

**SKILLS TRAINING FOR WOMEN IN TOURISM AND HOSPITALITY SECTOR:
A PROJECT OF BRAC SKILLS DEVELOPMENT PROGRAMME**



Internship Report on

Skills Training for women in Tourism and Hospitality Sector:
A project of BRAC Skills Development Programme

Prepared For

Md. Tamzidul Islam
Assistant Professor
BRAC Business School

Prepared by

Fariha Sarwardy
ID: 14164014
Prog: MBA

Date of Submission

22 December 2016

Letter of Approval

Fariha Sarwardy
Master of Business Administration
Brac Business School
BRAC University

Dear Fariha Sarwardy

You will be happy to know that for fulfillment of your Internship Program, a report on **“Skills Training for women in Tourism and Hospitality Sector: A project of BRAC Skills Development Programme”** has been assigned to you. You will have to submit the report as soon as possible based on the instructions & guidelines which are already provided to you earlier. I hope you will successfully complete the report on time.

If you have any kinds of queries don't hesitate to contact with me.

With thanks

.....
Md. Tamzidul Islam
Assistant Professor
BRAC Business School
BRAC University

Letter of Transmittal

22 December 2016

Md. Tamzidul Islam
Assistant Professor
BRAC Business School
BRAC University

Subject: Submission of the internship report

Dear Sir,

It is a great pleasure for me to submit the Internship report, while preparing this Internship; I have tried my level best to maintain the required standard. I hope that this paper will fulfill your expectation.

I, therefore, pray and hope that you would be kind enough to go through this Internship report for evaluation. I always available for any further clarification for any part of this Internship report at your convenience.

Yours Sincerely

.....

Fariha Sarwardy

Master of Business Administration
Brac Business School
BRAC University

Acknowledgement

I am extremely grateful to Almighty Allah for His blessings and kindness. I could have finished my work if He did not make it possible.

I am thankful to my project supervisor. Md. Tamzidul Islam, Asst. Professor, BRAC University, who guided me throughout the work. He provided me with resources that I needed to carry out the work and gave me important whenever I in dilemma.

I would like to thank authority of the renowned NGO „BRAC“, where I have been working form1st October 2012 to till now and also have gain a real life work experience. I also want to thanks my colleagues who helped me by giving valuable information and advice.

I lastly would like to express my appreciation to the BRAC University and I eventually grateful to the University and its excellence that works for education encourages me and creates knowledge.

Fariha Sarwardy

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Executive Summary

BRAC Skills Development Programme has been developed corresponding to BRAC's overarching goal of eliminating extreme poverty, and in line with one of the key objectives of BRAC's new Strategy 2016 – 2020, which specifies that BRAC will create employable skills and provide decent work opportunities for underserved youth within the country and abroad. It also contributes to the SDG 8. BRAC SDP aims to ensure that in the next five years, at least 500,000 youth and adults receive competency based training and at least 80% are able to secure decent employment or generate self-employment setting enterprises. SDP aims to offer intensive programs designed to introduce learners to specific technical and work readiness skills relevant in hospitality and business sectors. Initially, training programs in the hospitality sector includes food and beverage service and housekeeping; and the training programs in business sector includes retail sales training. BRAC Skills Development Programme has initiated a pilot project to develop skills in the tourism and hospitality sector, in partnership with International Labor Organization (ILO) in 2016. The project was a part of Bangladesh Skills for Employment and Productivity (B-SEP) Project, an initiative of the Government of Bangladesh (GoB) funded by the Government of Canada and executed by the ILO. The project provided competency based skills training to trainees following the National Technical & Vocational Qualification Framework (NTVQF) in line with National Skills Policy, 2011. BRAC SDP has trained underprivileged women, with the age group 18 to 24 and minimum education level Class VIII. The training center was at BRAC-Center for Development & Management (CDM) in Savar. The 14 months project had two training segments, where in total 30 trainees received the training. This skills training project was successfully completed with BRAC & ILO certification & the trainees were employed in different hotels like Hotel Amari, Dhaka Regency, Ascott Palace, Le Méridien, Lakeshore, Long Beach, & BCDM.

ORGANIZATION PART



2.1 AN OVERVIEW OF BRAC:

BRAC is a development organization dedicated to alleviate poverty by empowering the poor, and helping them to bring about positive changes in their lives by creating opportunities for the poor. BRAC is the largest NGO in the world, currently serving 138 million people. BRAC under the leadership of Sir Fazle Hasan Abed, began its journey in 1972 and over the course of its evolution, it has played a vital role of confronting poverty across the world, operating in 12 countries of the world. BRAC is currently operating 12 development programmes. Besides BRAC also operates social enterprises, ranging from agriculture to handicrafts, which are strategically connected to the development programmes, and form crucial value chain linkages which increase the productivity of BRAC's beneficiaries' assets and labor.

2.2 KEY AREAS OF EXPERTISE:

BRAC areas of expertise include ensuring wellbeing and resilience through Targeting the ultra-poor Programme, Health, nutrition and population Programme, Disaster management and climate change Programme, Water, sanitation and hygiene Programme, Agriculture and food security Programme, ensuring economic development and empowerment through Education programme, Skills Development Programme, Microfinance Programme, Migration Programme, Community empowerment Programme, Gender justice and diversity Programme, Human rights and legal aid services Programme. BRAC has reached to 580K women who received assets, 3.9M people who received legal education, built 48K schools graduating 11.8M students, provided skills training to 12K youth, built 12K community institution, and reached to 5.3M micro credit borrowers for micro and cottage enterprise development. BRAC currently has 111K employees for operating its different programmes. The infrastructure of BRAC's Skills Development Programme will be utilized for this particular project implementation. The total staffing required for this project is 7, including one project manager, two project staff, two field office accountant, one principal for training institute and one trainer.

2.3 AWARD OR RECOGNITION:

BRAC and Sir Fazle Hasan Abed's awards include: Gates Award for Global Health (Bill and Melinda Gates Foundation), 2004; Global Justice Innovation Award, 2015; SAFA Best Presented Accounts and Corporate Governance Disclosures Award, 2009; CGAP Financial Transparency Award, 2005 & 2006; The Conrad N. Hilton Humanitarian Prize, 2008; Devex Top 40 Development Innovator, 2011, World Toilet Organization "Hall of Fame" Award 2014; The Maurice Pate Award by UNICEF, 1992; The Social Entrepreneurship Award by the Schwab Foundation, 2002; The International Activist Award by the Gleitsman Foundation, 2003; The Henry R. Kravis Prize in Leadership, 2007; The inaugural Clinton Global Citizen Award, 2007; The David Rockefeller Bridging Leadership Award, 2008; Knighted by Queen Elizabeth, 2010; WISE Prize, 2011, Open Society Prize, 2013, etc.

