

Letter of Transmittal

Dated: 24thOctober, 2016

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Hajee Mohammed Danesh Science and Technology University
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Internship report: SWITCH Asia-Jute Value Chain Project in
Rangpur District

Subject: Submission of the Internship Report on SWITCH Asia-Jute
Value Chain Project

Dear Sir,

With due respect and humble submission that I am the undersigned students of EMBA, is submitting my internship Report on "SWITCH Asia-Jute Value Chain Project in Rangpur District ." It gives me immense pleasure while I worked on it. It's my pleasure to inform you that I have completed my term paper under your kind hearted direct supervision and guidance. All the information presented in this report is done utmost sincerity and honesty. I have tried my level best to make this report holistic and informative. Apart from the academic knowledge gained, this internship program and preparation of this report have given me the opportunity to know about the social contribution and social responsibilities of DCPUK SWITCH Asia- Jute Value Chain project in Rangpur District. I have analyzed many thing insights which improved my Knowledge, Skill, Attitudes and perceptions during preparing this. I believe that, the experience I have acquired from this internship program will be valuable assets in my life. It will help me in my Future professional career.

However, there may be some mistakes or lacking due to some limitations. Therefore, I would be highly obliged if you kindly consider my limitations. I hope that this Internship Report will satisfy you.

Thanks and best regards

Your submissive pupil

Internship Report by Md.Irfanul Bari sarkar
Hajee Mohammad Danesh Science and TecnologyUniversty (HSTU)
,Dinajpur.

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SUPERVISOR'S DECLARATION

I hereby declare that, the concerned internship report entitled "Social Contribution of DCPUK- SWITCH in four Upazilla under Rangpur District" is submitted by Md. Irfanul Bari Sarkar Student ID: E140504036 (4th Batch), Masters of Business Administration (Evening) (Major Marketing), Faculty of Business Studies HSTU, Dinajpur-5200 is completed his internship under my supervision and submitted for the partial fulfillment of the requirement of the degree of Masters of Business Administration MBA (Evening).

Therefore, he is directed to submit his report for evaluation. I wish his every success in life.

SOURAV PAUL CHOWDHURY
Assistant Professor
Department of Management
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(HSTU),
Dinajpur.

Internship Report by Md.Irfanul Bari sarkar
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,Dinajpur.

CO-SUPERVISOR'S DECLARATION

I hereby declare that, the concerned internship report entitled "Social Contribution of DCPUK- SWITCH in Four upazilla under Rangpur District" is submitted by Md. Irfanul Bari Sarkar Student ID: E140504036 (4th Batch), Masters of Business Administration (Evening) (Major Marketing), Faculty of Business Studies HSTU, Dinajpur-5200 is completed his internship under my supervision and submitted for the partial fulfillment of the requirement of the degree of Masters of Business Administration MBA (Evening).

I wish his every success in life.

MD. MOSTAFIZUR RAHMAN

Assistant professor

Department of Management

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Internship Report by Md.Irfanul Bari sarkar
Hajee Mohammad Danesh Science and TecnologyUniversty (HSTU)
,Dinajpur.

STUDENT'S DECLARATION

The discussing report is the terminal formalities of the internship program for the degree of Masters of Business Administration (MBA-Evening) Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University (HSTU), Dinajpur 5200 which is compact professional progress rather than specialized. This report has prepared as per academic requirement after the successfully completion of 45 days internship program under the supervision of my honorable supervisor SOURAV PAUL CHOWDHURY Assistant professor, department of management, It is my pleasure and great privilege to submit my report titled "Social Contribution of DCPUK- SWITCH under Rangpur District" as the presenter of this report. I have tried my level best to get together as much information as possible to enrich the report. I hereby declare that this report has been prepared by me & for the academic purpose only and has not been/ will not be submitted elsewhere for any purpose. I believe that it was a fascinating experience and it has enriched both my knowledge and experience.

