

Combining Centre-based and In-firm Training in Bangladesh Leather & Footwear Sector

Md. Mominul Ahsan

Group Head of HR, Apex

&

Chief Executive Officer

Centre of Excellence for Leather Skill Bangladesh Limited (COEL)

September 13, 2012, Zurich, Switzerland

Our Businesses

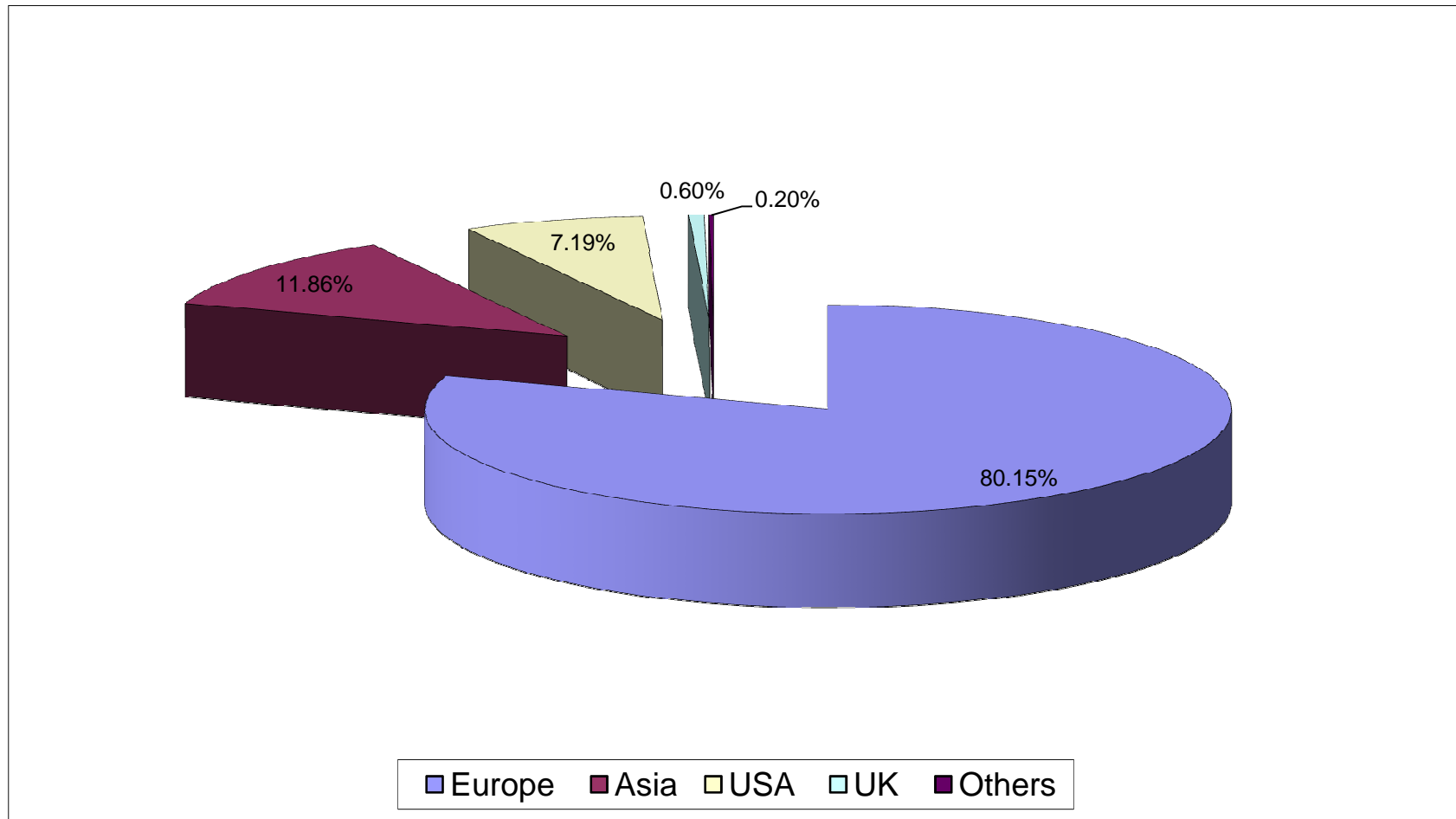


APEX TANNERY LIMITED

Honest Growth

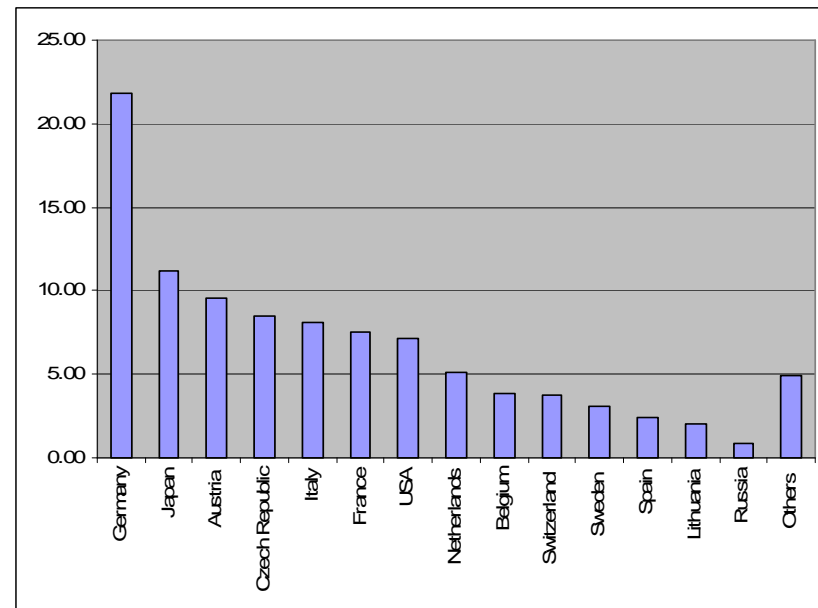


Market Share-Region wise



Market Share- Country wise

SI	Country	In % age
1	Germany	21.80
2	Japan	11.18
3	Austria	9.59
4	Czech Republic	8.53
5	Italy	8.12
6	France	7.51
7	USA	7.19
8	Netherlands	5.09
9	Belgium	3.85
10	Switzerland	3.81
11	Sweden	3.09
12	Spain	2.42
13	Lithuania	2.05
14	Russia	0.86
15	Others	4.91



RECOGNITION

- ❑ Apex Adelchi Footwear has been awarded the Presidents Export Trophy for more than 6 years.
- ❑ Received Macy's 5 Star award for the 2nd consecutive year 2010 & 2011
- ❑ Factory is compliant with Business Social Compliance Initiative (BSCI) standard
- ❑ Received the prestigious Worldwide Responsible Accredited Production (WRAP) certification with their Compliance to the 12 WRAP principles.
- ❑ HSBC Export Excellence Award in 2010-11 in emerging export sector.
- ❑ Selected as "Super brand 2009-2011" Bangladesh.





Centre of Excellence for Leather Skills Bangladesh Limited (COEL)

COEL:

The first legal entity of its kind in the Country, an initiative of Industry Skills Council (ISC), the apex industry body on skills development which will act as one point service center on any skills development issue

Registration:

Registered under section 29 of the Companies Act 1994: Not for Profit



European Union



International Labour Organization



Centre of Excellence for Leather Skill Bangladesh Limited (COEL)

Announcing the launch of Center of Excellence for Leather (COEL) Skills Bangladesh

Involving Everyone making it Happen:

1. Industry Stakeholders

2. GOB

(Ministry of education, labor, industry, DTE, BTEB, BMET)

3. Donor agencies (ILO

TVET Reform Project, USAID funded PRICE Project, SDC)



European Union



International Labour Organization



Centre of Excellence for Leather Skill Bangladesh Limited (COEL)

