related to industrial setup, management and operational guidelines. To do all such other acts or things as are incidental or conducive for the attainment of the above objects or any of them.
9. To render any kind of consultancy services including skills flows, overseas job placement, linkage with similar kind ISCs, to locally or foreign countries, pertains to education sector or any other sectors to render consultancy services for high skilled migrant, investor's, entrepreneur, self-employed or any other related sector which will be beneficial to the ISC. To appoint any ISCs, persons, to run and conduct the consultancy services that have vast experience in all above sectors under such terms and conditions such as salary, allowances and commission upon profits and loss account as would be decided and agreed upon between the parties.
10. To pay for all expenses incidental to the formation, promotion and running of the businesses of this ISC or any other company formed under ISC to support its activities. To purchase, take on lease or in exchange or otherwise acquire movable or immovable property, licenses, patents, technical know-how, rights or privileges the board of directors may deem fit from time to time for the convenience of the ISC and to construct, maintain, renovate, expand, modernize and alter any building or work necessary for running the business.
11. To enter into contract or arrangements or agreements with government authorities, corporations, companies or persons in any part of the world and to obtain from them all receipts, concessions and privileges conducive to the companies' object or objects.
12. To operate nationally within the jurisdiction of related industry/geographical area by having general membership from different companies/entity/ISCs on subscription/fee for service basis.
13. To sue, obtain decree, law, provisional order or act of parliament to enable the ISC to carry on with its object or objects and to oppose proceedings or applications, which may seem calculated directly or indirectly to prejudice the object or objects of the ISC as per the law of the country.
14. To sell, let, lease, improve, manage, develop, mortgage, exchange, enfranchise, surrender, convert, dispose off, turn to account or otherwise deal with all or any part of the property and rights of the company in such manner as board of directors may deem fit after having the approval of NSDA.
15. To create depreciation funds, reserve funds, sinking funds, insurance funds or any other special funds for depreciation, repair, improvement, replacement and extension of the property of the ISC as the board of directors may deem fit.
16. To take loan to implement a project or to cover financial shortfall either in the shape of Bangladesh money, in foreign exchange or in kind from any ISC, corporation, public body, autonomous body, bank, government, non-governmental ISCs, or semi-government ISCs of any description or private persons on such terms and conditions as the board of directors may deem proper and convenient.



17. To make grants by way of subscription, donation, allowance, remuneration, gratuity, or otherwise to or for the benefit of persons working ISC, COE or ISC operated/ own subsidiaries or ISCs of any description.
  18. To operate bank accounts of all descriptions for deposits and payments of all description and to receive money on deposit with or without interest thereon, and to pay out money to a person or ISC of any description for the purposes of the objects of the company. To do all such other things as may be necessary, incidental, conducive or convenient to the attainment of the above objects or any of them, in any part of the world, as principals, agents, contractors or otherwise and either alone or in conjunction with others.
  19. The objects specified in each of the foregoing paragraphs of this clause shall be separate and independent objects of the company, and that the objects set forth in different paragraphs of this clause shall not be limited or restricted by reference to or in reference from the terms of any other paragraph of the same clause. The members of the company in extra ordinary general meeting may modify the objects of the company or any of them enumerated above in any way deemed fit.
- IV. The income and property of the Council whatsoever derived shall be applied solely towards the promotion and attainment of the objects of the Council and no portion thereof shall be paid or transferred directly or indirectly by way of profit or dividend to the members of the Council provided that nothing herein contained shall prevent the payment in good faith of expenses or of remuneration to any employees of the Council or member thereof for the services rendered to the Council.
  - V. The fourth paragraph of this Memorandum of Association is a condition on which the license is granted by the Government of the People's Republic of Bangladesh to the Association in pursuance of Section 28 of the Companies Act, 1994.
  - VI. If upon winding up or dissolution of the Council there shall remain after the satisfaction of all its debts and liabilities and property whatsoever, the same shall not be paid or distributed among the members of the Council but shall be given to some other society or institution or institutions having similar objects as may be determined by the votes of not less than 3/4<sup>th</sup> of the members present personally or by proxy at the time of dissolution subject to the approval of NSDC Secretariat , or in default thereof by such judgment of the High Court as may have or acquired jurisdiction on the matter.
  - VII. The Liability of the Members is Limited.
  - VIII. The organization shall discharge its activities considering the state policy and overall public interest. Also, it shall not arrange, participate or support any subversive activities and against social peace & tranquility.
  - IX. Every member of the Council undertakes to contribute to the assets of the Council in the event of the same being wound up during the time that he/she is a member or within one year afterwards, for payment of the debts and liabilities of the Council contracted before the time at which he/she ceases to be a member and of the costs, charges and expenses of winding up the same and for the adjustment of rights of the contributories among themselves such amount as may be required not exceeding Tk. 10,000/- (Ten thousand Only).