However, after all this, as a human being, I believe everyone is not beyond of limitations. There might have problem regarding lack & limitation in some aspects and also some minor mistake such as

syntax error or typing mistake or lack of information. Please pardon me for that mistakes and clarify these at my further information on those matters.

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ACKNOWLEDGEMENT

All praise to Almighty Creator. Completion of anything requires supports from various sources. I am very fortunate to get the sincere guidance and supervision from a number of people, Foremost; I would like to convey my sincere gratitude to honorable SOURAV PAUL CHOWDHURY Assistant Professor, Department of Management, Faculty of Business Studies, HSTU Dinajpur for her encouragement and cooperation in writing this Internship Report on "Social Contribution of DCPUK-SWITCH in four Upazila under Rangpur District". I am also indebted to her for her constant guidance. In the process of performing this term paper I would like to pay my gratitude and respect to some important persons for their kind co-operation.

Internship Report by Md.Irfanul Bari sarkar
Hajee Mohammad Danesh Science and TecnologyUniversty (HSTU)
,Dinajpur.

In the process of performing this report my co-supervisor also guided me a lot. I would like to pay my gratitude and respect to him also. I am very pleased both of them to give me clear concept on the topic.

Secondly, I am doing great deal of hard work for preparing this Internship Report. I have collected information about this Internship Report from browsing the respective organizational document face to face interview, different survey report, Internet websites, own initiated FGD, KII, Real life & on job experience and observation, different types of journals and many other source of published research paper, Reading and understanding related books, publications, journals and articles and also taken help & suggestions from management of different organizations as well as HSTU.

Finally, I am very much grateful to my families who always give me constant support and encouragement. I would like to thank my Supervisor(Executive Director) , colleagues, seniors who helped me greatly to complete this paper. I am very much grateful to the official of DCPUK SWITCH who extended their enthusiastic cooperation during my internship period. Each and every senior officer and employee lost their interest to give answer for my numerous queries. Their disciplines in work inspired me a lot.

Beside I would like to express my sincere gratitude to all my course mates for their constant help and inspirations in my internship period.

Finally, I would like to convey my best regards to the management of DCPUK , Rangpur for their motivation to the job with make my job resourceful and contribute in professional career and giving me the opportunity to complete the MBA (Evening).

In addition, I will mention my friends who also inspired and helped me to finish this report. I would also like to thank our authority of HSTU.

EXECUTIVE SUMMARY

The Internship Report on “Social Contribution of DCPUK SWITCH in four Uapzila under Rangpur District” -A study on World Vision Bangladesh Program and Social Contribution or Responsibility has been supported to demonstrate the existing scenario of Social Contribution of the DCPUK and to gain better understanding about the community contribution .

To achieve the Mission & Vision of the organization, all the design are aligned with Organizational National Strategy. DCPUK is a national Organization and it works more than 7 District in the countries . So it must maintained the global standard for choosing and setting the program according to the actual need of the community people and contextualized the content outcome and output as per landscape.

It is true that social contribution has given the respect and good image by their behavioral change attitudes, performing from their inner traits. DCPUK is motivating the community to raise their voices and ignite the heart to address actual social development. The programme has made an outstanding progress towards its programme goal particularly in Marketing, nutrition, Livelihood , health, economic development, education, child rights and child protection which contributed to achieve the programme goal " To improve the livelihood state of the poor and ultra poor men, women and children including marginal farmer, through undertaking various need based sustainable development programs " .

In this study, it is found how the social contribution of DCPUK changing the life standard of Most Vulnerable Men and Women. How DCPUK is strengthening the social structure and function the community led programs..

Basically, the internship report is representing what are the major problems and conflicts in the community and what kind of practices are following by the community people.

This report will give us the information of what kinds of community resources are utilized and how much local resources are available to maximum use for further planning. The scope and opportunities are open through this report.

It showed the strength, weaknesses and opportunities and risks which can help the management in decision making in the policy level.

It can be summarized that authority of DCPUK should take necessary steps regarding the identified factors and can apply the management techniques to improve the satisfaction of Community.