2.4 BRIEF HISTORY:

Known formerly as the Bangladesh Rehabilitation Assistance Committee and then as the Bangladesh Rural Advancement Committee (currently, BRAC does not represent an acronym), BRAC was initiated in 1972 by Sir Fazlé Hasan Abed at Shallah Upazillah in the district of Sunamganj as a small-scale relief and rehabilitation project to help returning war refugees after the Bangladesh Liberation War of 1971. In nine months, 14 thousand homes were rebuilt as part of the relief effort and several hundred boats were built for the fishermen. Medical centers were opened and other essential services were ensured. At the end of 1972, when the first phase of relief work was over, BRAC turned towards long-term development needs and re-organized itself to focus on the empowerment of the poor and landless, particularly women and children.

By 1974, BRAC had started providing micro credit and had started analyzing the usefulness of credit inputs in the lives of the poor. Until the mid-1970s, BRAC concentrated on community development through village development programmes that included agriculture, fisheries, cooperatives, rural crafts, adult literacy, health and family planning, vocational training for women and construction of community centers. A Research and Evaluation Division (RED) was set up by Dr. Mushtaque Chowdhury in 1975 to analyze and evaluate its activities and provide direction for the organization to evolve. In 1977, BRAC shifted from community development towards a more targeted approach by organizing village groups

called Village Organizations (VO). This approach targeted the poorest of the poor – the landless, small farmers, artisans, and vulnerable women. Those who own less than half an acre of land and survive by selling manual labor were regarded as BRAC's target group. That same year BRAC set up a commercial printing press to help finance its activities. The handicraft retail chain called Aarong, was established the following year.

In 1979, BRAC entered the health field by establishing a nationwide Oral Therapy Extension Programme (OTEP), a campaign to combat diarrhoea, the leading cause of the high child mortality rate in Bangladesh. Over a ten-year period 1,200 BRAC workers went door-to-door to teach 12 million mothers the preparation of home-made oral saline. Bangladesh today has one of the highest rates of usage of oral rehydration, and BRAC's campaign cut down child and infant mortality from 285 per thousand to 75 per thousand. This initial success in scaling up propelled rapid expansion of other BRAC programmes such as Non Formal Primary Education which BRAC started in 1985 – a model that has been replicated in about a dozen countries.

In 1986 BRAC started its Rural Development Programme that incorporated four major activities – institution building including functional education and training, credit operation, income and employment generation and support service programmes. In 1991 the Women's Health Development program commenced. The following year BRAC established a Centre for Development Management (CDM) in Rajendrapur. Its Social Development, Human Rights and Legal Services programme was launched in 1996 with the aim to empower women with legal rights and assist them in becoming involved with community and ward level organizations. In 1998, BRAC's Dairy and Food project was commissioned. BRAC launched an Information Technology Institute the following year. In 2001, BRAC established a university called BRAC University with the aim to create future leaders and the BRAC Bank was started to cater primarily to small and medium enterprises.

2.5 MISSION:

The mission of BRAC is to empower people and communities in situations of poverty, illiteracy, disease and social injustice. BRAC interventions aim to achieve large scale, positive changes through economic and social programmes that enable women and men to realize their potential.

2.6 VISION:

The vision of BRAC is a world free from all forms of exploitation and discrimination where everyone has the opportunity to realize their potential - is one step closer to everyday reality.

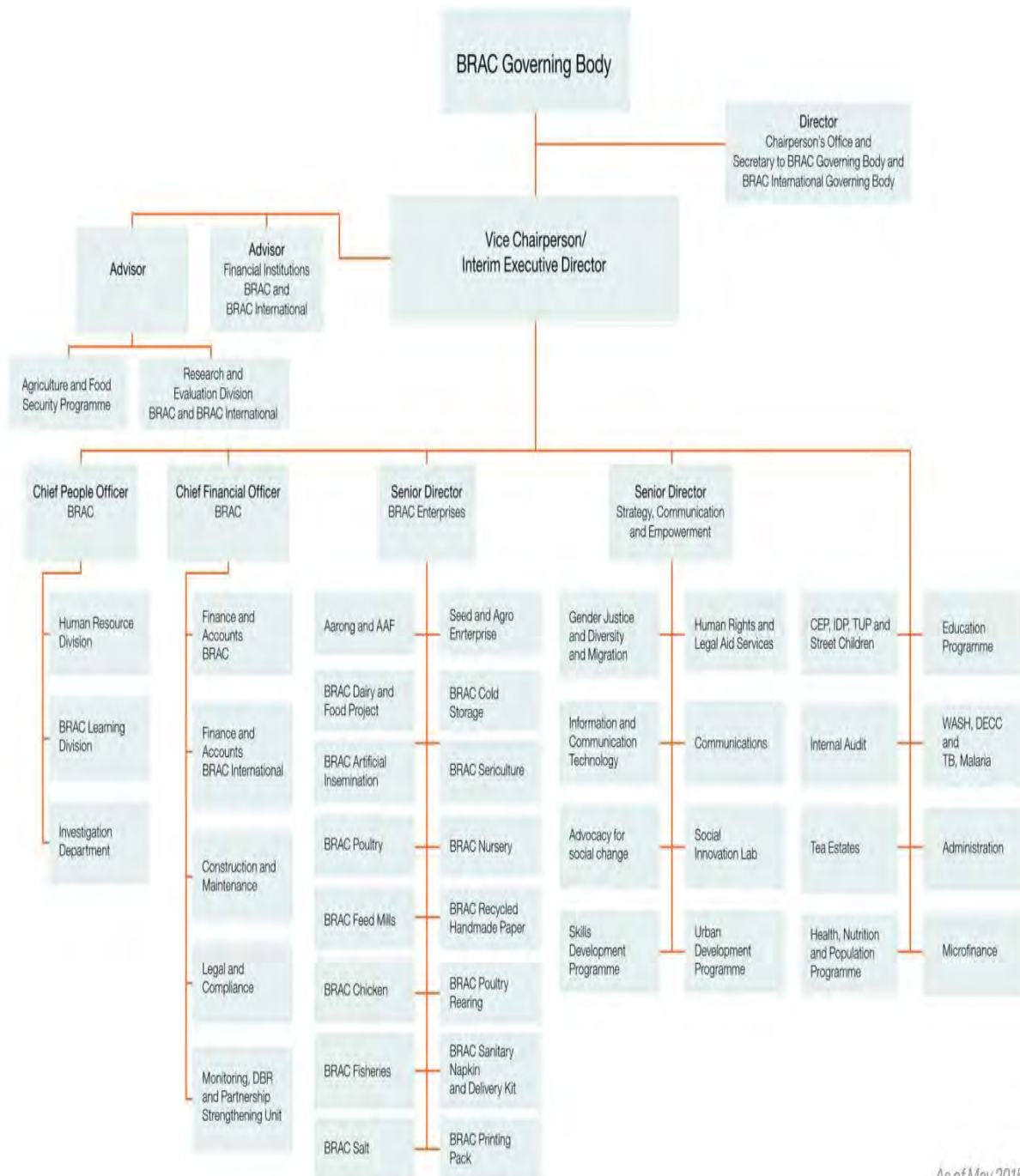
2.7 VALUES:

- ✓ Innovation
- ✓ Integrity
- ✓ Inclusiveness
- ✓ Effectiveness

2.8 COMPANY PROFILE:


Organization Name: BRAC	
	
Predecessor	Bangladesh Rehabilitation Assistance Committee Bangladesh Rural Advancement Committee
Type	An International Development Organization
Established	1972
Founder	Sir Fazle Hasan Abed
Type	Non-profit

2.9 BRAC ORGANOGRAM:



As of May 2015

2.10 BRAC'S LEADERSHIP:

Sir Fazle Hasan Abed	 <p>Founder & Chairperson</p>
Muhammad Musa	Executive Director, BRAC
Faruque Ahmed	Executive Director, BRAC International
SN Kairy	Chief Financial Officer, BRAC and BRAC International
Asif Saleh	Senior Director Strategy, Communication and Empowerment, BRAC and BRAC International
Tamara Hasan Abed	Senior Director Enterprises, BRAC
Abdul Bayes	Director Research and Evaluation Division, BRAC
Ahmed Najmul Hussain	Director Administration, BRAC Road Safety, BRAC
Anna Minj	Director Community Empowerment, BRAC Integrated Development, BRAC Gender Justice & Diversity, BRAC
Gawher Nayeem Wahra	Director Disaster Management and Climate Change, BRAC
Jalaluddin Ahmed	Director, Asia Region BRAC International
KAM Morshed	Director Advocacy for Social Change Information and Communication Technology

Lamia Rashid	Director Africa Region, BRAC International
Kaosar Afsana	Director Health, Nutrition and Population Programme, BRAC
Md Akramul Islam	Director Tuberculosis and Malaria Control, BRAC Water, Sanitation and Hygiene (WASH), BRAC
Munmun Chowdhury	Chief People Officer BRAC International
Nanda Dulal Saha	Director Internal Audit, BRAC and BRAC International
Rachel Kabir	Director Chairperson's Office, BRAC
Safiqul Islam	Director Education, BRAC
Saieed Bakth Mozumder	Director Tea Estates
Saif Md Imran Siddique	Director Finance BRAC International
Sayedta Tahya Hossain	Chief People Officer Human Resource Division, BRAC Learning Division, BRAC
Shameran Abed	Director Microfinance, BRAC and BRAC International Targeting the Ultra Poor, BRAC
Tahsinah Ahmed	Director Skills Development, BRAC
Taufiqur Rahman	Director BRAC Dairy and Food Enterprises

2.11 PRIORITIES:

2.11.1 UNLEASHING HUMAN POTENTIAL:

BRAC believe in unleashing human potential. It acts as a catalyst presenting a multitude of opportunities - both economic and social - that allows poor families to transform their own lives and futures. Everything BRAC does is in response to the needs of disadvantaged people who are marginalized, and excluded from mainstream development. BRAC is for such people - who are poor for a lack of opportunities, not potential.

2.11.2 FOCUS ON WOMEN:

BRAC work with poor women, who are the worst affected by poverty. But if empowered with the right tools, they can play a crucial role in bringing about changes within their families and their communities. Over 98% of the membership is female; and more than 95% of the volunteer cadre- health volunteers, paralegal trainers, agriculture, livestock and poultry extension workers and school teachers - are women.

2.11.3 COMPREHENSIVE APPROACH:

BRAC believe that there are many underlying causes of poverty, and these causes are interlinked. In order for the poor to come out of poverty, they must have the tools to fight it across all fronts. BRAC has, therefore, developed support services in areas of human rights, legal aid, education, health care, social and economic empowerment, finance and enterprise development, agriculture, environmental sustainability and disaster preparedness.

2.12 BRAC'S STRENGTHS:

2.12.1 INCREASINGLY SELF-RELIANT:

Self reliance is a key theme at BRAC, both for those BRAC support as well as self sustainability. From its inception nearly four decades ago as a fully donor-funded relief project, BRAC has come to be over 70% self-financed, with annual budget of nearly USD 535 million. BRAC has achieved this level of self- reliance not only through built-in measures to ensure efficiency and cost-effectiveness across all programmes, but also by

innovating the concept of social enterprises. The surplus generated from BRAC Social enterprises are fed back into its development programmes that help to make BRAC increasingly self-reliant.

2.12.2 UNPRECEDENTED SCALE AND REACH:

"Small is beautiful, but big is necessary" - *Fazle Hasan Abed, BRAC Founder and Chairperson*. Working in countries where the poor number in the tens of millions, we cannot afford to be satisfied with small-scale projects. We are specialists in taking an idea, testing it, perfecting it and then expanding it rapidly to national scale cost-effectively and without compromising quality. Today, BRAC is the largest development organization in the world in terms of its reach.

2.13 BRAC'S CORE PROGRAMMES:

2.13.1 BRAC AGRICULTURE AND FOOD SECURITY PROGRAMME:

BRAC's agriculture programme aims to contribute in achieving food security and reduction of hunger and malnutrition through increased environmentally- sustainable and economically-profitable agricultural production. BRAC approach and experience in agriculture development has been replicated in Liberia, Sierra Leone, South Sudan, Tanzania and Uganda.



2.13.2 BRAC EDUCATION PROGRAMME:

BRAC's education programme (BEP) has become the largest secular and private education system in the world, reaching seven countries. BRAC education programs covers 13,800 BRAC pre-primary schools (BPPS) with 400,072 students, 22,791 primary schools (BPS) with 681,794 students.



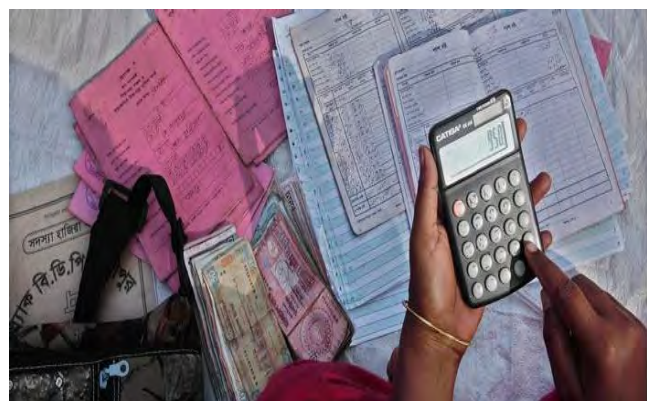
2.13.3 BRAC HEALTH PROGRAMME:

BRAC Health has reached the under-privileged and deprived community through its frontline community health workers (CHWs); adopting a door to door service delivery approach. BRAC's international operations replicated the models used in Bangladesh to provide healthcare services to the community people.