Following private companies/ISCs, whose names, addresses and descriptions are listed below as Board Members, are desirous of being formed into a private limited company limited by guarantee (under section 28) in accordance with this MEMORANDUM OF ASSOCIATION:

Sl.#	Companies'/ISCs' name, address and description of subscribers (contact number, email, mobile, Reg no with authority, TIN, VAT)	Representing Official's Name, Designation, address with Father's Name, Mother's Name, date of birth, Email, Phone, mobile, TIN no, National ID, Nationality	Position	Signature of the board members	Signature of the witness
			In the ISC		
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
	Total				

Dated, Dhaka, the ___ <sup>th</sup> _____ day of ___ (month) _____, (year)	
<b>9.1.1.1.1 Witnesses</b>	

<b>9.1.1.1.1.1 Name</b>	<b>9.1.1.1.1.1 Signature</b>
<b>9.1.1.1.1.2</b>	<b>9.1.1.1.1.2.1</b>
<b>9.1.1.1.1.3</b>	<b>9.1.1.1.1.3.1</b>

Dated, Dhaka, the ___ <sup>th</sup> _____ day of ___ (month) _____, (year)	
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## A COMPANY LIMITED BY GUARANTEE

### ARTICLES OF ASSOCIATION

Of

..... **Industry Skills Council**

**(Under Section 28 of the Companies Act, 1994)**

#### PRELIMINARY

1. Whereas it has been agreed to establish and incorporate a private company limited by guarantee not having share capital under the provisions of Section 28 of the Companies Act, 1994, in the name of .....**Industry Skills Council** in accordance with the provisions of the Memorandum of Association hereto annexed and subject to the several regulations hereinafter contained and further also the regulations contained in Schedule VII of the Act to the extent they are not inconsistent herewith, which shall be the regulations for the management of the Company and for the observance by the members thereof and their representatives and the same shall, subject to any exercise of the powers of the Company, in reference to the repeal or alteration of, or addition to its regulations by special resolution, as prescribed by the said Act, be such as are contained in these Articles of Association hereunder appearing.

#### Interpretation

2. The marginal notes hereto shall not affect the construction and interpretation in these presents, unless there be something repugnant in the subject or context inconsistent herewith: -

**“The Act”** means the Companies Act, 1994 and includes any modification and substitution thereof.

**“The company”** means ..... **Industry Skills Council**.

**“Board Members”** Board Members are the representatives of association of relevant sector/subsectors and person is a nominated persons of that sector/subsectors or relevant sectors, and elected by the general members in the AGM; top management who is essentially a decision maker corresponding to the respective ISC. Board members during registration (first) time can be selected by the industry through consultation and then there has to be AGM every year to select / elect board members. Initially the numbers of Board Members can be in between 10-15 which can be enhanced up to 21 gradually over the years.

**“The Board”** means the Board of the ISC for the time being elected under these Articles. Tenure of the Board is 2 years.

**“Director”** means the “Board Members”.

**“General Members”** are the ISCs that are operational in the particular sector (all subsectors in that ISC cluster).

**“The Chairman”** there will be one chairman as head of the council and elected by the board members at their first board meeting. The Chairman will preside over all meetings and will be responsible for all activities of the council. He will give the required guidance to all members, ISC secretariat to do necessary jobs.

**“The Vice-Chairman”** means the second head of the council and elected by the board members at their first board meeting who would also assist the Chairman in planning strategic guidelines and represent/ preside when Chairman is absent. He will be responsible for all ISC and development activities of the council. He will discharge his duties in consultation with the Chairman apprise of all the activities he performs. There will be three Vice-Chairmen from the Board.

**“ISC”** means Industry Skills Council e.g., the ISC to the respective sector to which this article belongs under the act.

**“In writing”** and **“written”** include printing, lithography and other modes of representing or reproducing words in a visible form.

**“Special Resolution”** and **“Extraordinary Resolution”** have the meanings assigned thereto respectively by the Act.

**“Month”** means calendar month.

**“Proxy”** includes attorney duly constituted under a power of Attorney.

**“Sponsors”** shall mean those members who are signatories to this Memorandum and Articles of Association of the ISC.

**“Register”** means the Register of Members to be kept pursuant to the Companies Act, 1994;

**“Seal”** means the common seal of the Company;

**“The Registrar”** means the Registrar of Joint Stock Companies, Bangladesh.

**“Term”** means duration of 2 (two) years from the incorporation /Election;

**Words** referring to the plural number only include the singular number.

**Words** referring to persons include bodies corporate and otherwise, firms, associations, non-government, semi-government and government organizations and co-operative societies.

#### **BUSINESS OF THE COMPANY**

The business of the company, its affairs and/or functions shall include undertaking all or any of several objects, as expressed in, and authorized by the Memorandum of Association, and any act, deed or thing done in pursuance of, ancillary/or incidental thereto.