PREFACE

This Internship) report is the compulsion put in by the Department of Management and Faculty of Business Studies, HSTU Dinajpur, Bangladesh for the award of Masters of Business Administration (MBA-Evening). In order to accomplish the task of completion of the degree, I choose the renowned and reputed National Non-Government Organization (NNGO) that is DCPUK . The Social Contribution of DCPUK has emerged a successful one in the organization and the records of the paper are evident to prove the statement. I went through 45 days internship training in the paper in order to perceive the true art and the practical picture of the Social Contribution and go through the process by which the organization is making very well beside the government out of its limited resources. The report is according to best of my perception and the knowledge gained via the books and the courses has been tried to be implemented in the due courses of the business & management affairs, it will give a comprehensive and sophisticated and elaborated way of judgment of Social Contribution in the organization. For the convenience of the reader, I have tried my level best to make the report comprehensive and elaborative and simple. The sectioning of the report will pave the way to read and understand the report easily. The processes involved in the Social contribution development and management have been studied thoroughly and the things I have learned will enhance my capabilities and polish my managerial skills. I am sure that the department of business administration will oblige me by giving its recommendation and consent for the approval of the degree and the purpose Internship report on Social Contribution of DCPUK SWITCH in Four Upazila under Rangpur District which I have gone through this internship training and report writing procedure will be served positively.

*Dedicated to my beloved
parents*

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Chapter 01

Introduction:

Debi Chowdhurani Palli Unnayan Kendra (DCPUK)

DCPUK is a nongovernmental, local, not political, nonprofit, humanitarian and voluntary development organization established in 1981 and since inception it has been serving the disadvantaged poor and ultra men, women and children in 38 nos. Upazila under Rangpur, Gaibandha, Kurigram, Nilphamari, Lalmonirhat and Dinajpur Districts through diversified program initiatives. Considering the development perspective of the rural society such as Poverty, Hunger, Diseases, Environmental pollution and degradation, Social discrimination, Violation of human rights and poor governance it has implemented a series of initiatives and addressed the problems with considerable achievements. During the period of the time due to its development efforts, sincerity, commitments and accountability to the development, it has attained a high-level accountability and positive image among all level stakeholders. As DCPUK was strict to the commitment in bringing positive change in the lives of the through undertaking need based sustainable initiatives.

It can be mentioned here that during the period of time, it has achieved diversified experience, skills and strengths which is really helping DCPUK to achieve the desired impact. Again, for the excellence of development endeavor and due to its sincere development efforts it has become able to attain a high level acceptability, dignity and image among the community people which includes men, women and children, civil society members, community leaders and Local Government.

Furthermore, during this period of time DCPUK has become able to attain some competencies related to program management, institutional capacity and financial management. In describing the program strength it is worth to mention here that at present, DCPUK has been operating 11 numbers of different Projects and working with 2323072 project participants in 13 nos. Upazilla from 4 Districts by the donors and the community, Again, DCPUK has developed necessary policy and procedures for transforming the organization as a strong institution, The organization has developed its own financial manual to operate different program. In addition, it has developed its own Personnel Manual (personnel policy and procedure), to increase the effectiveness, efficiency, impact and sustainability. DCPUK has also a savings and credit program operation manual and a gender policy. Most of the programs of DCPUK are operating following a specific guideline in

order to make the performance systematic and effective. The Executive body of DCPUK comprised of different professionals, which enrich the strength of this organization. The organization has a strong liaison with different Govt, counterparts, donors, other stakeholders and the community. DCPUK strongly believes in empowering the targeted, population in order to access to services and opportunities and thus to change the quality of life. EC committee regularly meeting seminar and generate reports and make sure of transparent program and policies for the welfare of this organization. In addition to that DCPUK possess sound and transparent financial system to operate 10 numbers of projects around Rangpur, Kurigram, Gaibandha & Nilphamari Districts where the annual turnover is Take 11,054,2000 corer. The project has computerized accounting packages; professional financial managers are in place, generate monthly and quarterly reports and submits to donors. A procurement committee and a recruitment committee is in place to oversee the financial transaction and smooth functioning of different project. Certain persons are authorized to operate the bank accounts, which is endorsed by the EC committee of DCPUK.