2.13.4 BRAC MICROFINANCE PROGRAMME:

Innovative, client focused and sustainable, the BRAC microfinance programme is a critical component of our holistic approach to support livelihoods. Over the course of the last four decades, BRAC has grown to become one of the world's largest providers of financial services to the poor, providing tools which millions can use for the betterment of their lives.



2.13.5 BRAC MIGRATION PROGRAMME:

BRAC's Migration Facilitation Programme works to ensure the rights of migrants by creating easy access to services that help them avoid exploitation. BRAC's migration programme started in 2006 in 17 upazilas (sub-districts) with a pilot of safe migration advocacy and service facilitation programme. Now it has expanded its operation in 124 sub-districts with a goal to ensure safe migration of Bangladeshi migrant workers. The goal is to ensure safe migration of Bangladeshi migrant workers to restore their rights and dignity.



2.13.6 BRAC SKILL DEVELOPMENT PROGRAMME:

BRAC Skill Development Programme provides competency-based training, in line with the National Skills Development Policy, with a focus on women and marginalized groups. From its inception since 2015 skills development programme has trained 7000 youth in different occupations like mobile phone servicing, electrical & electronics, auto mechanics, beautification, tailoring, graphic designing etc.



Project Part



3.1 INTRODUCTION TO THE PROJECT:

BRAC Skills Development Programme has initiated a project to develop skills in the tourism and hospitality sector, in partnership with International Labor Organization (ILO). The project is a part of Bangladesh Skills for Employment and Productivity (B-SEP) Project, an initiative of the Government of Bangladesh (GoB) funded by the Government of Canada and executed by the International Labor Organization. The project provides competency based skills training to learners following the National Technical & Vocational Qualification Framework (NTVQF) in line with National Skills Policy, 2011. The training leads to decent employment opportunity for the under privileged women of Bangladesh. Over the last two decades, Bangladesh has made tremendous progress on overall human development and macroeconomic indicators attaining many of the Millennium Development Goals. However, 36% people of total Population of 159 million still live below the national poverty line. The national unemployment rate is about 4.5% with the youth unemployment rate being around 9% (World Bank, 2012). Under-employment currently stands at over 20% (Labour Force Survey, BBS, 2010), adding up with the unemployment rate. Besides, women's labour force participation is only 35%, out of which 94.8% is in informal sector employment. So women involvement in income generating activities in the formal sector has been a major concern of government. Tourism and Hospitality is one of the potential sectors of Bangladesh, creating a huge opportunity for employment in formal sector. The world hospitality sector has grown at an average of 3.7 per cent over the past decade and is projected to grow by an average of 4.9 per cent over the next five years, within Asia and Pacific regions. Women make up between 60 to 70% of the workforce in this formal industry (International Perspectives on Women and Work in Hotels, Catering and Tourism, ILO). But the scenario is quite different in Bangladesh. Due to the socio economic context of the country; hotel jobs are reasonably unreceptive for women employment. The hotel employers are mostly concerned due to the gender stereotypes at the workplace. At community level, the people tend to have low level of awareness regarding hotel jobs for females, due to the religious and societal mind-set. This inferred that Tourism and Hospitality sector in Bangladesh is considered as a non-traditional sector for women. So BRAC took the challenge of introducing women in this non traditional occupation and ensure their decent employment opportunities in the formal sector as part of B-SEP project's Component 4.

3.2 PROBLEM STATEMENT:

Skills gap and gender stereotypes at the workplace are consequently creating lack of decent work opportunities for women within the formal Tourism and Hospitality sector.

3.3 PURPOSE OF THE PROJECT:

Bangladesh faces the challenge of a “youth bulge”, with a dearth of quality employment for those just about to enter the job market. A large section of the labour force (estimated at 24% by GoB) is engaged in low-skill, low-income and low-productivity jobs. As such the government has planned to improve the quality of labour through better access to education and skills. It is expected that Bangladesh will take advantage of its “demographic dividend” by unlocking the potential of its citizens through decent and productive job work. Hospitality is now becoming Bangladesh’s one of the largest growing industry, creating yearly 3000 to 5000 new job opportunities approximately. So skills training can ensure easy access and entry for women to formal employment opportunities in the Tourism and Hospitality sector.

3.4 LITERATURE REVIEW & POLICY ANALYSIS:

Women’s participation in Technical and Vocational Education and Training (TVET) in Bangladesh is strikingly low, ranging from 9% to 13% in public institutions and 33% in private institutions according to the National Skills Development Policy (2011). In 2012, NSDC formulated the National Strategy for Promotion of Gender Equality in TVET to promote social inclusion and increase female participation in skills and employment. In line with the National Skills Development Policy, the National Gender Strategy reflects the government’s commitment to eliminate inequality at all levels in skills and employment. Still there remains the challenge at the stage of policy implementation since employers are reluctant on the inclusion of women and disadvantaged groups’ related issues. Besides, most of the trainings by TVET institutions are provided through class-room set up which makes it challenging to keep up with the fast-changing market trends. The skills mismatch with the industry needs results in lower employment rates

3.5 PROJECT OBJECTIVES:

3.5.1 DEVELOPMENT OBJECTIVE:

To promote increased and equitable access for unemployed and underemployed women to formal skills qualifications in Tourism and Hospitality sector, breaking the barriers of non traditional occupation by creating an enabling work environment.

3.5.2 IMMEDIATE OBJECTIVE:

The project immediate objective thus includes:

- To enroll unemployed and underemployed women in formal skills qualifications & develop nationally recognized competency based skilled workforce in housekeeping occupations under the Tourism and Hospitality sector
- To ensure decent employment opportunities in the hotels and restaurants

3.6 TRAINING NEEDS ASSESSMENT OF THE PROJECT:

3.6.1 METHODOLOGY:

A study was conducted to identify the demand of skilled workforce in hospitality industry; along with identifying ways to integrate women in this non traditional sector. A small scale survey with 45 respondents was conducted in Dhaka, Chittagong, and Sylhet regions. 15 Hotel employers from each region were the respondents for the survey.

3.6.2 DATA SOURCE:

Data for this research can be collected from two sources:

3.6.2.1 PRIMARY SOURCE OF INFORMATION:

Data was collected from the primary sources i.e., respondents using the Interview method.

