

Violence in Egypt

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emergency in the cities of Port Said, Ismailiya and Suez and their surrounding provinces in an attempt to quell the unrest. The military was deployed in Suez on Friday and in Port Said the next day. The two cities have been hit the hardest by the violence.

Protesters in all three cities poured into the streets after Morsi's speech to reject both him and his state of emergency, which includes a curfew from 9:00pm to 6:00am in Port Said, where 44 people killed in rioting over the weekend, at least 2,000 protesters chanted against the Egyptian president and the Muslim Brotherhood, the Islamist group from which he hails.

The unrest in Port Said was sparked by a court conviction and death sentence for 21 defendants

involved in a mass soccer riot in the city's main stadium on Feb. 1, 2012 that left 74 dead. Most of those sentenced to death were local soccer fans from Port Said, deepening a sense of persecution that Port Said's residents have felt since the stadium disaster, the worst soccer violence ever in Egypt.

At least another 11, most of them in Suez, died in clashes Friday elsewhere in the country during rallies marking the second anniversary of the uprising that toppled Mubarak nearly two years ago. Protesters used the occasion to denounce Morsi and the Brotherhood, which emerged as the country's most dominant political force after Mubarak's ouster.

In his televised address, Morsi also warned that he would not hesitate to take more action to stem the

violence. Angry and at times screaming and wagging his finger, the Egyptian leader also invited the nation's political forces for talks to resolve the nation's crisis, saying "a dialogue between the sons of the nation is indispensable and is the only way to shepherd Egypt to security and stability."

Among those invited to Monday's talks is pro-reform leader and Nobel peace laureate Mohammed ElBaradei and other leaders of the National Salvation Front, an umbrella group of opposition parties.

The invitation, however, was met with little enthusiasm from the opposition leaders.

"Any dialogue is a waste of time unless the president acknowledges his responsibility for the

bloody events, pledges to form a national salvation government and a balance commission to amend the constitution," ElBaradei wrote on Twitter early on Monday.

Another Salvation Front leader, the leftist Hamdeen Sabahi, set conditions on his participation: "Halt the bloodletting, respect for the popular will and placing political solutions ahead of security measures are conditions for a serious dialogue."

ElBaradei, Sabahi and other opposition leaders have boycotted Morsi's previous calls for dialogue, saying he did not have the political will to effect change.

Salvation Front leaders are meeting later yesterday, when they are expected to decide whether to participate in the dialogue.

Safety elusive for profit chase

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maintain a flexible supply chain that can feed stores with new fashions in the future without putting garment workers at risk.

"If they don't get the products to the customers on time, at quality and in the specifications they want, customers will switch to a competitor," said Richard Locke, a professor at the Cambridge, Massachusetts-based MIT Sloan School of Management, whose supply-chain research has taken him to factories around the globe. "At the same time, brands and large retailers need to be careful about reputational risks associated with poor working and safety conditions."

Inditex Investigators Garments from Inditex's Bershka and Lefties brands were found among the wreckage at the site of the Jan 26 blaze, the Institute for Global Labour and Human Rights said on its website. The factory was owned by Dhaka-based Smart Export Garments Ltd. Inditex has sent its own investigators to the scene, Echevarria said.

More than 100 people

were killed on Nov. 24 at a plant producing garments for companies including Wal-Mart Stores Inc More than 700 garment workers have died since 2005 in Bangladesh, according to the International Labour Rights Forum, a Washington-based advocacy group.

Labour rights activists are urging the industry to help pay for safety upgrades at about 4,500 Bangladesh factories. Doing so would amount to 10 cents per garment -- or \$3 billion over five years -- according to an analysis provided by the Worker Rights Consortium, a Washington-based monitoring group.

Retailers are wedded to the sales-driving power of fast fashion as Americans wrestle with joblessness and higher taxes.

Holiday Sales "The American consumer wants the widest variety possible, and they want it now," said Nate Herman, vice president of international trade for the American Apparel & Footwear Association. "They don't want to wait. If they wait, you

lose sales, and they're not going to come back."

Gap declined to comment for this story, while Urban Outfitters and Hennes & Mauritz AB didn't provide comments requested in phone messages and e-mails.

