

**Reform Initiative:  
Bridging the Skills Gap in Economic Zones (EZs):  
Problem Analysis and Action Plan**

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**DESIGNATION: ADDITIONAL SECRETARY**

**WORK PLACE: BANGLADESH ECONOMIC ZONES AUTHORITY (BEZA) (JEZ PROJECT)**

## RIIAP Problem Identification

### **RIIAP Problem:**

[Description of the undesirable situation. It includes what is currently missing: policy, executives, resources, culture.]

**Investors in the Economic Zones (EZs) are facing delays due to a shortage of skilled workers.**

Production in the industrial sectors is being disrupted because workers lack the necessary skills. This results in increased production costs and prevents investors from achieving their expected production targets.

## RIAP Problem Identification

### **Causes of the Problem:**

[Names of the main causes that make the situation undesirable. They may include policy, executives, resources, culture.]

- 1. A significant portion of the existing labor force is unskilled or semi-skilled.**
- 2. The current technical and vocational curricula are outdated and do not reflect the needs of contemporary industrial needs.**

**RIAP: Details of Action Plan**  
**- Launch a Workforce Skill Alignment Program under BEZA to:**

Action	Actor(s)	Time Frame
1. Conduct skill gap assessment across selected EZs	BEZA (CAO), EZ Developers, Sector Experts	Month 1, Week 1–2
2. Organize stakeholder consultation workshops	BEZA, Department of Youth/NSDA, Industry Associations, TVET Heads	Month 1, Week 2–3
3. Finalize priority sectors and job roles for training	BEZA, Industry Reps, TVET Curriculum Units	Month 1, Week 4
4. Sign MoUs with relevant training providers	BEZA Legal Cell, Department of Youth/NSDA, TVETs, Donor Agencies (e.g., ILO, JICA, WB)	Month 2, Week 1
5. Design modular, industry-specific short courses	TVET Experts, Industry Advisors, NSDA	Month 2, Week 2–3
6. Launch pilot training in 2 economic zones	BEZA, Selected TVETs, EZ Operators	Month 2, Week 4

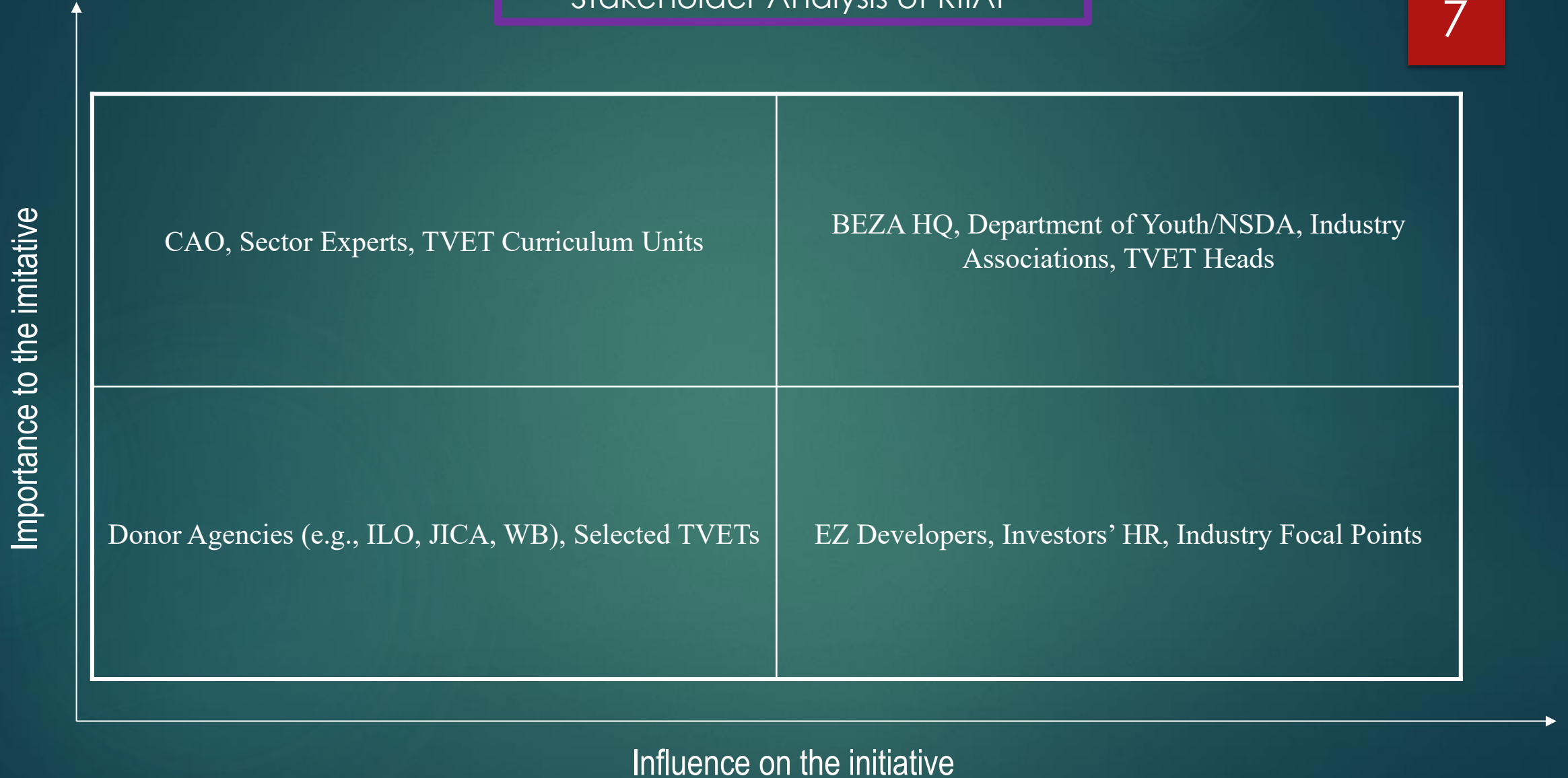
**RIAP: Details of Action Plan**  
**- Launch a Workforce Skill Alignment Program under BEZA to:**