Formal Launching of Establishment:
June 7, 2011





**Centre of Excellence for Leather
Skill Bangladesh Limited (COEL)**

Apprenticeship Program

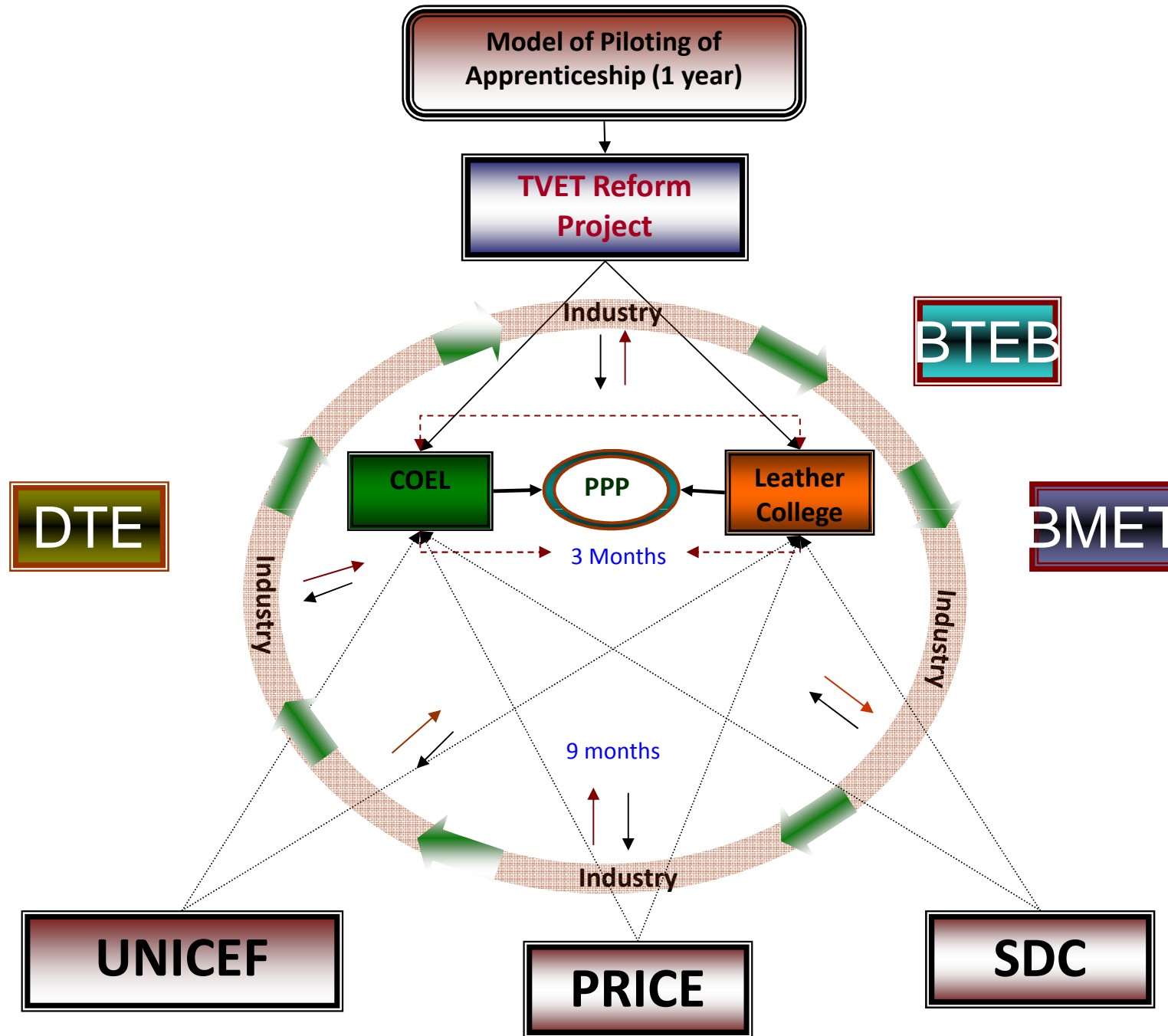
Facilitated by Bangladesh TVET Reform Project



European Union



International
Labour
Organization





Centre of Excellence for Leather Skill Bangladesh Limited (COEL)

Priority Occupations:

- **Machine Operator (Sewing, Lasting, & Cutting)**
- **Supervisory Training**
- **Machine Maintenance Technician**

Facilitated by Bangladesh TVET Reform Project



European Union



International
Labour
Organization

Apprenticeship

Apprenticeship Duration:

- Duration of the program is 01 year of which 03 months in COEL Payroll, 09 months in industry payroll.

Apprentice Placement:

- COEL finds out the demand of skilled workers from different industries and commence enrolling trainees upon signing agreement or MoU.

Performance Monitoring Mechanism:

- An in-charge/mentor for each batch from the respective industry supervises every trainee.
- Log-book of each trainee are routinely checked by the supervisor.
- An overall coordinator (international or national) is placed by COEL to oversee the program.
- The coordinator also runs ToT program for the teachers and factory supervisors and acts as in-charge of the apprentices.

Challenges

COEL has identified internal & external risks such as:

- Dependent over few trained & qualified trainers
- Poor quality of prospective trainees, as general education level is low in Bangladesh
- Initial investment & fund from private sector & donor agencies
- Industry partnership in Apprenticeship model
- Leather and environmental issues are correlated and relocation of tanneries impedes leather industry development.