To keep costs under control, companies have been shifting their manufacturing from China to Bangladesh. While the South Asian nation boasts a skilled workforce and many managers speak English, factory safety regulations are spottily enforced.

The move to Bangladesh coincided with fast-fashion's spread through the industry. Previously, companies ordered clothes for each season, and a garment took as much as a year to travel from concept to store. While apparel makers could rush orders to market to meet unexpected demand, doing so was costly.

Then Inditex and H&M changed the game by proving that it was possible to cut lead times -- and keep costs low. H&M, among the largest buyers of ready-made garments in Bangladesh, has posted gross margins higher than 50 percent for the past 10 years. Gap and Urban Outfitters never exceeded the low 40s in that time. That's why much of the industry boarded the fast-fashion express.

"Most companies have adopted some part of fast fashion and are trying to compress the product creation cycle," said Timothy Lee, a former apparel sourcing executive for Adidas.

The business case is evident: continuously introducing blouses and skirts drives more shopping trips because consumers expect to find new clothes, thus increasing sales. Accelerated production also better matches supply and demand and allows stores to offer more fashionable merchandise. Shoppers are less likely to wait to buy, and stores can charge full price.

Flexible Supplies Fast fashion doesn't work without a flexible supply chain, said Jim Brownell, who works for enVista, a Carmel, Indiana-based consulting firm that works with Urban Outfitters and other retailers.

Clients "don't want to over-buy product in hopes it sells because if it doesn't, you're stuck with it," he said.

At the same time, consumers have come to expect their clothing in a rainbow of hues and styles. In Nike Corp's 2010

Corporate Responsibility Report, the company said "asking factories to manufacture too many styles is one of the highest contributors to factory overtime in apparel." When workers don't take enough breaks, accidents can happen, MIT professor Locke said.

Constantly changing orders adds to the pressure. Two months ago, Fazlul Hoque, who runs a Bangladesh garment maker called Plummy Fashions Ltd, got a request from a European apparel maker that Hoque declines to name requesting a design change to the belt loops of 30,000 women's trousers. The switch came two months before the garments were due to ship, forcing Hoque to run his factory overtime and absorb the extra costs.

"It's like a chain reaction," Hoque said. "Consumers always want new designs; they always want to stay in season. Clothing companies follow the new trend, and we pay the price."

Asking a factory to switch an order of 20,000 black shorts to 15,000 black ones and 5,000 red ones doesn't sound like much "but has a bullwhip effect," MIT's Locke said. The suppliers' factories might be forced to order new materials, work longer hours or subcontract out some of the manufacturing to meet the new demands.

"They still have to ship on time," Locke said. "If they don't, they probably won't get another order again."

The desire for flexibility means apparel companies are loath to sign long-term contracts with their suppliers, a move Locke and labour rights groups say would boost safety as retailers establish relationships with the factories where their merchandise is produced.

Ultimately, the industry will have to offer fewer choices, Locke said. That's anathema to the companies, which say they are only responding to consumer demand.

Scott Nova, the Worker Rights Consortium's executive director, doesn't buy the argument consumers are hooked on fast fashion.

"It's an expectation retailers have created," he said. "Consumers weren't demanding that 20 years ago. If seasons were reduced from 26 to 10, I promise consumers will survive. Retailers need to step back from this absurd approach of changing styles every 15 minutes if factories are going to be minimally safe."

Cancelled weeks after approval

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Harbin's deal under a buyer's credit totalling a project cost of Tk 2,039 crore. In the buyer's credit system, the bidder arranges loan on behalf of the government.

In the brief signed by the prime minister and the finance minister, it was noted that the cabinet committee received complaints against Harbin after its approval and therefore the decision was suspended.

The power ministry apparently did not disclose the allegations brought against selection of Harbin, which was once blessed by the Hawa Haban during the BNP rule and was black-listed. Harbin returned under this government with the blessings of a powerful ruling party lawyer-cum-parliamentarian.

Earlier in 2005, within an hour of its inauguration, the Tongi 80 MW plant built by Harbin tripped due to technical glitches. During the caretaker government, the local agent of Harbin filed an extortion case against Giasuddin Mamun, friend of BNP Senior Secretary General Tariq Rahman saying he

took Tk 5 crore to award the Tongi plant to Harbin.