#### **Membership**

3. **“The Board Members”** means all board members, as Board Directors, who are in the board of either in the name of a “business ISC” (including service provider) or an “association” or any

other ISC with legal nature/entity, that are fully operational in present time (only owner or one of the owners in case of proprietorship/partnership Company) from the sector and relevant sub-sectors. It is not encouraged to take an individual (that may lead to potential individual preference & create potential disparity and unhappiness amongst the participating ISCs) into the board of ISC except a person becomes extremely important for the sector.

It is to be noted that no person who doesn't belong to any operational industry can be a board member of ISC; even the representatives from associations/trade bodies should belong to an existing operational industry.

The board member ISCs will be requested to send appropriate persons (as per above criteria) to sit in the board who have a high level of enthusiasm for industry skills development and a strong commitment to the national goals. It is expected that board membership will be drawn comprising of different level of companies (small, medium, large), key associations, and major contributing companies for that sector vis-à-vis for national economy. ISCs can co-opt additional board members who can influence the sector as they see fit while continuing over the years.

The Board of Directors shall be the authority of the Company. The Board of Directors consists of not less than 7 members and not more than 21 members; of them

- |                     |                          |
|---------------------|--------------------------|
| 1) Chairperson      | 1                        |
| 2) Vice Chairperson | 3                        |
| 3) Directors        | minimum 3 and maximum 17 |

Board of Directors will be formed as per the Companies Act, 1994 and the Articles of Association of the ISC. Members of the Board of Directors should be senior representatives at the highest level with detailed knowledge of, and having influence within the industry. CEO of the ISC should be the member secretary of the board and there should be one observer from NSDA and if an ISC is exclusively funded by one project or organization there should be one observer position for it as long as the funding continues. The main function of Board of Directors is to provide overall direction and leadership for ISC's corporate strategy and ensure its effectiveness. Tenure of the Board is 2 years. **No person shall be the Chairperson of the board for more than consecutive two terms.**

- 4. General Members - Involvement of other companies (non-board members) in the sector:** The companies which are related in the particular sector. A General Member must be a member of their related trade association. Any such company willing to participate in the ISC can apply for general membership and ISC Board can approve the request on subscription basis as per company policy. The board must encourage increasing its membership base gradually.

All Board members are also general Members.

- 5. Chief Executive Officer** will be a position of a paid Director in the Board, but he may not be an ISC member, who will carry all duties and responsibilities to achieve goals and tasks of ISC streamlined by the Board of Directors.
- 6. Participation of Business chambers and federation:** The board of the ISC will also include seats for the Federation of Bangladesh Chambers of Commerce & Industry (FBCCI) and the

Bangladesh Employers Federation (BEF), complying with the same rules that the nominee of those ISCs should belong with an operational industry.

7. **Participation of workers' ISC into ISC:** it is also very important that would help make a consensus decision. As a result, NCCWE (National Coordination Committee for Workers Education) can be a member of the ISC. ISC Chairman will write to NCCWE to send a proper representative (who belongs to that particular industry) for the ISC.

The sector specific ISCs / individuals can't be a member in another ISCs at a time; neither in the board nor as general membership.

8. **Sub-Committees/cluster/chapter:** the ISCs will establish sub-committees / cluster / chapters as required. Sub-committees may be established, for example, to establish centre of excellence, to look after regional operation/expansion, to generate funds, to review skills standards for technical accuracy or to provide input into new curriculum or to accomplish a targeted objective. Membership of these sub-committees will be determined by the board members.

#### **CESSATION OF MEMBERSHIP**

9. A Member shall cease to be a Member of the Company for any of the following reasons:
  - I. On his/her/its bankruptcy/insolvency/insanity as adjudged by a competent court or where a winding up order has been passed in respect to it or it has gone into voluntary liquidation except for the purpose of reconstruction or amalgamation.
  - II. On his/her/its resignation from or termination of membership of the Company.
  - III. On his/her/its conviction by a competent court for an offence involving moral turpitude or for being black-listed by the Government for trade malpractice.
  - IV. For failure to attend three consecutive general meetings of the Company without prior leave of absence granted by the Board.
  - V. Any record of tax evasion and criminal activity on the member organization or representing individual's part will automatically disqualify being a member in ISC.
  - VI. On being expelled by the Board of Directors on the ground of indulging in unethical business practices or of any activity considered prejudicial or detrimental to the interest of the Company by a resolution passed in an Extraordinary General Meeting, provided that the Member has been given a prior opportunity of explaining his/her/its position in writing or in person.

Provided that, any member expelled from the membership of the Company may seek readmission after the expiry of three years from the date of his/her/its expulsion and any such application for readmission may be approved in the next Annual General Meeting of the Company.

10. **Resignation of membership:** A member of any type can resign or take out the membership at its own discretion with 02 months' notice to the Board.
11. When a Member wishes to resign from membership of the Company, he/she shall forward a letter of resignation to the Chairperson and such resignation shall take effect only from the date of its acceptance by the Board.