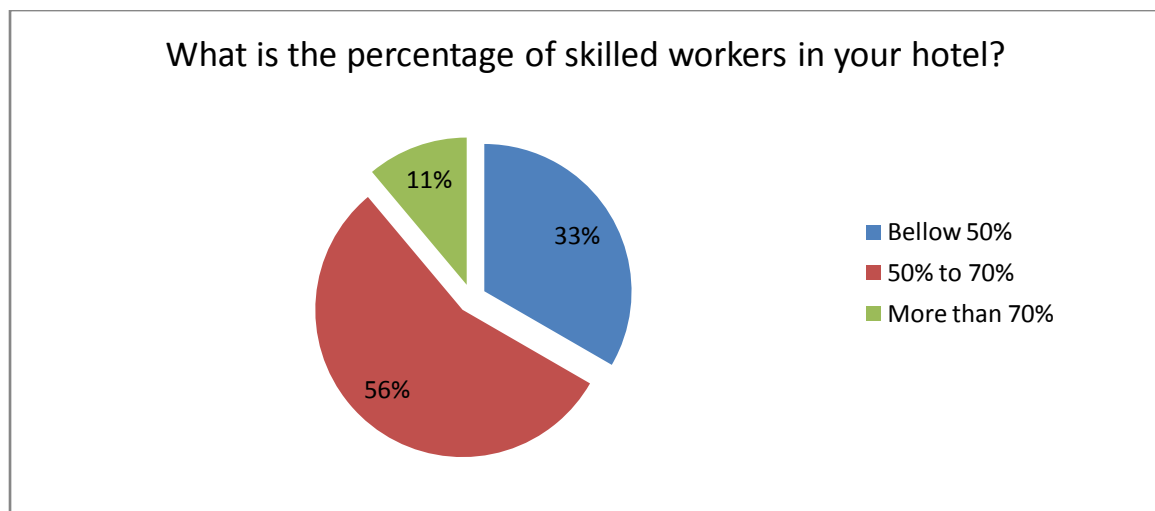
3.6.2.2 SECONDARY SOURCES OF DATA:

Secondary sources of information include BRAC annual report, website of BRAC, general reports, monthly report, skills development related journals, bulletins, selected books, journals, internet, brochures of different hotels and other publication and unpublished data etc.

3.6.3 RESEARCH INSTRUMENTS:

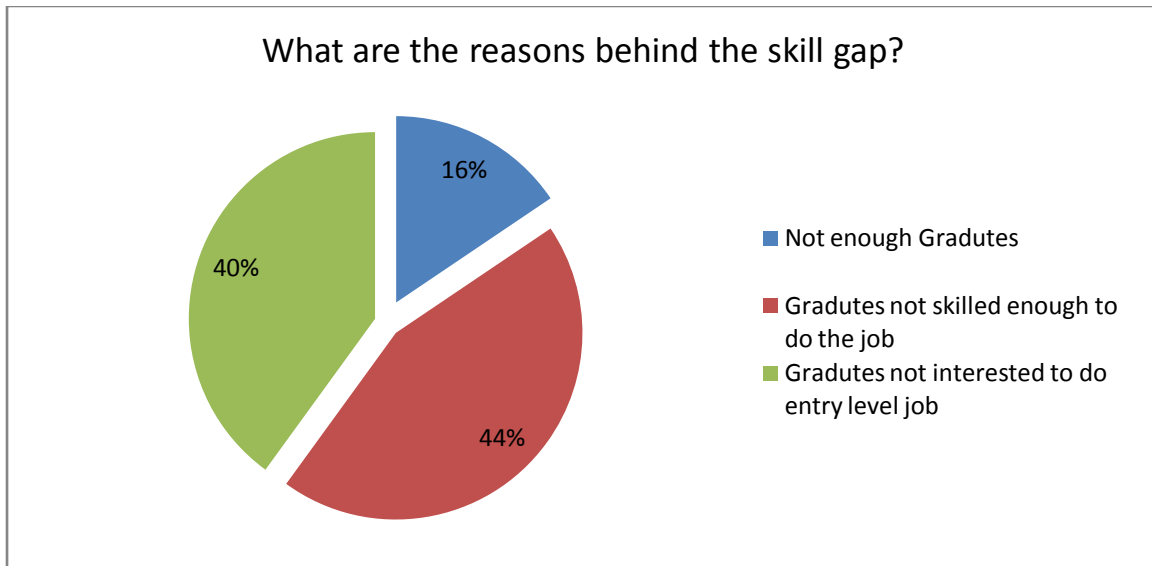
The Questionnaires were used as research instruments; both open-end & close-end questions were asked.

Current Skilled workers status in Tourism & Hospitality Industry:



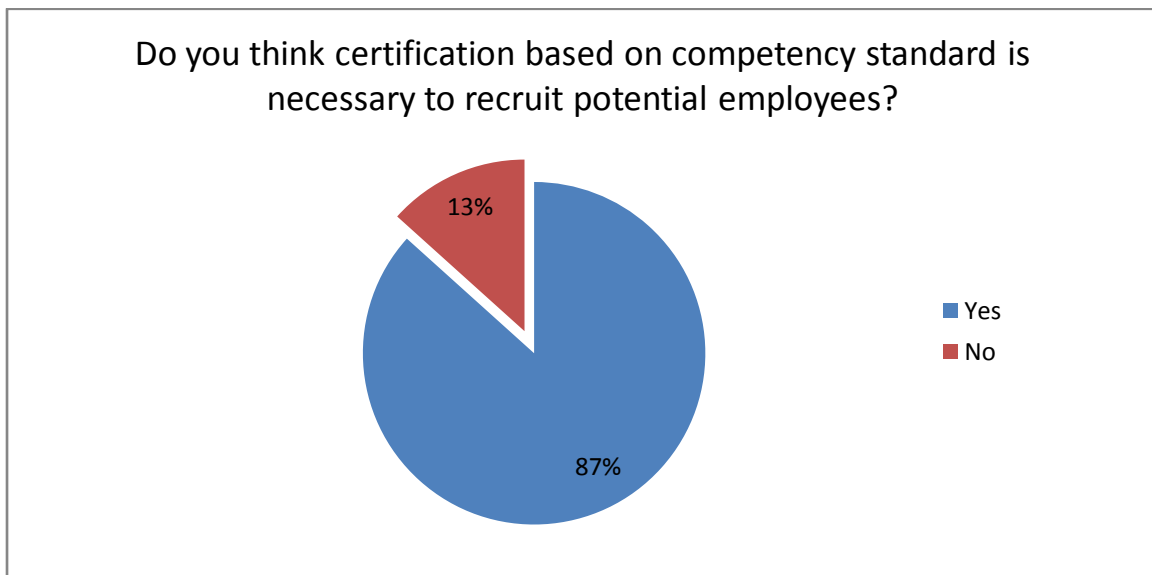
Majority of the respondents mentioned that there is a requirement of skilled workforce in their hotel. The employees they have includes semi skilled and unskilled workforce. Most of the entry level workforce is unskilled. Only 5 out of the 45 respondents mentioned they have more than 70% skilled employees.