The hearing of this case is pending.

But all the while a ruling party MP started giving backing to his friends who are serving as Harbin's agents for a hefty share. Under his influence, Harbin was picked as the selected bidder out of two participants in the Barapukuria tender, although its offer was subject to the tender's rejection clause.

Harbin's price offer was higher than the other Chinese bidder China National Machinery Import and Export Corporation (CMC), but through tender manipulation, Harbin was shown as the lowest bidder. This had made the CMC to lodge complaints with the government.

On January 9, upon approving Harbin's bid at a purchase committee meeting, Finance Minister brushed aside the allegations of foul play in the Barapukuria tender and Harbin's tainted past, telling the press, "Harbin was blacklisted in the past. Now a plant built by Harbin is one of the bests in the country."

On the allegations of

foul play, Muhith noted, "When the cabinet committee receives a complaint, it is always verified before the project's approval. In this case, the committee did not receive any complaint."

But the finance minister changed his mind later when he was given copies of complaints against Harbin filed by a Chinese co-bidder. Sources say those allegations were not shown to the Cabinet Purchase Committee before the approval.

Harbin did not mention prices of three items in its offer [an auxiliary transformer; cable and balance of plant]. This means Harbin had not taken these items into consideration while making their financial offer.

On the other hand, the CMC had categorically mentioned the prices.

Harbin also did not provide the PDB with the end user certificate to prove its experience in building at least 100 MW coal-fired power plant.

Both the bidders gave clear financing terms in which CMC's arrangement of loan gave more advantage than Harbin's offer.

The CMC's loan spelled out 3.5 percent interest rate for 15 years, while Harbin's was 4.3 percent for 13 years.

Despite this clarity, the PDB tender evaluation committee sought clarification in October from both the bidders, allowing Harbin to change its financing terms. Harbin's interest rate was accordingly lowered to 3.25 percent.

As per the tender rules the authorities cannot allow a bidder to change its financial configuration.

Consequently, the PDB committee evaluated the per kilowatt power construction price offer of CMC at \$941.8 and Harbin's \$908.96, making the latter the lowest bidder.

This prompted the CMC to lodge its complaints with the ministry and also with the Central Procurement Technical Unit (CPTU). But in the last moment the CMC withdrew its appeal to the CPTU and it was quashed on December 26.

14-year-old wonder chef

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top Beverly Hills restaurant.

Child prodigy Flynn McGarry has cooked for more than 120 people, run a pop-up restaurant with an 18-course tasting menu and impressed critics and diners over his three year career which began at the tender age of 11.

And next week the San Fernando Valley schoolboy will head the kitchen at Beverly Hills' BierBeisl restaurant with a 12-course meal for 40 people charging \$160 a head.

It has already sold out. McGarry's signature food is described as 'progressive American' and offers experimental fine dining.

Rather cheekily the teenager says he was inspired to take to the kitchen because he didn't like the food his mother, Meg McGarry, cooked.

Thankfully she didn't take offense and bought her son cookbooks and showed him internet recipes to see if he could do any better.

And it turns out he could.

"It was after looking at all these cookbooks and going on the Internet and looking at these dishes that I thought, 'I could achieve that one day,'" SAID McGarry.

"I thought, every time I try it, I hope to keep getting better and better. I just fell in love with it."

"My mom didn't really like cooking, and when she did cook I didn't really like her food. And I was watching something on the Food Network, and I thought, 'I could do this'."

"I went to the bookstore and I looked for the thickest, biggest cookbook. And I found 'The French Laundry' by Thomas Keller.

"I've always been very creative, and I wanted to create my own dishes, and I didn't know too much about it -- but I would do variations from 'French Laundry' and other cookbooks and would cook them for my family."

"Then, I started liking the creative part of it, and I started to cook for more people than just my family."

The mother and son duo

decided to test his skills with the public and launched Eureka - a supper club that hosts monthly dinner parties inside their home.

Her mother now describes herself as: 'general manager and reluctant dishwasher'.

They even built a test kitchen in the teenager's bedroom so he could reach all the utensils he needs.

"It started off as two tables with some gas burners, my desk and my bed," he explained.

"But the problem was that I need more space for more things, so I downsized my bed, got rid of my desk. And I was living in there for like a year, and I would sleep on my bed, pop it up, do my schoolwork at my work space table."

