



Northern Areas Reduction-of-Poverty Initiative Project -- Women's Economic Empowerment Project (P114841)

SOUTH ASIA | Bangladesh | Social, Urban, Rural and Resilience Global Practice Global Practice | IBRD/IDA | Specific Investment Loan | FY 2012 | Seq No: 11 | ARCHIVED on 22-Aug-2017 | ISR29361 |

Implementing Agencies: Bangladesh Export Processing Zones Authority (BEPZA), ministry of labor and employment

Key Dates

Key Project Dates

Bank Approval Date:27-Oct-2011

Effectiveness Date:25-Mar-2012

Planned Mid Term Review Date:15-Jul-2014

Actual Mid-Term Review Date:15-Jun-2014

Original Closing Date:31-Dec-2015

Revised Closing Date:31-Dec-2018

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The development objective of the project is to facilitate access to employment opportunities in the garment sector for poor and vulnerable women from lagging areas of Bangladesh by providing information, technical and life skills training, transitional housing, and other support to adjust to urban life and formal sector employment.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

No

Components

Name

Component 1: Raising awareness and selecting candidates in the lagging region of northern Bangladesh.:(Cost \$1.04 M)

Component 2: Establishing 3 training centers with dormitories in the Export Processing Zones (EPZs). Includes government contribution for land and CSR funds.:(Cost \$30.01 M)

Component 3: Providing initial training and on-going support to beneficiaries. Includes CSR contribution.:(Cost \$3.12 M)

Component 4: Supporting coordination, monitoring and evaluation (M&E), and expansion.:(Cost \$5.62 M)

Overall Ratings

| Name | Previous Rating | Current Rating |
|--------------------------------------|---------------------------|-----------------------------|
| Progress towards achievement of PDO | ● Moderately Satisfactory | ● Moderately Unsatisfactory |
| Overall Implementation Progress (IP) | ● Moderately Satisfactory | ● Moderately Unsatisfactory |



Overall Risk Rating

● Substantial

● High

Implementation Status and Key Decisions

All three DTCs are fully operational, with the designated number of management, training, security, catering and support staff deployed at each site. The training program started in August 2016 at all three dormitories and training centers (DTCs). While there was a requirement for 300 trainees per DTC, totaling 900 per session, Shushilon (the NGO hired by BEPZA, responsible for recruitment) received applications and registered over 1100 girls, putting the extra numbers in a waiting list. However, the number of potential trainees applying, registering and then actually arriving at the DTCs has steadily declined, despite high demand for their skills at factories and advanced job-placement offers (please see Annex 4 for specific data). The issues related to the above are described below. The Ministry has extended full cooperation and played a proactive role in coordinating with Shushilon in the field to bolster the recruitment figures; however, it was noted that Shushilon was often too late in informing the Ministry for the required assistance. The mission strongly recommends better coordination between MOLE and BEPZA in this regard and better supervision of Shushilon by both agencies.

During the first batch the job placement aspect lagged significantly. Trained girls returned home instead of waiting at the DTCs for jobs to become available, and most did not return when called to join work once those were available. This, added to the initial delays in starting the training program after the girls had been registered, created a significant negative impact on the project's credibility as well as that of Shushilon, the latter being a critical ingredient for the success of the recruitment process. The recruitment for the second batch showed a significant slow-down and Karnaphuli DTC remained closed due to lack of trainees. However, the quality of trainees was observed to be much better than the first batch; on the job performance of the trainees (for the small numbers that stayed on in jobs) was lauded by factory owners, prompting a significant jump in job offers.

During the recruitment process for the third batch more slow-down was noticed. This time Dhaka DTC remained closed due to lack of trainees. After the Bank firmly objected to Shushilon's performance and threatened to cancel their contract, they managed to mobilize and recruited approximately 200 girls for Dhaka DTC within a week. Bank deployed individual consultants and consulting firm monitored the field activities of Shushilon closely during this stage. However, the recruited girls were turned back from the buses ready to transport them to Dhaka, by BEPZA, due to a miscommunication according to the latter, and Dhaka DTC remained closed for the entire session. This has caused further lack of credibility for the project among potential trainees.

It has to be mentioned that, although the number of trainees has been well short of the target, the training quality has been highly lauded by factories and employers. There are approximately 8000 jobs lined up currently with the project Job Placement Service providers.

The Bank is trying to facilitate the creation of a CSR Platform for the project and secure CSR funds; but this has been particularly challenging given the results described above. In the meantime, saved IDA resources will be used until CSR Funds are available. Alternative funding sources are also being explored.