DCPUK believes in the participatory development process. It has perceived that the equal development of society can only be ensured by participation of the rural poor women and in the overall development activities. In the light of this belief, DCPUK ensuring the participation of all level people in the development process.

Goal: To improve the livelihood state of the poor and ultra poor men, women and children including marginal farmer, through undertaking various need based sustainable development programs

Mission: Promoting the social, economic, environmental, and cultural status of the poor people through undertaking multifaceted sustainable development interventions.

Vision: Establishing such a society which is ecologically balanced, socially just, healthy and democratic and where the poor are economically self-reliant and enjoy an equitable and secured environment.

OBJECTIVES OF THE ORGANIZATION (DCPUK):

- To increase the economic status of the poor and ultra poor through ensuring their involvement in Income Generating Activities and creating employment opportunities.
- To empower the poor socially & economically
- To promote human rights and social justice for poor men, women, children as well as for the disabled and minorities.
- To support the initiatives of the government as a development partner

- Ensure the participation of the disadvantaged, vulnerable people children in the development activities.
- To increase the educational status of the poor through adult and child literacy program.
- To play advocacy role for consciousness raising on social development
- To increase the health status of the poor through undertaking diversified health related program initiatives such as MCH, FP, Environmental sanitation as well as water and sanitation and Hygiene practice.
- To increase the agricultural production through using modern technology
- To assist people in disaster preparedness and management and.
- To protect the environmental from degradation and pollution.

Vision:

Establishing such a society which is ecologically balanced, socially just, healthy and democratic and where the poor are economically self-reliant and enjoy an equitable and secured environment.

Mission Statement:

Promoting the social, economic, environmental, and cultural status of the poor people through undertaking multifaceted sustainable development interventions.

GOAL :

To improve the livelihood state of the poor and ultra poor men, women and children including marginal farmer, through undertaking various need based sustainable development programs.

PROGRAM OF DCPUK:

- Health and Sanitation Program
- Education Program
- Natural Resources Program
- Economic Development Program
- Rights and Empowerment Program
- Climate Change and Disaster management Program

DCPUK VALUES FOR EXCELLENCE

- Human dignity and Gender equity
- Honesty, Integrity and Sincerity and Transparency
- Cost Consciousness and sound management of resources
- Concern for Environment
- High quality services
- Capability and Accountability
- Quality services
- Creativity and Innovation
- Discipline

TARGET GROUP /PARTICIPANTS / BENEFICIARIES

- Landless people
- Hard core/ultra poor
- Poor and marginal farmer
- Backward, Vulnerable and neglected men, women and children irrespective of caste, creed, Culture, religion and ethnicity.
- Disable
- Indigenous people
- Well Off people (for Water and Sanitation and Health)

EXISTING PROJECT/ PROGRAM OF DCPUK AND KEY ACTIVITIES:

SL#	Project/ Program	Key Activities
01	Chars Livelihoods Programme (CLP)	a) Livelihoods development, b) Assets transfer, c) Social mobilization, d) Infrastructure development, e) Savings creation of community people and group development, f) Health and education, g) Training for skill development and employment creation, h) Water and sanitation, i) Market development, j) Homestead gardening and k) Relief distribution for rehabilitation.
02	Switch Asia Jute Value Chain Project (SAJVCP)	a) Farmer selection and support for quality jute production b) Jute processing and fabrics production c) Jute made production and marketing Private sector engagement with the product