Reasons for skills gap:



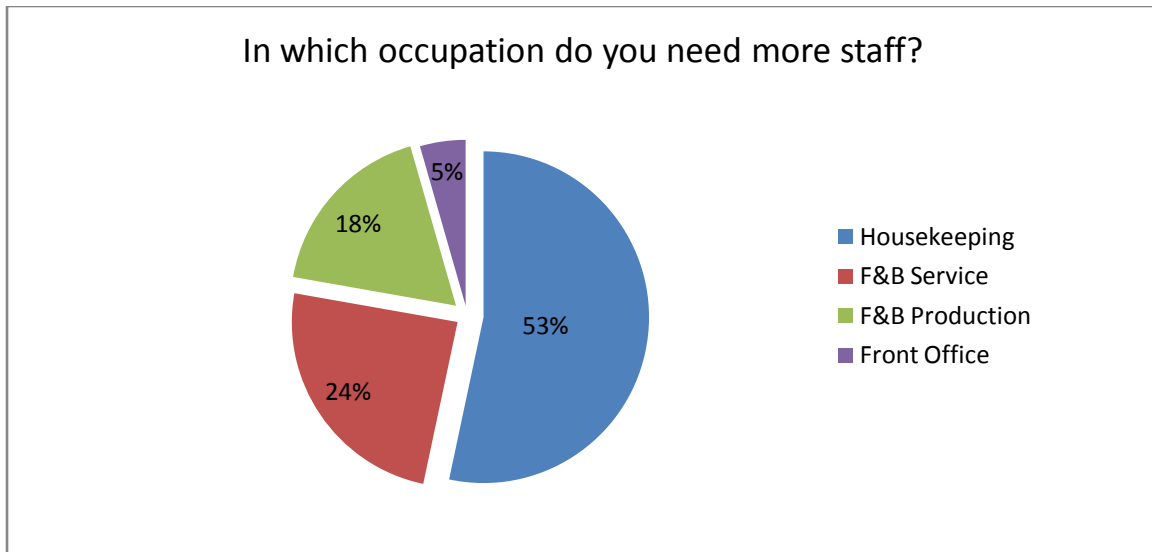
Majority of the respondents mentioned that the reason for the skills gap is the graduates from the hospitality institutes do not have the skills required for doing practical job, since their education system is mostly based on theoretical knowledge. Besides once they graduate they want higher level jobs rather than doing entry level housekeeping, waiter, etc.

Necessity of certification based on competency standards:



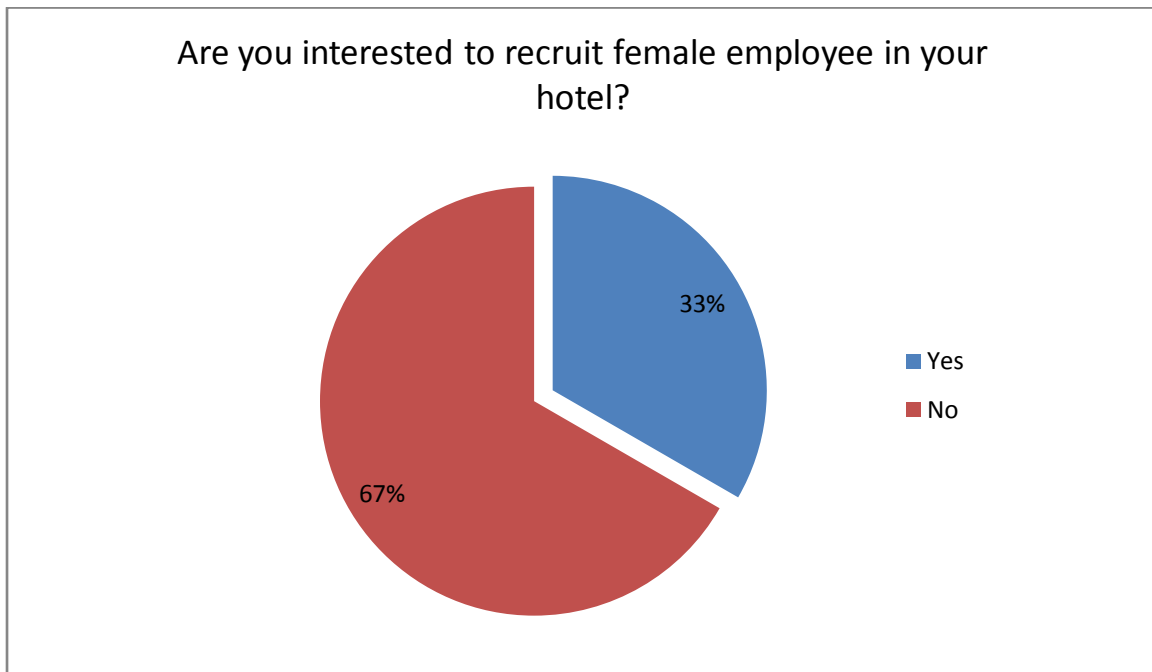
Majority of the respondents mentioned that competency based certification will allow them to have a complete picture of which particular skills candidates have, and can help them to recruit employees of right match.

Occupation wise employee Demand in Hotel Industry:



Majority of the respondents mentioned that they require more skilled employee in the housekeeping department, then in F&B service and F&B production. In front they do not require much workforce through out the year.

Employment opportunities for women



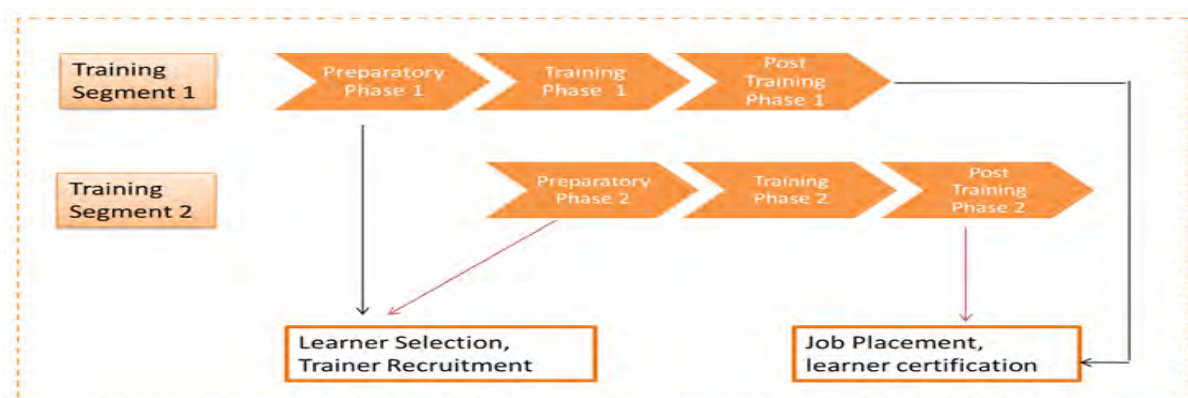
Majority of the respondents mentioned they are not interested to recruit women in the hotel due to several factors contributing to social mindset of the female employees, guests and the community people.