12. **Co-opt of members in Board:** The Board members may be with extra-ordinary resolution, at any time before the expiration of its terms of office, remove any member(s), board member (s), general member(s), if the member(s) is non-cooperative, involved with sabotage or against the interest of the ISC. The board members may be with extra-ordinary resolution, at any time add (till the optimum number e.g., 21) or fill up vacant position with another member (maximum 02 in a year).

#### **NUMBER OF MEMBERS**

13. The Company for the purposes of registration is declared to consist of no less than 3 (three) or no more than 21 members.
14. The Board may hereinafter, whenever the business of the Company requires it, register an increase in the number of its members.

#### **AUTHORITIES OF THE COMPANY**

15. **The Board of Directors shall be the authority of the Company.**

#### **Participation of Individuals with ISC**

16. **Participation of Individuals with ISC:** ISC will involve any other individual/consultant who may be deemed to be useful for the industry as and when necessary. ISC will have a panel of such individuals/consultants.

#### **The support of Government agencies and expert**

17. **“The support of Government agencies and expert”:** ISCs need to closely work with the relevant government departments and agency and individual experts to get things moving. To establish links with these agencies ISC can go into strategic alliance or MOU with those departments and can invite anybody during any meeting as a special guest or advisor or in any amicable way.

#### **Proposed Subscription Fees**

18. **Proposed Subscription Fees:** Since the Board members would be representing the whole sector and acting as the key in decision making, Board will yearly determine the fees for all General Members. To start with, any member will subscribe or renew subscription with an Annual Fee of BDT 10,000.

#### **Election**

19. **Election:** The existing Board shall constitute a three Member Election Board and another three Member Election Appeal Board at least ninety days prior to holding of election of the Board, subject to the condition that, no body shall be included in these Boards who is, either a Member of the existing Board or a candidate himself or a proposer or, seconder of a candidate;

The Election Board and the Election appeal Board shall conduct the election and perform other related functions.

20. A candidate shall send an application to the ***Chairperson of the Election Board*** of the ISC in the prescribed nomination form duly proposed and seconded by two existing Members. The proposer and the seconder shall sign specified columns in the Form giving full particulars of their respective member Companies. The applicant shall submit copies of the current, valid Trade License and up-to date Income Tax clearance certificate along with the Application Form. Any statement contained in such proposal/application form or any enclosure submitted, was incorrect and forged in any respect; the election board may cancel the nomination of the candidate.
21. No member shall be eligible for election as a Board Member and to cast vote, unless, one has become a Member of the ISC, 120 days before the scheduled election date or if, one's Annual Dues remain outstanding till the 60th day prior to the election date;
22. Intending candidates shall submit their nominations in the Form prescribed by the Election Board, duly proposed and seconded by two eligible Members of the ISC, who are neither Members of the Election Board, nor of the Election Appeal Board within the last date for submission of nominations as fixed (which shall be at least thirty days prior to the election date) by the Election Board.
23. Members shall cast their votes in the Ballot paper prescribed and supplied by the Election Board on the Election date by being physically present within the time specified for casting of votes and there shall not be any vote by proxy. Each eligible voter shall have only one vote.
24. The Election Board and the Election appeal Board shall announce an Election Schedule at least eighty days before the election date fixing various dates applicable in connection with holding of election. At least dates regarding following matters shall be fixed:
- a) A date for publication of Preliminary Voters List (which shall be at least 45 days prior to the election date);
- The Preliminary voters list containing the names of the eligible Members shall be kept open for inspection of all the Members at the ISC's office for three days; General Members will elect EC Members. Election will be held as EC members, not by position.
- b) A date for filling of appeal(s) to the Appeal board regarding inclusion or exclusion of any name in/from the preliminary Voters List (which shall be six days after the date of publication of the preliminary list);
- The Appeal Board, in its turn, shall dispose of the appeal(s) received, within three days from the date of their receipt, after proper hearing and inform the Election Board accordingly;
- c) A date for publication of final Voters List (which shall be within three days of receipt of information from the Appeal Board regarding disposal of appeal);
- d) A date for submission of Nomination Papers (which shall be at least thirty days prior the election date);



- e) A date and time for scrutiny of Nomination Papers and a date for publication of the list of valid nominations;
  - f) A date for submission of appeal (s) to the Appeal Board regarding rejection of nominations and a date for disposal of such appeals;
  - g) A date for publication of final list of validly nominated candidates;
  - h) A date of withdrawal of candidature;
  - i) Date for holding of election, vote counting and publication of results;
  - j) A date for filing of appeal with the Election Appeal Board against the election result and date for disposal of such appeal (s) by the Appeal Board;
25. The Election Board shall place the Notice for Election and the Election Schedule in the ISC's notice Board and in addition, shall send those to each member by post.
26. The Election Board shall prescribe the Nomination Form and the Ballot Paper.
27. Members, whose names are not included in the Final Voter List, shall be ineligible to be candidates in any election of the ISC and also to be proposers or seconders for any candidate.
28. Candidates themselves or their representatives, their proposers and seconders may remain present at the time of scrutiny of nomination papers and vote counting.
29. In case of rejection of any Nomination Paper by the Election Board, the candidate concerned, may file appeal with the Election Appeal Board within three days of publication of the list of validity nominated candidates and the Appeal Board in its turn shall dispose such appeal (s) within next three days of the last date for receipt of appeals, after proper hearing and inform the Election Board accordingly.
30. Nomination Fee is applicable to the Election Committee.
31. The Election Board shall publish the final list of validly nominated candidates on the date specified for the purpose and while doing so.
32. All procedures of election shall be conducted according to the Trade Organizations Rules, 1994 and concerned ISC's Articles of Association as amended time to time.

