



# ▶ Dialogue and recommendations on strengthening industries' role in skills delivery

October 2020

## The National Skills Development Policy 2011

### Key issues

- ▶ Setting up of Institute Management Committee (IMC) at the level of TVET institute with representation from reputed local industries
- ▶ Income generating business model for TVET institutes in collaboration with industries
- ▶ Modernizing TVET curriculum according to industry demand
- ▶ Mandatory NTVQF for all kinds of skills training
- ▶ Active job placement cell for updated information on potential opportunities in the industries and career guidance for students
- ▶ Public Private Partnership (PPP): key element of the new skills development system, designed to bridge the gap between technical education and employers, resulting in market relevant skilled workers

The National Skills Development Authority (NSDA) is currently reviewing the National Skills Development Policy (NSDP) 2011 in order to upgrade and ensure its relevance in the changing context of policy environment, market demands and future of work. The EU funded Skills 21 project of ILO is providing technical support to the government for this policy review. As part of this, Skills 21 project has developed the capacity of a number of TVET teachers on policy dialogue, policy review and analysis for getting informed input from them. As the output of the capacity development programme, the participants conducted policy dialogues and prepared policy briefs based on the dialogues. The objective of these policy dialogues is to integrate the perspectives and inputs of direct implementers (TVET institutes) of the NSDP into the upgraded policy.

### Background

ILO Skills 21 implemented 5 days long "Policy Dialogue Training" for 100 TVET teachers at the Technical Teachers Training Centre (TTTC) in 2019. As the continuation of this effort, the project further provided a five-day long in-depth training to selected 40 TVET teachers

among 100 previously trained teachers on policy review and analysis of NSDP 2011. As an output of these capacity development interventions, the participants organized online policy dialogues and systematically provided their opinion on issues to be addressed in the NSDP review. One of the

policy dialogues conducted by the training participants titled “Strengthen role of industry for TVET sector”.

## The discussion

The policy discussion brought out different issues relevant to the NSDP from the perspective of strengthening industry's role in skills development. The participants highlighted various measures to strengthen industry's role that can be addressed through NSDP. The suggested measures included incentivising industries for recruiting certified skilled workers, engaging industry representative in institute's management committee, strengthening public private partnership (PPP) through developing business models, modernizing curriculum according to industry demand, making NTVQF mandatory for skills training, developing linkages with institute's job placement cells and strengthening active functioning of Industry Skills Councils (ISC).

Whereas NSDP 2011 mainly focuses on Industry Skills Council (ISC) and PPP only, many other important issues need to be brought in the revised policy for strengthening industry's role in skills development. Industries have a major role in analysing skills gap. Hence, the revised skills policy should prioritize industry's engagement in skills gap analysis and addressing those needs. Industry's engagement with training institutes should be pivotal in the policy to support skills training and enhancing job prospects of the trainees. Discussants emphasized that the policy can incentivise the industry to recruit certified skilled workers. This can make the industry owners engage more closely with the training and education system in TVET. As a part of private sector engagement in TVET, **setting up of Institute**

**Management Committee (IMC) at the TVET institute with representation from reputed industries was one of the key recommendations.**

Reflecting on the financial sustainability of the institutes, the idea of **introducing income generating business model for TVET institutes** was suggested to support the students transform their theoretical knowledge into practical one and supporting the local market at the same time. Participants proposed a workable model through the collaboration between institutes and industries where the industries will invest in raw materials and receive products from the institutes.

Another area that needs attention is **modernizing the curriculum according to industry demand.** Changing the TVET curriculum according to changing industry demands should, thus, be accommodated in the policy. The institutes should run industry relevant courses. Participants deliberated upon regular visits of the management and instructional staff to the industry as an effective approach in upgrading the course and equipment with the latest technology.