The social barriers have to be fragmented, and women inclusions have to be ensured to promote a decent work environment. With this proposition BRAC and ILO worked together to implement the project in Bangladesh and make it as success case.

3.7 PROJECT DESCRIPTION:

BRAC has trained underprivileged youth, with the age group 18 to 24 and minimum education level Class VIII. With an aim to ensure that disadvantaged and vulnerable population have increased and equitable access to skills training and decent employment opportunity, the project is designed to have 100% women learners and 5% learners with disabilities. The selection criteria for underprivileged youth include: per head income less than 3000 BDT/ month, head of the family being a day laborer/ micro enterprise owner.

The training centre was at BRAC-Center for Development Management (CDM) in Savar. The BRAC-CDM with the unique architecture will ensure the learners to have a complete exposure of the hospitality sector and gather the sufficient understanding of housekeeping occupation recognized globally. The 14 months project had two training segments, where in total 30 learners received the training. Thus in each segment, 15 learners received the training. Each segment had the Preparatory Phase, Training Phase and Post Training Phase. Preparatory Phase was for 3 months which includes learner survey and selection, recruitment of the trainer, communication & awareness building. Post training Phase was for 3 months which will include job placement, learner’s certification & follow-up of learners. The preparatory phase of 2nd batch and Training Phase of the first batch was conducted simultaneously. Finally this skills training project was completed with competency based skills certification.



3.7.1 TRAINING DURATION:

Each segments had the theory, practical and on-the-job training. Thus each learner will received 520 hours training, following the competency standard of NTVQF Level 1, set by Bangladesh Technical Education Board (BTEB).

Occupation	Theory Training hours	Practical Training hours	On-the-job Training hours	Total (hours)
Housekeeping	120 (6 hours * 20 days)	240 (6 hours * 40 days)	160 (8 hours * 20 days)	520

3.7.2 PROJECT TIMELINE:

The skills training project was scheduled to start on 30 April, 2015 and end in 30th June 2016

ACTIVITIES	May '15	June '15	July '15	Aug '15	Sep '15	Oct '15	Nov '15	Dec '15	Jan '16	Feb '16	March '16	April '16	May '16	June '16
Communication, Learner Survey & Selection														
Recruitment of Trainer														
1 st phase training							Internship 1 month							
				Theory	Practical				Job Placement 1 st Phase Training					
2 nd phase training														
							Communication, Survey & Selection for next phase					Internship 1 month		
Follow-up													Job Placement 2 nd Phase Training	

3.7.3 PROJECT MANAGEMENT:

BRAC's infrastructure was used for project implementation. The management structure that was followed is as given below:

- At the Central Level i.e. at the Head Office, Project Manager supervised the project. The person was responsible for supervision of all activities conducted at the field level, ensuring that the project is progressing as planned, as well as overseeing quality of the program. The project manager allocated 10% of the time for this particular project. *I, Fariha Sarwardy played the role of project manager of this particular project.*
- At the Field Level, 1 BRAC field office was utilized as operational infrastructure to implement the project. There was one Project Staff (PS) to ensure all project related activities starting from renting space to follow-up on learners as required. The Project Staff was employed by BRAC who allocated 100% of the time for this particular project. The PS reported to the Project Manager.
- 1 trainer was recruited for providing the training in the Housekeeping Occupation. The trainer was reportable to the Project Manager. The trainer was responsible for providing the theoretical and the practical training based on the Competency Based Learning Materials (CBLM).

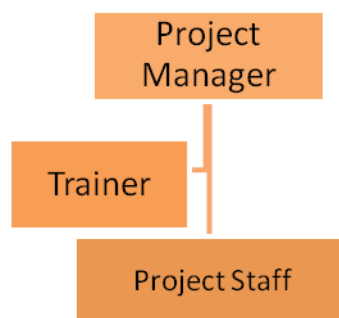


Figure: Organogram of the project team

3.7.4 MONITORING AND REPORTING:

Monitoring of the project was done based on certain criterion like enrollment, attendance, performance and placement. In line with the objective, detailed information of the learners based on the training segments was established to trace and track progress.

Area	How	Frequency
Enrollment	PS is supposed provided survey and learner selection report	At the beginning of each training phase by visiting field at least 12 times in each phase
Attendance	PS is supposed to visit training center on a random basis to ensure regular attendance. An attendance register should be maintained by the trainer, keeping the attendance of the learner and was regularly followed up by the PM.	At least 12 times in each training phase
Performance	Trainer is supposed take small written exams at the end of each week training	12 times in 1 phase
Placement	Project Manager will ensure job/internship placement	Job/internship placement for 90 % learners
Feedback from employers on trainees and further training needs	Project Manager will have formal meeting with employer	At least 1 meeting with every employer

Besides the regular monitoring, there were regular field visits from BRAC Top Management, to make sure that the activities are carried out in planned manner. Also BRAC facilitated the

quarterly review meeting with ILO to review the progress of the work and for sorting out difficulties, if there are any.

3.8 WORKERS' AND EMPLOYERS' ORGANIZATIONS:

Through this project intervention, BRAC Skills Development Programme strengthened the relationship with different hotel and restaurant employers, including the Bangladesh Hotel Employer's Association for the job placement of trainees in the local market. Besides, BRAC Skills Development Programme also establishes rapport with different recruiting agencies for job placement in the international market.

3.9 COLLABORATING INSTITUTIONS:

BRAC Skills Development Programme has strong network with Bangladesh Employers' Federation (BEF), National Skills Development Council (NSDC), Bangladesh Technical Education Board (BTEB), Bureau of Manpower Employment and Training (BMET), Industry Skills Council - Hospitality & Tourism, different training providers of hotel management, BRAC's Microfinance Programme, BRAC Service Ltd, etc. for ensuring quality training, support services and decent employment opportunities for the trainees.

4.0 FINDINGS & CONCLUSION:

BRAC would like to convert the training model into cost recovery model. Initially 10000 BDT was charged for every learner, of which 5000 BDT was the Admission fee and 5000 is supposed to be paid after job placement. In the future, fees may be charged to 50% of the students and 50% students from underprivileged background may continue the study with 100% tuition waver. BRAC will continue to utilize its infrastructure, venue and expertise to train larger number of trainees in the Tourism and Hospitality sector and will itself be a government accredited assessment center in future. Thus the project sustainability for a longer period will ensured by creating skilled manpower in the Tourism and Hospitality sector.