**33. Condonation of Delay in Holding Election**

Notwithstanding anything contained in Companies Act, 1994 or in any other law for the time being in force or in the articles or memorandum, if an ISC fails to hold the election in time, the Director of Trade Organization (DTO) of the Ministry of Commerce, either on his own motion or on receipt of an application from the ISC, may, for reasons to be recorded in writing, condone the delay and direct the ISC to hold the election within such time as he may determine as per the provision mentioned in Section 8.A of The Trade Organization Ordinance, 1961.

**34. Supersession of Board of Directors and Appointment of Administrator**

- 1) Where Government is of opinion that the affairs of an ISC are not being properly managed and that the interest of the ISC so require, it may, by order in writing, supersede the Board of Directors (BoD) of such ISC for such period, not exceeding one year as may be specified in the order as per the provision mentioned in Section 10 of The Trade Organization Ordinance, 1961.

Provided that no such order shall be made unless the board of Directors has been given a notice in writing of, and afforded an opportunity to make a representation against the intended supersession.

- 2) Where-
  - a) A board of Directors is suspended under sub-section (1), or
  - b) It is not, in the opinion of the Government, possible for any reason to reconstitute the Board of Directors in the time of such reconstitution, or
  - c) the Board of Directors is debarred, by the order of any Court, from discharging its functions,

the Government may appoint, for such period, not exceeding one year, as it may think fit, an Administrator to take over the functions of such Board of Directors and to manage and conduct the affairs of the ISC:

Provided that if the period of supersession is terminated or the Board of Directors is reconstituted or the order of the Court is vacated before the expiry of the period for which the Administrator shall have been appointed, the Government may direct the Administrator to relinquish the functions taken over by him in favour of the Board of Directors.

- 3) Upon the appointment of an administrator under clause (a) or clause (b) of such sub-section (2), the members of the Board of Directors shall be deemed to have vacated their respective offices and no such member shall act or transact any business after such appointment.

In the event of Supersession of Board of Directors and Appointment of Administrator, RJSC or NSDA can initiate proposal. Based on their recommendation DTO will take necessary action.

#### CHAIRMAN

35. The first Chairperson of the Company shall be decided at the first meeting held by the Board of Directors and shall hold office from the date of appointment until the first Annual General Meeting. The election for the Chairperson will be held every year in the first general meeting of the year. If a vacancy should arise during the term of the Chairperson, the Board of Directors will appoint one of their Members as the Chairperson for such period not longer than the term of the Chairperson in whose place s/he has been appointed.

36. **ISC Office Staffs**The officers of the Company shall be the CEO, a Secretary, and such other officers as the Board determines to be necessary. To run the day-to-day business of a typical ISC the following organogram can be proposed:

- a. CEO- 1;
- b. Executive- 4; and

c. Office Secretary- 1.

Service of Messenger, Cleaner and other support staff can be outsourced. ISC will form a Recruitment Committee. The Recruitment Committee will be headed by one of the BoDs. Other members of the recruitment committee will be from NSDA, Funding Agency, Academia and Industry Experts. The CEO and other officers of the Company shall be selected by the Recruitment Committee. Once recruited the CEO will be also part of the recruitment committee. All recruitments for ISC office should be vetted by the BoD. The officers shall have such authority and perform such duties, consistent with the Act and these Articles and regulations made there under, as may from time to time be determined by the Board or by the Chairperson of the Company. The CEO shall provide supervision and direction to the other officers in the performance of their duties.

37. The CEO may be removed by a majority of the Board of Directors in office, and any other officer may be removed by the CEO after consultation with the Board, but any such removal, shall be without prejudice to the contract rights, if any, of the persons so removed.
38. There shall be a Recruitment Rule approved by the board/NSDA. The CEO and other officers of the Company shall be appointed on such terms and conditions as the Board may determine appropriate in the prevailing market condition.
39. Any officer may resign at any time by giving a written notice of his/her resignation to the Chairperson of the Board. An officer other than the CEO shall also submit written notice of his intention to resign to the Chairperson of the Board. Such resignation shall take effect at the time received unless another time is specified therein. The acceptance of such resignation shall not be necessary to make it effective.