Risks

Systematic Operations Risk-rating Tool

| Risk Category | Rating at Approval | Previous Rating | Current Rating |
|--|--------------------|-----------------|----------------|
| Political and Governance | -- | ● Moderate | ● Moderate |
| Macroeconomic | -- | ● Low | ● Low |
| Sector Strategies and Policies | -- | ● Low | ● Low |
| Technical Design of Project or Program | -- | ● Substantial | ● Substantial |
| Institutional Capacity for Implementation and Sustainability | -- | ● High | ● High |
| Fiduciary | -- | ● Low | ● Low |
| Environment and Social | -- | ● Low | ● Low |
| Stakeholders | -- | ● Moderate | ● Moderate |
| Other | -- | -- | -- |
| Overall | -- | ● Substantial | ● High |

Results

Project Development Objective Indicators

► Number of women who receive training (Number, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 650.00 | 1,500.00 | 10,800.00 |
| Date | 26-Mar-2012 | 08-Jan-2017 | 10-Aug-2017 | 31-Dec-2018 |



► Percentage of graduates who are formally employed for at least 10 months of the year following completion of their training. (Percentage, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 0.00 | 90.00 |
| Date | 26-Mar-2012 | -- | -- | 31-Dec-2018 |

► Difference in average level of net monthly income of graduates, before and 1 year after completion of their training (Percentage, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 0.00 | 50.00 |
| Date | 26-Mar-2012 | -- | -- | 31-Dec-2018 |

► Level of satisfaction with the project among graduates (% who rank their satisfaction level as three or higher on a five point scale) (Percentage, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 70.00 | 75.00 | 90.00 |
| Date | 26-Mar-2012 | 08-Jan-2017 | 10-Aug-2017 | 31-Dec-2018 |

Overall Comments

Intermediate Results Indicators



► Raising awareness and selecting training program candidates from the lagging region of northern Bangladesh. (Number, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 1,260.00 | 1,800.00 | 10,800.00 |
| Date | 26-Mar-2012 | 08-Jan-2017 | 10-Aug-2017 | 31-Dec-2018 |

▲ Number of eligible applicants who apply for the training program (Number, Custom Breakdown)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 1,260.00 | 1,800.00 | 10,800.00 |
| Date | 26-Mar-2012 | 08-Jan-2017 | 10-Aug-2017 | 31-Dec-2018 |

▲ Percentage of beneficiaries who complete the two and half month training offered by the program. (Percentage, Custom Supplement)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|----------|-------------------|------------------|------------|
| Value | 0.00 | 72.00 | 72.00 | 95.00 |

► Establishing training centers with dormitories in the EPZs located in Dhaka, Ishwardi, and Karnaphuli. (Percentage, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 95.00 | 100.00 | 90.00 |
| Date | 26-Mar-2012 | 08-Jan-2017 | 10-Aug-2017 | 31-Dec-2018 |



▲ Percentage of graduates who stay in the project accommodation after completion of their training (Percentage, Custom Breakdown)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 50.00 | 40.00 | 95.00 |
| Date | 26-Mar-2012 | 08-Jan-2017 | 10-Aug-2017 | 31-Dec-2018 |

▲ Percentage of project beneficiaries who are satisfied with the services offered by the facilities (% who rank their satisfaction as three or higher on a five point scale) (Percentage, Custom Breakdown)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 70.00 | 80.00 | 80.00 |
| Date | 26-Dec-2016 | 08-Jan-2017 | 10-Aug-2017 | 31-Oct-2017 |

▲ Percentage of graduates who opt to pay for the meal service provided by the project facilities (Percentage, Custom Breakdown)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 0.00 | 95.00 |
| Date | 26-Mar-2012 | 08-Jan-2017 | 10-Aug-2017 | 31-Dec-2018 |

▶ Providing initial training and on-going support to beneficiaries. (Percentage, Custom)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 72.00 | 72.00 | 10,800.00 |
| Date | 26-Mar-2012 | 08-Jan-2017 | 10-Aug-2017 | 31-Dec-2018 |



▲ Percentage of project graduates who are offered formal employment within one month of graduation (Percentage, Custom Breakdown)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 50.00 | 100.00 | 90.00 |
| Date | 26-Mar-2012 | 08-Jan-2017 | 10-Aug-2017 | 31-Dec-2018 |

▲ Percentage of graduates who are satisfied with the training program (% who rank their satisfaction as three or higher on a five point scale) (Percentage, Custom Breakdown)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 90.00 | 90.00 | 90.00 |
| Date | 26-Mar-2012 | 08-Jan-2017 | 10-Aug-2017 | 31-Dec-2018 |

▲ Percentage of graduates who are employed at the senior operator level 18 months after graduating (i.e., they get promoted) (Percentage, Custom Breakdown)

| | Baseline | Actual (Previous) | Actual (Current) | End Target |
|-------|-------------|-------------------|------------------|-------------|
| Value | 0.00 | 0.00 | 0.00 | 80.00 |
| Date | 26-Mar-2012 | 08-Jan-2017 | 10-Aug-2017 | 31-Dec-2018 |