03	Promoting Science Education at Secondary (High) School (PSE) Project.	A.Develop practical experiments from school textbooks using low-cost science kits.B. Organize discussions, science fairs (at district/upazila level) C. Coordination meeting with guardian to grow interest to admission on Science group meeting D. Science Clube formation at School level. E.Organize to develop Science wall Magazine at School level.
04	Affordable Nutritious Foods for Women (ANF4W)	a)Village & Community selection b) Social mobilization, c) Health and sanitation d) Producing the nutritious agricultural products e) Involvement of 15 to 49 aged women in agricultural works
05	Drinking Water Supply and Sanitation Project	a) Distributing sealed latrine b) Distributing Tube well c) Motivation and d) Social Mobilization on health and sanitation.
06	Pre -Primary education, coaching Center, adult and computer literacy initiatives (PCCI)Project.	a. Established Pre primary school for the Non Bangali community b. Established Coaching center for class two -class five students c. Computer & adult Literacy learning center for students d. Conduct monthly parents meeting
07	Habits creating Initiatives and Coaching for Upgrading education (SHICU)	a. Established Pre primary school for the Non Bangali community b. Established Coaching center for class two -class five students c. Literacy learning center for students d. Conduct monthly parents meeting
08	Disaster Management and Risk Reduction Project	a) Community based preparedness b) Awareness raising c) Contingency planning d) Information management, e) Disaster assessment and f) Response considering the disaster type.
09	Micro Credit	a) Group Formation b) Own fund creation by mobilizing savings c) Credit support for undertaking Income Generating Activities and d) Training for HID
10	Allowance for the poor pregnant woman program	a)Reducing the mortality rate during delivery . b)Encouraging & training the women about breast feeding. c)Ensuring the birth registry & marriage registry. d)Inspiring the pregnant woman and her family to take nutritious food. e)Linking with the health clinic to get medical treatment during delivery and post delivery time. f)Inspiring the people to have a good family planning

In addition to these above program, DCPUK are implementing below mentioned support programs:

- Policy Advocacy & Networking
- Day Observation
- Human Rights and Social Justice.

PREVIOUS PROGRAMS / PROLECTS

SL#	Project/ Program	Key Activities
01	Sanitation Hygiene and Water supply in rural areas (GOB-UNICFE)	a) Dinking of Tube wells b) Installation of pit latrine c) Motivation on personal hygiene and d) Establishment of WatSan Committee at Union and Upazila level.
02	Income and Employment Generation supported by ADAB	a) Group formation b) Providing development education c) Skills and Entrepreneurship Development Training d) Providing Credit support and e) Technical assistance and counseling
03	Income Generation for distressed supported by South Asia Partnership –SAP Bangladesh	a) Land Mortgage b) Skills Training c) Providing financial support d) Technical Assistance and Awareness raising on different development issues including literacy and injustice
04	Eye Campaign supported by South Asia Partnership- SAP Bangladesh	Organizing eye campaign and providing treatment support for poor people
05	Integrated Development Program for the Rural Population in Rangpur supported by MISEREOR Germany	a) Awareness raising on development issues b) Establishing rural adult education center c) Providing education to the adult and children d) Group formation e) Providing training among the participants f) Providing financial support to the participants and g) Providing counseling and Technical Assistance
06	Health and Family	a) Health awareness b) Providing Family Planning c)

	Planning supported by Center for Development services -CDS	Immunization d) MCH e) Nutrition education f) Hygiene education and g) Liaison and linkages with Government
07	Legal Aid Project supported by Madaripur Legal Aid Association - MLAA	a) Awareness on rights b) Violation Monitoring c) Identifying victims and d) Providing Legal Aid for protecting the rights
08	National Surveillance project for Disaster Preparedness and Prevention of Nutritional Blindness supported by Helen Keller International	a) Gathering information from targeted household b) Ensuring the quality of Data c) Maintaining an ethical and courteous approach and d) Data compilation and reporting
09	Emergency Post Flood water 7 Sanitation Activities (EPFWSA)- supported by NGO Forum	a) Latrine repairing b) Tube well repairing c) Providing Latrine and Tube well to the affected HHs d) Tube Platform repairing
10	People Oriented Land Reform & Agricultural Development Project supported by ALRD	a) Awareness raising on land law b) Land Reform and Awareness on rights c) Women rights campaign d) Workshop d) Training and f) Meeting
11	Livelihood Improvement Through Ecology (LITE) Project supported by IRRI-PETRA	This was a research Project Key activities we performed were : a) Applying IPA methods b) Using LCC in applying Urea c) Reducing the use of pesticide d) Ensuring the participation of men and women e) Improving livelihood of Farmers and f) Creating Pollution free environment.
12	Cash for Work Program	a) Road maintenance b) Ground raising for school and madrasha