5.0 REFERENCE:

- www.brac.net
- [https://en.wikipedia.org/wiki/BRAC_\(NGO\)](https://en.wikipedia.org/wiki/BRAC_(NGO))
- <http://www.risingbd.com/english/hotel-industry-growing-in-country/25818>
- <http://futurestartup.com/2015/10/18/a-brief-history-of-brac/#.V66rkRKyjIU>
- BRAC Annual Report 2015

6. APPENDIX

6.1 PROJECT PROGRESS:

6.1.1 ACHIEVEMENTS FOR PHASE 1:

SL	Name	On-the-job Training(OJT)	Training Status	Job Placement Status
1	Rehana Akter Juma	Hotel Amari	Completed	Working- Hotel Amari
2	Nilufa Akter	Hotel Six Seasons	Completed	Working- Dhaka Regency
3	Mitu Akter	BCDM Rajendrapur	Completed	Working- BCDM Rajendrapur
4	Amena Chowdhury	BCDM Rajendrapur	Completed	Working- BCDM Rajendrapur
5	Tania Akter	BCDM Rajendrapur	Completed	Working- BCDM Rajendrapur
6	Anamika Sultana	BCDM Rajendrapur	Completed	Working- BCDM Rajendrapur
7	Bristi Akter	BCDM Savar	Completed	Working- BCDM Savar
8	Marium Akter	BCDM Savar	Completed	Working- BCDM Savar
9	Morium Akter Sonia	BCDM Savar	Completed	Working- BCDM Savar
10	Mousumi Akter	BCDM Savar	Completed	Working- BCDM Savar
11	Masuda Parvin	Hotel Six Seasons	Completed	Working- Ascott Palace
12	Nasrin Sultana Shikha	Hotel Six Seasons	Completed	Not working
13	Rabeya Begum	United Hospital	Dropped out during OJT	
14	Afroza Akter	United Hospital	Dropped out during OJT	
15	Parvin Akter	United Hospital	Dropped out during OJT	

6.1.2 ACHIEVEMENTS FOR PHASE 2:

SL	Name	On-the-job Training(OJT)	Training Status	Job Placement Status
1	Shahnaj	Le Méridien	Completed	Working on provision -Le Méridien
2	Sharmin Akter Sarna	Le Méridien	Completed	Working on provision -Le Méridien
3	Lima Akter	Ascott Palace	Completed	Working - Ascott Palace
4	Beauty Akter	Ascott Palace	Completed	Working - Ascott Palace
5	Nasrin Jahan	Lakeshore	Completed	Working on provision - Lakeshore
6	Aklima Akther	Dhaka Regency	Completed	Not working
7	Shanta Islam	Dhaka Regency	Completed	Not working
8	Kulsum Akter Kajol	Long Beach Suites Dhaka	Completed	Working as casual staff- Long Beach Suites Dhaka
9	Rita Islam	Long Beach Suites Dhaka	Completed	Working as casual staff- Long Beach Suites Dhaka
10	Fatima Nure	BCDM Savar	Completed	Working at BCDM
11	Parul Akter	BCDM Savar	Completed	Working at BCDM
12	Shule Akter	BCDM Savar	Completed	Working at BCDM
13	Rabeya Sultana	BCDM Savar	Completed	Working at BCDM
14	Jahanara Akter	Hotel Six Seasons	Completed	Not working
15	Tania Akter	Hotel Six Seasons	Completed	Not working

6.2 QUESTIONNAIRE

Skills Training for women in Tourism and Hospitality Sector: A project of BRAC Skills Development Programme

Dear respondent,

The present study is an endeavor to identify the condition of Skills Training for women in Tourism and Hospitality Sector in Bangladesh. The information provided by you will be used only for research purpose, not for any commercial activity. Please spare a few minutes from your valuable schedule and share your true feelings. Confidentiality of the information provided will be ensured.

Name of the Employer:

Address:

Contact Number or E-mail Address:

Years of Operation: 0- 5 years 6 - 9 years 10 and above years

Current Number of Employees: Less than 30 30 to 50 Above 50

Yearly Turnover Rate: Less than 10% 10% to 15% More than 50%

1. What is the percentage of skill workers in your hotel?

- ① Bellow 50% ② 50% to 70% ③ More than 70%

2. What are the reasons behind the skills gap?

- ① Not enough graduates ② Graduates not skilled enough to do the job
③ Graduates are not interested to do the entry level job

3. Do you agree that, certification based on competency standard is necessary to recruit potential employees.

- ① Yes, Agree ② Neither Agree nor Disagree ③ No, Disagree

4. In which position or occupation do you need more staff?

- ① Housekeeping ② F&B Service ③ F&B Production ④ Front Office

5. Are you interested to recruit female workers in your hotel?

- ① Yes ② No

6.3 PHOTO GALLERY



Students of Phase 1



Students are Posing in front of Savar BCDM



Classroom Training Session



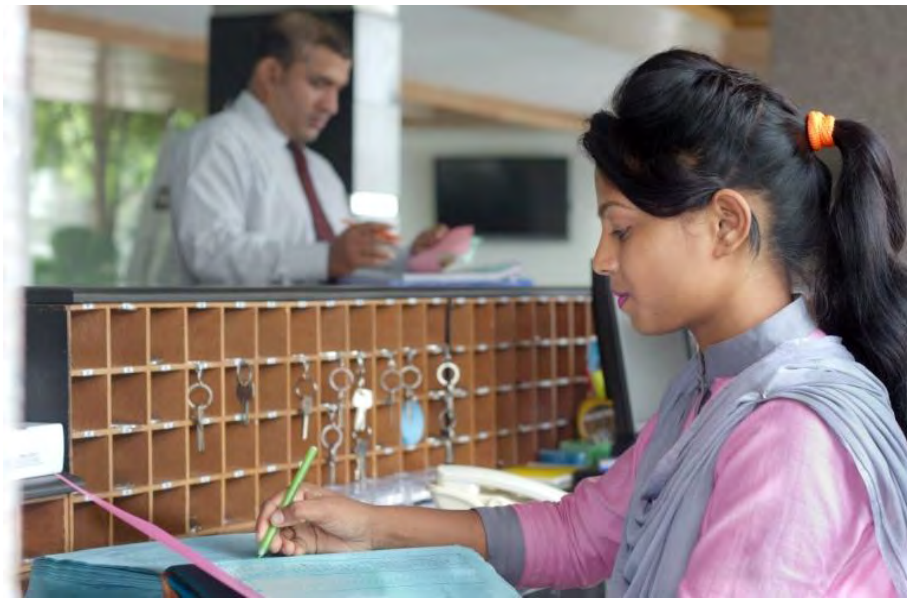
Practical Training Session



Computer Training Session



Leaflet



Front Office Management Practical Training