Overall Comments

Data on Financial Performance

Disbursements (by loan)

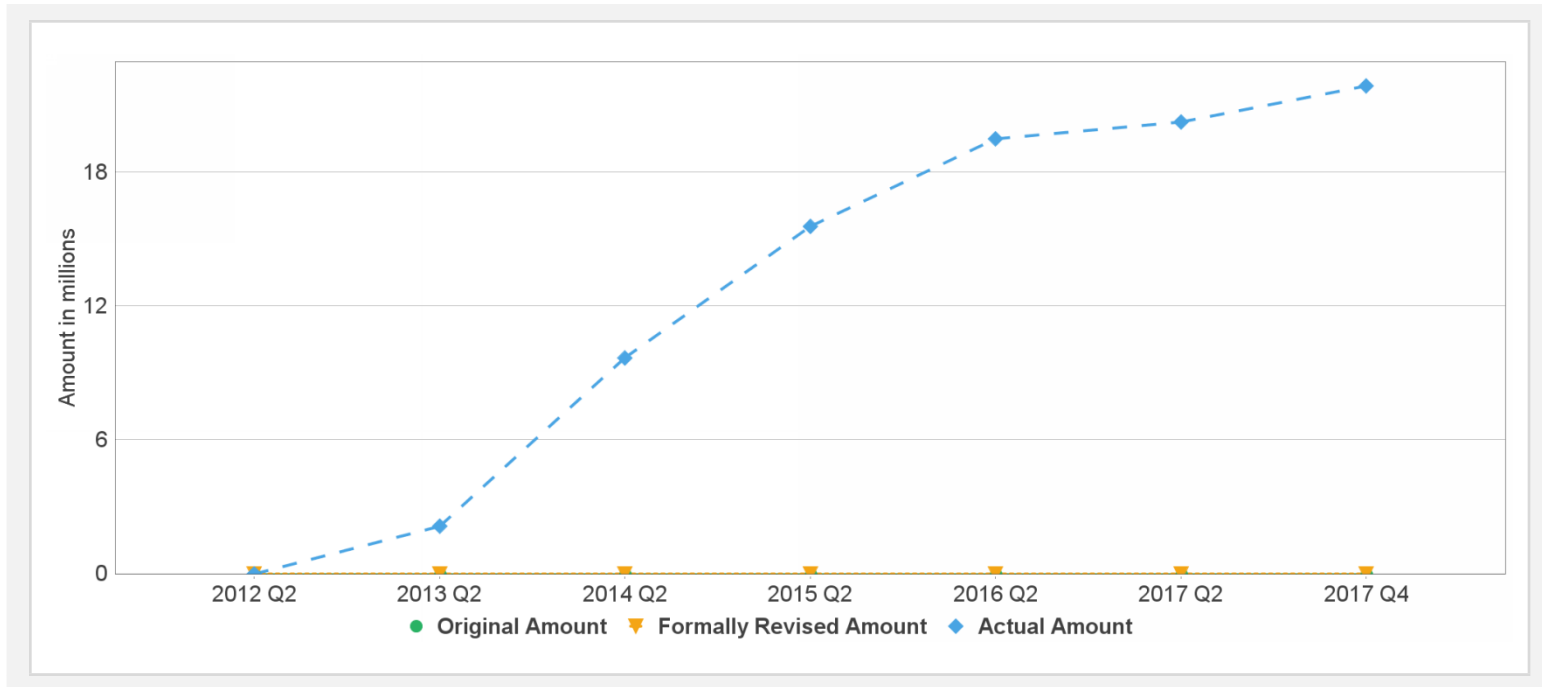
| Project | Loan/Credit/TF | Status | Currency | Original | Revised | Cancelled | Disbursed | Undisbursed | Disbursed |
|---------|----------------|-----------|----------|----------|---------|-----------|-----------|-------------|-----------|
| P114841 | IDA-50150 | Effective | USD | 29.29 | 29.29 | 0.00 | 21.88 | 4.84 | 75% |

Key Dates (by loan)



| Project | Loan/Credit/TF | Status | Approval Date | Signing Date | Effectiveness Date | Orig. Closing Date | Rev. Closing Date |
|---------|----------------|-----------|---------------|--------------|--------------------|--------------------|-------------------|
| P114841 | IDA-50150 | Effective | 27-Oct-2011 | 04-Dec-2011 | 25-Mar-2012 | 31-Dec-2015 | 31-Dec-2018 |

Cumulative Disbursements



Restructuring History

Level 2 Approved on 31-May-2016 ,Level 2 Approved on 21-Sep-2016

Related Project(s)

There are no related projects.