Action	Actor(s)	Time Frame
7. Set up internship-to-job placement pipeline	BEZA, Investors' HR, TVET Career Cells	Month 3, Week 1
8. Deploy monitoring system to track placement outcomes	BEZA M&E Wing, Industry Focal Points	Month 3, Week 2
9. Submit policy feedback note and scale-up plan to BEZA HQ	CAO, BEZA Strategy & Investment Wing	Month 3, Week 3–4

# Annexure

## Stakeholder Analysis of RIIAP

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## SWOT Analysis of RIAP

	<b>Policy</b> [vision, mission, goals, rules, regulations, SOPs]	<b>Executives</b> [actors' competencies, training, their sufficiency]	<b>Resources</b> [budget, technology, materials, linkage with external organizations]	<b>Culture</b> [actors' behavioral patterns: beliefs, norms, relations, attitude, practice]
<b>S</b>	<ul style="list-style-type: none"> <li>- Strategic TVET reform policies</li> <li>- National priorities (8th FYP, SDG8)</li> </ul>	<ul style="list-style-type: none"> <li>- Strong leadership commitment</li> <li>- Experienced BEZA officials</li> </ul>	<ul style="list-style-type: none"> <li>- TVET infrastructure</li> <li>- Donor support (JICA, WB, ILO, SEIP)</li> <li>- Existing materials</li> </ul>	<ul style="list-style-type: none"> <li>- Stakeholder recognition of workforce skill gaps</li> <li>- Openness to reform</li> </ul>
<b>W</b>	<ul style="list-style-type: none"> <li>- Limited sector-specific development policies</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of dedicated HR units</li> <li>- Complex management structure</li> </ul>	<ul style="list-style-type: none"> <li>- Inadequate training equipment</li> <li>- Limited funding</li> </ul>	<ul style="list-style-type: none"> <li>- Resistance to change</li> <li>- Low cross-sectoral collaboration</li> </ul>
<b>O</b>	<ul style="list-style-type: none"> <li>- Alignment with SDG 8 (Decent Work)</li> <li>- Potential policy innovation</li> </ul>	<ul style="list-style-type: none"> <li>- Executive-level champions can drive implementation</li> </ul>	<ul style="list-style-type: none"> <li>- Leverage Department of Youth/NSDA, ILO programs</li> </ul>	<ul style="list-style-type: none"> <li>- Scope for behavior change through inclusive consultation</li> </ul>
<b>T</b>	<ul style="list-style-type: none"> <li>- Institutional silos</li> <li>- Coordination delays</li> </ul>	<ul style="list-style-type: none"> <li>- Frequent turnover in leadership</li> </ul>	<ul style="list-style-type: none"> <li>- Low capacity of local training centers</li> </ul>	<ul style="list-style-type: none"> <li>- Fragmented communication among actors</li> </ul>

**Thank you**