	supported by Islam Relief - UNDP	
13	Village Farm Forestry Program (VFFP)- supported by SDC	a) Entrepreneurship Development b) Planting material production c) Cropland and homestead plantation d) Formation of private nursery owners association e) Marketing of quality planting materials f) Establishment of Mother Tree Orchard (MTO) of fruit trees g) Establishment of mini museum with the insects and diseases of trees and crops and h) Linkage building of Farmers and Farmers Organization with GO/NGO, Various Markets Actors, Research Center and other service providers.
14	Environmental Sanitation Hygiene and Water supply in rural areas supported by GOB-UNICEF	a) Sinking of Tube wells b) Installation of pit latrine c) Motivation on personal hygiene and d) Establishment of WatSan Committee at Union and Upazila level .
15	Self-Help supported by CARE Bangladesh	This was a disability Development initiative. Key activities we performed were: a) Identifying disable people b) Meeting with disable male ,female and children c) Awareness raising d) Skills Training ,e) Linkage building with service providers f) Door to door visit and technical support and g) Social Employment.
16	GO-INTERFISH supported by CARE Bangladesh	a)Capacity Building and Awareness raising on development issues b) Rice Production at low cost c) Establishing liaison and linkages d) Fish culture in rice field e) Pond fish cultivation f) Vegetable cultivation g) Pest management h) Fish seeds /fingerlings rearing and i) Providing counseling and Technical Support .
17	NGO Service Delivery Project (NSDP) (supported by Pathfinder International)	This was a health and family planning ,Key activities we performed were: a) Mother & Child Health care .b) Family Planning c) Reproductive Health ,d) BCC Activities and e) Limited Curative care.
18	LAND supported by DFID	a) Awareness raising b) Training and Orientation c) Establishing People Orientation d) Khash land identification e) Khash land distribution and f) Advocacy and networking.
19	Civic Awareness for Strengthening	a) Formulation of District Civil Society Forum b) Formulation of Upazila civil society forum c) Develop cultural groups and

	Democracy Supported by EC	perform shows d) Orient political parties,civial society representatives and administration on project e) Orient representatives of different groups on aim, objectives and strategies f) Provide training to the LGI reprehensive g) Orient NGO/CBO representatives h) Education and Awareness raising Session for women , minorities and disabled people i) Orient students to involve them in election process j) Provide Orientation to journalists for media campaign and k) Assist the vulnerable groups to enroll their name in voter list
20	Non-Formal Primary Education (NFPE) Program supported by BRAC-EC	a) Conducing survey b) Identifying drop out children d) Community motivation c) Establishing NFPE School d) Establishing school based committee e) Creating social mobilization on heath and education and f) A warrens raising of child women trafficking.
21	Ultra Poor Program supported by BRAC	Motivation, Awareness rising through Popular Theatre, Video Show, Ultra Baithok and Community Research.
22	Forestry Sector Project supported by GOB	a) Roadside plantation b) Motivation c) Social Mobilization on Environment Conservation d) Training and e) Workshop.
23	Indigenous Community Development supported by GOB	a) Organizing the poor into group b) Rapport Building with the indigenous community c) Identifying the problems and preparing development plan through PRA and d) linkage development between indigenous community and local social structure.
24	Greater Rangpur Agriculture and Rural Development Project supported by GOB	a) Base line survey and Group formation of Small Farmers Group and Marginal farmers group and their need assessment b) Providing technical training to the target groups of different types of crop cultivation.
25	LEAF & SAAKIT Project supported HELVATAS Swiss Intercooperation	a) Institution Building at the grass root level farmers, b) Community empowerment, c) Protecting the rights of the poor and hard core poor, d) Resource mobilization, e) Establishing marketing channel, f) Entrepreneurship development, g) Linkage building of Farmers and Farmers Organization with GO/NGO, Various Market Actors, Research Center and other service providers, h) Establishing agric based enterprise at household level, i) Leadership development, j) Laming & exchange visit, k) Creating gender sensitive environment, l) Training and orientation with