#### FUNCTIONS OF THE CEO

40. Chief Executive Officer will be a position of a paid Director in the Board and act as Member Secretary of the Board, but he shall not be an ISC member, who will carry all duties and responsibilities to achieve goals and tasks of ISC streamlined by the Board of Directors. The CEO shall be the Company's Chief Executive Officer and shall have the responsibility and authority, in accordance with these Articles and the rules and regulations formulated pursuant to these Articles, subject but not limited to the direction of and policies established by the Board, for (i) preparation of the annual work plans of the Company and its implementation as approved by the Board; (ii) the day-to-day administration of the affairs of the Company; (iii) appointment of such employees of the Company as s/he determines necessary to carry out the purposes of the Company and the removal of such employees; iv) Recruitment of short term consultant and firms to reach ISC activity targets with approval from the board; (v) entering into negotiations and contracts with different organizations and individuals on behalf of the Company as approved by the Board of Directors; (vi) signing cheques, drafts and documents on behalf of the Company; (vii) executing and signing all deeds and documents as are necessary for the welfare of the Company; (viii) preparation of quarterly, semi-annual and annual reports of the Company and (ix) the exercise of such other powers incidental to the office of the CEO of the Company and the performance of such other duties as the Board may from time to time assign. Till such time as the CEO is appointed, some or all of these functions

may be carried out by any one of the Board members in accordance with a resolution adopted by the Board for this purpose.

### **Business and Fund Management**

41. **Activity:** The ISC shall include several objects expressed in the Memorandum of Association and all matters incidental thereto or any one of them can be taken in action after the incorporation of the ISC as the Board Members/Directors in their discretion shall think fit from time to time.
42. **Commencement of Business:** The ISC shall commence business from the date of incorporation.
43. **Agreement for loan:** From time to time the ISC may enter into any agreement with Financial Institutions, or agencies, local or foreign for the grant of loan to implement different projects with the appropriate approval of the competent authority,
45. **RESERVE, DEPRECIATION AND DEVELOPMENT FUND:** The ISC may process reserve fund, contingency fund through business, grants or any retained earnings of activities but not a single portion of such fund shall be distributed as dividend among members. All its fund shall be used directly or indirectly for skills development or imparting training, setting up centre of excellence/skills center or any other institutions running the office of ISC, payment of the salary to its staffs and any other contingency.
46. **Depreciation Fund:** The ISC may, from time to time set apart any and such portion of the profits of the ISC, as they think fit as a depreciation Fund applicable at the discretion of the Directors for providing against any deprecation in the investments of the ISC or for rebuilding, restoring, replacing or for altering any part of the buildings, work, plant, machinery or other means and for repairing, altering and keeping in good condition the property of the ISC or for extending and keeping enlarging the building, machinery and property of the ISC or for extending and enlarging the building, machinery and property of the ISC with full power to employ the assets constituting such depreciation Fund in the business of the ISC and that without being bound to keep the same separate from the other assets.
47. **Development Fund:** The ISC may create any development fund or funds and set part such amount of money being the whole or part of profits for such Development expansion, modifications for any other capital investment as may be deemed fit by the Directors.

All moneys carried to the Reserve Fund and Depreciation Fund respectively shall nevertheless remain and be profits of the ISC applicable subject to due provision being made for actual losses or depreciation, and such money, and all the other moneys of the ISC not immediately required for the purposes of the ISC, may be invested by the Directors, in or upon such investments or securities as they may elect, or may be used as working capital, or may be kept at any Bank, on deposit or otherwise, as the Directors may from time to time think proper.

### **Meeting**

48. **Annual General Meeting:** The First General Meeting and first election shall be held at such time which should not be less than one month and more than three months from the date of

Registration of the ISC and thereafter once at least in every calendar year at such time, date and place as are determined by the Board-

- To approve the Annual Report & Audited Accounts for the preceding financial period.
- To appoint Auditors and fix their remuneration.

49. **Meeting of the Board members:** ISC can have meeting any time or as and when necessary. But the board members should sit for routine meetings at least monthly or bi-monthly. The meeting should have a proper minute/resolution; that may be copied to all board members, NSDC Secretariat, relevant government agencies & development partners.

50. **When & How Meeting will be held:** meetings will occur every month or bi-monthly in the first instance with an ongoing commitment to be determined by the ISC. The ISC secretariat on behalf Chairman will call for meeting and organize sending invitation letters to the participants. General Secretary of the ISC will take over all these responsibilities and provide all logistics support. To keep the ISC operational will prepare the letterhead, business card, logo, money receipt, and other essential documents, slips and papers.

51. **Ordinary and extraordinary meeting:** The General Meeting referred to in the last preceding Article shall be called Ordinary Meeting and all other meetings of the ISC shall be called Extraordinary Meetings.

52. **EGM:** The members may, whenever they think fit, convene an Extraordinary General Meeting (EGM) of the ISC on call from at least one third board members such meeting shall be held under the provisions of Section 89 of the Act.