Selection Criteria



Machine Operators

- Age minimum 18 years and Maximum 35 years
- Women are preferred
- Minimum Educational Qualification Class V
- National ID/ Birth certificate
- School Certificate
- Certificate from Local Authority

Selection Criteria



Supervisory Program

- Age minimum 18 years and Maximum 30 years
- Minimum H.S.C
- National ID /Birth Certificate
- All Academic Certificate
- Certificate from Local Authority

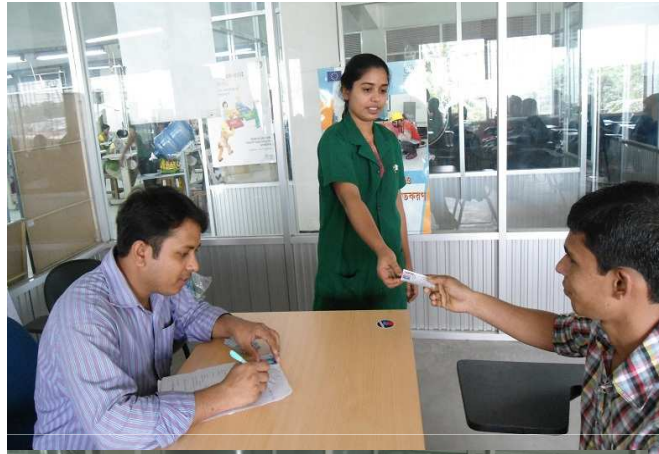
Trainee Recruitment



Machine Operator

- Fresh Unskilled workforce come to industry gate/ COEL gate
- Joint interview with factory and COEL.
- Select Trainees on the basis of recruitment criteria.

Trainee Recruitment



- Pre-test
- Recruit them by signing a joint contact with factory and COEL in log book
- Orientation class
- Handover temporary ID card
- Handover logbook to Trainee for regular work follow-up

Trainee Recruitment



Supervisor

- Call for Supervisor through Paper advertisement
- Jointly Select Candidates for interview
- Written and Viva take place
- Appointed for on the job training
- Orientation

Learning Progress

Pre test



Theory class and practical class in COEL center



On-the-Job in the Industry





Centre of Excellence for Leather Skill Bangladesh Limited (COEL)

List of Industry partners working with COEL

- APEX Adelchi Footwear Limited
- FB Footwear Limited
- Landmark Footwear Limited
- Picard Bangladesh Limited
- The Shoemaker Limited
- Madina footwear Limited
- Earth footwear Limited

Facilitated by Bangladesh TVET Reform Project



European Union



International
Labour
Organization

Achievements and way Forward

MoU signed between COEL & Footwear design and developments institute (FDDI), India



MoU signed between COEL & KAIZEN





Centre of Excellence for Leather Skill Bangladesh Limited (COEL)

Achievements and Way Forward

- Run on-the-job training program for apprentices.
Already enrolled
 - 2000+ machine operator
 - 50 Supervisors
 - 20 Machine Maintenance Technician
- Approval and accreditation from BMET & BTEB.
- Inclusion of women and other disadvantaged groups.
- Placement of competent apprentices in the leather sector.

Facilitated by Bangladesh TVET Reform Project





Centre of Excellence for Leather Skill Bangladesh Limited (COEL)

Planned Activities for Future

- Piloting Three Priority Occupations
- Piloting Programs for Machine Operator, Machine Maintenance Technician & Supervisor in partnership with TVET Reform Project (Training equipment from Industry & TVET Project)

Facilitated by Bangladesh TVET Reform Project



Photo Gallery



Photo Gallery



Photo Gallery



Good Example to follow by other Sectors

- With successful implementation of the Project, COEL believes that the leather, leather goods and footwear industry would receive a proven apprenticeship model followed by increased number of skilled workforce and an institutionalized platform for the cooperation among the stakeholders which can be replicated in other sectors.

Sustainability

- CoEL's strategy for ensuring and improving the sustainability of the Project is independent revenue generation. The Project has been designed to generate its own revenue through placing apprentices in different industries. CoEL will receive one month salary for each skilled worker placement which will increase gradually. At the projected rate, the revenue will rise at an increasing rate allowing the Project to break-even in its 5th year and effectively acting as the Project's exit strategy to reduce donor dependency.



Centre of Excellence for Leather Skill Bangladesh Limited (COEL)

Thank you

Facilitated by Bangladesh TVET Reform Project



European Union



International
Labour
Organization