		accompaniment support and, m) Income and Employment generation, n) Selection and capacity building of Local service provider and affordable and quality service ensure at community level through local service provider Capacity building of local service providers with the help of DAE and DLS Resource pool, o) Formation of service providers Association, p) Strengthening Linkage with DAE, DLS and Private sectors for implementation of sub sectors analysis like milk chain ,Vegetable value chain and Med. plant value chain etc .
26	Development Initiatives for Sustainable Household Activities in Reverie Island (DISHARI) Project supported by Helen Keller International	a) Establishment of village model farms (VMF) b) Establishment of homestead gardens (HG) c) Rearing of poultry birds and egg production both at the VMFs and HH level d) Nutrition education to increase the consumption at family level e) Capacity and skill development training for the Recipient staff and target beneficiaries f) Support to VMFs and targeted women group members on income generating activities (IGA) like goat rearing. G) Involve the beneficiaries with the IGA and group marketing system.
27	HFPP Project supported by Helen Keller International	a) Establishment of village model farms (VMF) b) Establishment of homestead gardens (HG) c) Rearing of poultry birds and egg production both at the VMFs and HH level d) Nutrition education to increase the consumption at family level e) Capacity and skill development training for the Recipient staff and target beneficiaries f) Support to VMFs and targeted women group members on income generating activities (IGA) like goat rearing. G) Involve the beneficiaries with the IGA and group marketing system.
28	Non-Formal Primary Education (NFPE) Program supported by BRAC	a) Conducing survey b) Identifying drop out children d) Community motivation c) Establishing NFPE School d) Establishing school based committee e) Creating social mobilization on heath and education and f) A warrens raising of child women trafficking.
29	Post Literacy and Continuing Education for Human Development Project-2 (PLCEHD-2)	(a) Education and skill development training for community people b) Awareness building for community people on education and Human Rights.
30	Improving Local Government Services Program	a) Strengthening of Upazilla Business Member Organization. b) Formation & strengthening of LSPPPs. c) Development of

	(ILGSP)	collaboration and synergies with major Agricultural project.
31	Building Equity in Agriculture and Market for Women (BEAM) Project	a) Establishment of village model farms (VMF) b) Establishment of homestead gardens (HG) c) Rearing of poultry birds and egg production both at the VMFs and HH level d) Nutrition education to increase the consumption at family level e) Capacity and skill development training for the Recipient staff and target beneficiaries f) Support to VMFs and targeted women group members on income generating activities (IGA) like goat rearing. g) Involve the beneficiaries with the IGA and group marketing system.
32	Samriddhi Project	a) Institution Building at the grass root level farmers, b) Community empowerment, c) Protecting the rights of the poor and hard core poor, d) Resource mobilization, e) Establishing marketing channel, f) Entrepreneurship development, g) Linkage building of Farmers and Farmers Organization with GO/NGO, Various Market Actors, Research Center and other service providers, h) Establishing agric based enterprise at household level, i) Leadership development, j) Laming & exchange visit, k) Creating gender sensitive environment, l) Training and orientation with accompaniment support and, m) Income and Employment generation, n) Selection and capacity building of Local service provider and affordable and quality service ensure at community level through local service provider Capacity building of local service providers with the help of DAE and DLS Resource pool, o) Formation of service providers Association, p) Strengthening Linkage with DAE, DLS and Private sectors for implementation of sub sectors analysis like milk chain ,Vegetable value chain and Med. plant value chain etc .
33	Local Agro Biasness Network (LAN)	a) Strengthening of Upazilla Business Member Organization. b) Formation & strengthening of LSPPPs. c) Development of collaboration and synergies with major Agricultural project.
34	National Volunteering Activities (NVA) Project	a) Club selection b) Capacity building on Volunteerism, c) Day observation, d) Assisting to establishing linkages with Government and Non Government Organizations, e) Assisting in linkage building with local Government.
35	International Citizen Service (ICS) Programme	a) Village & Community selection b) Capacity building of selected community on Volunteerism, c) Preparing Community Action Plan and implementation through the participation of community people and International volunteer, d) Organizing the event on culture sharing between community people and International volunteer, e) Capacity building of organization on strategic plan