53. **NOTICE OF GENERAL MEETING:** When it is proposed to pass a special Resolution, twenty-one clear days' notice, and in other cases fourteen clear days' notice at least of every General Meeting, specifying the place, the day and the hour of meeting and in the case of special business, the general nature of such business (and in the case of a meeting convened for the purpose of passing a special or Extraordinary Resolution, the intention to propose such resolution as a special or Extraordinary Resolution, as the case may be), shall be given in manner hereinafter mentioned to such members, are under the provisions herein the consent in writing of all the members entitled to receive notices from the ISC, a meeting may be convened by such shorter notice and in such notice to or the non-receipt of notice by any mere shall not invalidate the proceedings at any General Meeting.

54. **PROCEEDINGS AT GENERAL MEETINGS:** The business of an ordinary meeting shall be to consider progress of the ISC's different activities, next course of action, strategy to implement, receive and consider the income & expense account, the Balance Sheet, the Report of the Directors and the Auditors and to elect Auditors. All other business transacted at an Extra – ordinary Meeting shall be deemed to be special.

55. **Quorum:** One third or five (whichever is higher) board members present in person shall be a quorum for a General Meeting for all purposes. No business shall be transacted at any General Meeting unless the quorum requisite shall be present at the commencement of the business. If within an hour from the time appointed for the meeting a quorum be not formed the

meeting if convened upon such requisition as aforesaid shall be dissolved but in any other case it shall stand adjourned to the next day at the same time and place, and if at such adjourned meeting a quorum be not present the members present shall be treated a quorum and may transact the business for which the meeting was called.

#### **Advisor(s)**

56. **Advisor:** The Board shall have power at any time and from time to time to appoint any qualified national and international person or persons as Advisor only for a fixed period or a specific project as may be determined by Board.

#### **Relation with NSDA**

57. **Relation with NSDA:** The ISC should keep liaison with NSDA for update on national development on skills that boost public-private partnership between the industry body and government agency. NSDA will also be essentially in supporting role relating to skills enhancement as per Bangladesh national skills development policy approved by the government. Representative from NSDA will sit in the board as Observer .

#### **Confidentiality**

58. **Confidentiality:** Every Director, Manager, Managing Agents, Trustee, Member of a Committee, officer, servant, agent, accountant or other person employed in the activities of the ISC shall, if so required by the Directors before entering upon his duties, sign a declaration pledging himself to observe a strict secrecy respecting all transactions of the ISC with its partners and clients and the state of accounts with individuals and in matters relating thereto, and shall by such declaration pledge himself not to reveal any of the matters which may come to his knowledge in the discharge of this duties except when required so to do by the Directors, Managing Agents or by any meeting or by a court of law and except so far as may be necessary in order to comply with any of the provisions in these present contained.

#### **ARBITRATION**

59. **ARBITRATION:** Whenever any dispute arises between the ISC on the one hand and any of them members, their executors, administrators or assigns on the other hand, touching the true interest or construction or the incidents or consequences of these presents, or of the statutes or touching anything then or thereafter done, executed, omitted or suffered in pursuance of these presents or of the statutes or touching any breach or alleged breach otherwise relating to the premises, or to these presents, or to any stature affecting to he ISC, or to any of the affairs of the ISC, every such dispute shall be reference under the arbitration Act. 2001 to the decision of an arbitrator to be appointed by the parties in difference or if they cannot agree upon single arbitrator to the decision of two arbitrators of whom one shall be appointed by each of the parties in difference, or an umpire to be appointed by the two arbitrators.

#### **Bank Account**

60. **Bank Account:** The ISC needs to have bank account(s) with any recognized bank to operate its activity. The chairperson, and CEO will operate the account on jointly basis. either chairman or vice chairman or any other person nominated by the board may sign cheque with CEO.

#### **Common seal**

61. **Common seal:** The secretary shall provide for the safe custody of the ISC's common seal and the seal shall never be used except by the authority (Chairman and CEO) of ISC.

#### **Annual returns**

62. **Annual returns:** The ISC shall make the requisite annual return in accordance with section 36 and 190 of the Act. A copy of report of the EC and the balance sheet (including every document required by law to be annexed thereto) and of the profit and loss account shall at least fourteen days previous to the general meeting be sent to all notices are to be given under these articles. The EC shall in all respects comply with the provisions of sections 184 to 185 of the companies act or modification thereof for the time being in force.

#### **ACCOUNTS**

63. **ACCOUNTS:** The Board shall cause to be kept proper books of account as provided by section 181 of the Companies Act and regulations 104 to 111 inclusive of schedule-I shall apply subject to modification of the same by these Articles.