"It was difficult because I was 13 and pretty much living and sleeping, and then the rest of the time it was a kitchen. And when my sister went to college I moved down to her room. Then we went full out with the kitchen."

Now the room has

induction burners, a 10 foot plating area and four cooking stations.

His pop-up club costs \$150 per head but the family insist it was never a money making project.

"It is not a moneymaking thing. We lowered the prices and we are doing more food and more expensive ingredients. We are thinking of it as a fun night," he said.

McGarry is still in education but is taught via Laurel Springs' online private school which means he can organize lessons around his cooking.

McGarry's mother says they backed her son in his ambition because he exhibited such early passion for cooking.

"He is progressing so fast and it is super overwhelming, but it is also exciting," she told ABC. "You are always proud of your children's accomplishments. He showed such passion for this that it was an obvious choice to allow him to do what he loves to do."

USAID | PRICE
EMPLOYMENT OPPORTUNITY

Monitoring and Evaluation Manager, Short-Term Position (10 months)

Job Summary: The Monitoring and Evaluation (M&E) Manager of the PRICE project will manage activities related to the monitoring and evaluation of the project. The M&E Manager will also be responsible for the generation of information and analysis for the development of internal and external reports.

Specific Duties and Responsibilities: This mid-level position requires strong discipline, interpersonal and teamwork skills, initiative, attention to detail, and understanding of general business principles and data interpretation to complete associated tasks, including those listed below:

- Implement the existing project M&E system.
- Prepare M&E reports (quarterly, annual, final) for internal use, as well as for USAID.
- Prepare updates for ministries, as requested.
- Conduct field visits periodically to verify reported project results, particularly with regard to PRICE indicators.
- Design of data collection and sampling instruments and tools necessary
- Provide technical assistance and advice to Chief of Party and sector team leaders on implementation and application of PRICE policies and guidelines in the area of performance measurement, M&E and on development of local performance measurement systems.
- Conduct trainings for PRICE and partner staff for effective M&E at the district levels
- Oversee and evaluate PRICE personnel on M&E, both full time and part-time
- Oversee submission of all M&E reports generated by field office and follow up on progress toward the targets.
- Identification and formulation of monitoring and evaluation findings, lessons learned and recommendations to be integrated into knowledge management and learning efforts.
- Collaboration and coordination with the USAID, government agencies, NGOs, and other organizations on upgrading and improving performance measurement and monitoring practices.
- Representation of the project with USAID/B, Ministry of Commerce, subcontractors, PRICE partners, clients, and others.

Location: Dhaka

Reporting: M&E Manager reports to the Chief of Party.

Qualifications: M&E Manager should have the following qualifications:

- Master's in Business Administration, Economics, Statistics, Finance, Commerce etc.
- At least 5 years of experience in international agricultural/private sector development projects designing, implementing and overseeing M&E tasks, preferably in agriculture sectors.
- Demonstrated experience performance monitoring and evaluation plans; experience with M&E approaches for key donors; USAID experience is highly desirable.
- Extensive experience in quantitative and qualitative data collection/survey design, implementation and analysis. Competence in qualitative approaches and participatory assessment; Familiarity with common survey approaches in the agriculture sectors.
- Competent in MS Excel, word processing, Power Point and experience using statistical packages such as SPSS, etc.
- Excellent oral and written communication skills and ability to effectively communicate technical material to both expert and lay audiences.
- Strong organizational and time management skills and capacity to coordinate work across multiple departments.
- Fluency in written and spoken English is essential.

Interested candidates are requested to send a cover letter and CV to recruitment@price-bd.com. Deadline for submissions is February 5, 2013.

msh
Management Sciences for Health

Management Sciences for Health (MSH) is a non-profit organization with a mission to close the gap between what is known about public health problems and what is done to solve them, particularly in developing and transitional countries. Headquartered in the United States, MSH has worked in more than 140 countries and with hundreds of organizations. Our staff from more than 60 nations works hard to be trusted partners to leaders, managers, and the staff of organizations of every size and scope.