**Issues that are limiting the successful industry engagement:**

- ▶ lack of initiative of NSDA as well as ISC
- ▶ lack of effective communication between industry and institution at the local level and industry and NSDA at the broader level
- ▶ less participation and awareness of industries in skills development
- ▶ lack of funding and incentives for industrial attachment

Despite NSDP 2011 mentions about adopting the National Technical and Vocational Qualifications Framework (NTVQF), institutes lack both trained teachers and equipment to implement NTVQF.

Initiatives need to be taken for promotion of skills training and NTVQF certification for the benefit of both the workers and industry. Participants at the policy dialogue suggested to make **NTVQF mandatory for all kinds of skills training in the policy**. DTE, BMET and the relevant Ministry should emphasize this and take necessary initiatives for implementation.

**An actively functioning Industry Skills Councils (ISCs) can support to achieve the target for strengthening the relationship between Industry and Training Institutions by bringing together the major enterprises and industry bodies to discuss skill development issues.**

Emphasis was given to an active **Job Placement Cell** with specific responsibility of industry engagement and career guidance. Responsible job placement officers can maintain liaison with industries to get information about potential opportunities and guide students accordingly. This was considered discussed as an effective approach towards building good relation between employer organizations and the institutes.

**Public Private Partnership (PPP)** is another effective initiative towards Industry-Institute

linkages. Such partnership is a key element of the new skills development system designed to bridge the gap between technical education and employers, resulting in industry relevant skilled workers. TVET institutes may collaborate with industries for upgraded training of students using their machineries and engage them in the production. It would be suitable especially in those cases where machineries are too expensive to operate for the training purpose and the training materials are also costly. Industry will use the end products of the training production and this will facilitate the practical training using advanced machineries. This way industry, institute and trainees- all will get the most benefit out of it.

A number of policy recommendations came from the participants on strengthening industries' role in skills delivery. Incorporating these issues in the policy will guide both TVET institutes and industries to take necessary actions that will ultimately benefit TVET graduates to be more skilled, productive and demanding for the industries as well as for the country.

## Policy and recommendations from the discussion

| Concerns  | Recommendations  |
|---|--|
| Weak linkage between industries and institutes                      | <ul style="list-style-type: none"> <li>▶ Setting up the Institutional Management Committee (IMC) with the membership and active participation from the industries</li> <li>▶ Introduce and promote public private partnership (PPP)</li> <li>▶ Exchange of expertise from the industry with the training institutes</li> <li>▶ Set up active job placement cell at TVET institutes for linking institutes with potential industry opportunities</li> </ul>   |
| No or lack of fund for industry-institute linkage                   | <ul style="list-style-type: none"> <li>▶ To invite better participation from industries, support from the human resource development fund can be extended to meet the practical training related expenditure</li> <li>▶ Keep provision to create skills development fund from Corporate Social Responsibility (CSR) budget</li> <li>▶ Introduce income generating business model for TVET institutes in collaboration with industries</li> </ul>   |
| Quality and skill of workers is not as per expectation              | <ul style="list-style-type: none"> <li>▶ Make provision of compulsory on-the-job training for all TVET students</li> <li>▶ Introduce special short course (KAIZEN, TQM, Leadership, OSH) for the industry managers</li> <li>▶ Modernize training curriculum according to the demand of industries</li> <li>▶ Make NTVQF certification mandatory for all kinds of skills training</li> <li>▶ Provide trade specific hands-on training for all teachers</li> </ul>   |
| Limited association between different bodies of skills and industry | <ul style="list-style-type: none"> <li>▶ More active IMC, Job placement Cell, ISCs and involvement of Sector associations are necessary to ensure better growth of institute-industry relationship</li> <li>▶ NSDA, ISC and development partner/project should work jointly to establish Skills Centre of Excellence for each sector</li> <li>▶ Actively functioning Industry Skills Councils (ISCs) needed to achieve the target for strengthening the relationship between Industry and Training Institutions by bringing together the major enterprises and industry bodies to discuss skill development issues.</li> </ul> |

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