Within eighteen months of the incorporation of the ISC and subsequently once at least in every year the Directors shall lay before the ISC in General Meeting a balance sheet and profit and loss account both made up to a date not more than nine months before the date of the meeting. Every such balance sheet shall contain a summary of the property and assets and of the capital and liabilities of the ISC in accordance with the requirements indicated by the relevant Schedule to the Act, giving such particulars as will disclose the general nature of those liabilities and assets and how the value of the fixed assets have been arrived at such balance sheet.

#### **AUDIT**

64. **AUDIT:** A registered audit firm/s shall be appointed and his or their duties regulated in accordance with Sections 210 and 221 of the act, or any statutory modification thereof for the time being in force. The board shall nominate the first auditors of the ISC.

#### **INDEMNITY**

65. Each Member and officer of the Company shall be indemnified by the Company from any and all financial liabilities, charges, fines, and penalties imposed or assessed upon him or her in any action, suit or proceeding, in which he or she is made a party by reason of being, or having been, a Company or officer of the Company acting within the scope of his or her duties if such person (i) shall be determined to have acted in good faith and in a manner he or she reasonably believed to be in the best interest of the Company, (ii) shall not be determined to have acted with gross negligence or wilful misconduct in the performance of such duties. Such

indemnity shall include payment of all reasonable expenses and legal counsel's fees incurred in connection with any such action, suit or proceeding.

**WINDING UP:**

66. If, in the event of the dissolution of the Company there shall remain, after the satisfaction of all debts and liabilities, any property whatsoever, the same shall not be paid to or distributed among the members of the Company but shall be given to or vested in some other organizations having similar objects and purposes as those set out in the Memorandum of Association of the company, provided such other organizations are approved by the board subject to the approval of NSDC secretariat.
67. The Board of Directors is empowered to decide on any matter related to the affairs of the Company not inconsistent with the Companies Act, 1994. Relevant provisions of the Companies Act, 1994 shall be applicable for arriving at decisions on any matter not mentioned in this Memorandum and Articles of Association.



## 9.2 Annexure 2: ISC Websites

Each ISC shall maintain a website. The website shall contain but not limited to the following items:

- Vision – Narrates the vision statement of the ISC
- Mission – Narrates the missions of the ISC
- Roles – Describes specific and general roles that will be played by the ISC
- Mandate – Chartered areas where the ISC is able to make positive contribution
- Industry Background-- contains information about the present situation/scenario of the sector in terms of GDP contribution, employability of the sector, expected target by 2021, 2041 etc
- About Us–Narrative description of the ISC
- Board of Directors -- Members information with photograph, short profile with contact address, message from the chairman etc
- Operational Team– Team members information with designation, responsibility and contact address
- Organization Chart – Display the chart of the organization with the Board of Directors and the Operational Team members in a hierarchical form
- Grievance– Handling of grievances received from the public through grievance submitting form
- Important Links – Hyperlinks of other websites/social media that have germane skills related information
- Social Media Follow-up-- Following the ISC related activities through popular social media such as Facebook, Twitter, Youtube etc
- Value Addition Activity – Narratives of value addition activities such as skill gap analysis, labor market information system, developing competency standards, training curriculum design, training deliver, assessment, accreditation etc
- Statistics–Number of STPs, assessment centres, QPs developed, CS and curriculum developed, trainees enrolled and training completed
- Approach – Narrates the approach of how the targets will be achieved
- Our Promoter/Sponsor – This section narrates brief description of its member association (year of establishment, its number of members, roles and responsibility etc)
- News & Events – Publishes important news with photographs (if necessary), events, events calendar, training calendar, workshops, seminars, meetings etc
- Photo Gallery – Publishes photos/images of various events such as inauguration ceremony, seminars, workshops, training sessions, meetings, certificate distribution etc with brief description on the photos/images
- Publications – This section contains various publications such as reports (skill gap analysis report, reports from the LMIS, financial, research, progress etc), newsletters, policy papers, business plan, achievements, learning materials (text, audio & video) etc. All developed CS and QPs need to be made available in the website for download
- Contact Us – Contains information such as address & office location; feedback form; emergency telephone numbers etc

- Membership – Contains information about how to apply to become a member and it may contain the following sub-sections:
  - a. Benefits – Narrates the benefits of becoming the member
  - b. Eligibility Criteria – Who can apply for the membership? Categories can be as follows:
  - c. Code of Conduct – All members are bound to conform the code of conducts of the associations
  - d. Membership Fees– Fees of membership
  - e. List of Members –Publishes list of members with brief descriptions
- Search – Contains strong text search option that can find information from the site speedily.
- Assessment Centres – List of Assessment Centres, Protocols for Assessment Centres, Become an Assessment Centre and Become an Assessor
- Training Providers – List of Skills Training Providers and Protocol to get affiliated as Skills Training Providers
- Contact Information – Contact information such as phone and fax numbers, email, Skype, office location & address, contact person (focal point) etc

From the above-mentioned contents it is manifested what sort of activities need to be performed by individual ISC. It is obvious that as the ISCs grow older the activities and contents would grow as well. At present the ISCs can start developing their websites