The United States Agency for International Development (USAID) funded Systems for Improved Access to Pharmaceuticals and Services (SIAPS) program is providing support to the MOHFW, its component directorates (Directorate General of Health Services- DGHS, Directorate General of Family Planning-DGFP, Directorate General of Drug Administration-DGDA) and other key entities (National Tuberculosis Program-NTP) to strengthen the capacity of policy makers, health care providers and institutions to improve commodity management, with an emphasis on governance, procurement, institutional capacity building and other Health System Strengthening (HSS) initiatives, aimed at ensuring continuous availability of commodities required to support health care delivery and the timely availability of reliable data to support evidence based decision making.

We invite applicants to contribute to the SIAPS project.

IT Specialist

The IT Specialist is responsible for the planning, management and maintenance of SIAPS supported IT initiatives e.g. Upazila Inventory Management System (UIMS), Warehouse Inventory Management System (WIMS), DGFP Supply Chain Information Portal (SCIP), Logistics Management Information System (LMIS), MOHFW Supply Chain management Portal (SCMP), PharmaDex & e-TB Manager. The IT specialist will be instrumental in ensuring optimal functioning of the tools.

He/she shall also be responsible for the installation, configuration and management of the MSH Bangladesh IT infrastructure (servers, network equipment, PBX, etc.), networking (LAN and WAN) and distributed equipment (PCs, printers, peripherals, phones) and shall ensure that good policies and procedures are in place in accordance with MSH corporate IS policies to restrict access to MSH systems to only authorized individuals and to protect MSH IT equipment, network and data. S/he is responsible for ensuring a well-functioning, well-managed IT environment and good customer service to MSH staff and well as ensuring that SIAPS supported IT initiatives are functioning optimally. This position will be located within the SIAPS Bangladesh office with frequent visits to DGFP, DGHS & MOHFW and report to the Senior Technical Advisor of SIAPS Program.

Specific Responsibilities

- Monitor, manage and maintain SIAPS supported IT tools (UIMS, WIMS, SCIP, LMIS, SCMP, PharmaDex & e-TB Manager) in collaboration with local IT firm including applying patches and anti-virus updates
- Provide technical support to the SIAPS team for building the capacity of government counterparts to ensure smooth hand over process of the tools and systems to the MOHFW
- Perform, verify and test data backup and other disaster recovery procedures to minimize loss of data
- Provide technical assistance to users in the development and design of program related documents e.g. risk mitigation & sustainability plan of the tools, ad-hoc data entry, internal and external presentations, communication materials, documents, reports etc.
- Travel to field for trouble shooting of SIAPS supported IT tools; if needed.
- Work with 3rd party service providers (ISP, equipment providers, Telecommunication Company) to provision new services and ensure good service is provided.
- Work with one-on-one with SIAPS staff on Network Administration and IT Support to resolve problems with systems issues (LAN, wide area network [WAN], Wi-Fi, software, hardware, setting-up video-conferencing & go-to-meeting etc.), and record problems and resolutions in the helpdesk system or any computer based system.

Qualifications

Bachelor's Degree in Computer Science or a related field or equivalent relevant experience; SIAPS knowledgeable on open source software & basic programming language e.g. MySQL, Java, Visual Basic, PHP is must; Experience planning and implementing of working supported IT tools; Solid training skills; Extensive knowledge in administering Microsoft Windows 2003 operating systems, Linux, office 2007, firewall, Cisco routers MS Exchange, and Outlook client; Considerable knowledge of DNS, DHCP, Active Directory and the understanding of the Local Area Network; Considerable knowledge of hardware and software configuration issues; Previous experience installing, maintaining, and troubleshooting Microsoft Office Suite, and other standard software (e.g. Firefox, Explorer); Ability to work under pressure with limited supervision and take initiative; Excellent organizational and interpersonal skills with a service oriented outlook; Excellent communication skills with fluency in English required and ability to communicate in English preferred (written and verbal)

Management Sciences for Health is an equal opportunity employer offering employment without regard to race, color, religion, sex, sexual orientation, age, national origin, citizenship, physical or mental handicap, or status as a disabled or Vietnam Era veteran of the U.S. Armed Forces.

Interested applicants should submit their applications to **Job ID No. 13-6324** at <https://jobs-msh.icims.com/jobs/6324/job> no later than **February 10, 2013**. Only shortlisted applicants will be contacted.