		development and assist to develop the manual or policy of organization.
36	Farmer first Project	<p>Treatment group farmers and cooperatives/collectives are realising productivity gains in rice and potato farming (before the farm, on the farm) and are accessing market / value chain opportunities (after the farm).</p> <p>Improved capacity of treatment group farmers to increase yield and productivity in rice and potato farming. Improved market understanding and the capacity to overcome barriers to farmers' participation in rice and potato value chains Rice & Potato value chain assessment, mapping barriers to access and equitable distribution of value created.</p>

OFFICES OF DCPUK

Number of Offices:

- Foundation office : 01
- Liaison Offices : 01
- Field Offices : 05
- Total Offices : 07

OPERATIONAL AREAS:

Country	District	Upazila	# of Union	# of Village
	Rangpur	Pirgacha	8	73
		Mithapukur	10	86
		Pirgonj	8	91
		Rangpur Sadar	2 Union and 1 City Corporation	71
		Gangachara	5	46
		Kaunia	6 Union and	61
	Gaibandha	Sundargonj	5	41
	Nilphamari	Kishoreganj	2	11
		Jaldhaka	2	9

Bangladesh		Nilphamari sadar	1	3
	Kurigram	Rajarhat	6	62
	Dinajpur	Parbotipur	05	21
Total	05 District	12 Upazila	60 nos	575Village

Chapter 02:-

SWITCH Asia- Jute Value Chain Project:

Bangladesh is one of the countries in South Asia that is on the verge of economic growth. Despite its population density (which is one of the highest in the world) and a significant number of people living in poverty (33%), the economic growth is strong. The GDP growth rate remains over 6% for the last three years. Changes in environmental policy and infrastructural improvements have bolstered the private sector and entrepreneurs' growth that largely contributed to poverty reduction in Bangladesh. The Ready-Made Garment (RMG) sector employs three million people (90% of them are women), and represents nearly 76% of total exports earnings. While Bangladesh is making a steady progress in economic growth, the impact of climate change has become a threat for the sustainability of development achievements. The action proposes to improve the economic prosperity of Bangladesh through promotion of sustainable production and consumption of jute diversified products (JDPs). Through the mobilization of business intermediaries, private sector and small entrepreneurs and the enhancement of their productivity taking into consideration the consumer demand, the action will contribute to address poverty in Bangladesh in a sustainable manner. Promotion of green products will also contribute to climate change mitigation in Bangladesh, Asia and Europe. The market linkage and value chain approach that the action will employ not only increase the demand of JDPs but also encourage farmers for cultivation of this cash crop. Market analysis and capacity development will be undertaken and business promotional support will be made for the production and consumption of JDPs. The action therefore aims to reduce poverty of the farmers and workers engaged in production and diversification of jute through improving their productivity. Thus it will directly contribute to the objectives of the call for proposals. The action will also strengthen capacities of business intermediaries through which it will reach peri-urban and rural small entrepreneurs and promote replication

mechanisms to enhance their productivity and empower their workforce. The workforce empowerment approach, targeting mainly women, will improve productivity of the workers through skills development, micro-enterprise training, business and professional training. A broader partnership and the engagement of public-private institutions is planned, thus the project will also address all priority issues mentioned in the proposal.

Relevance of the action :

Bangladesh has been exporting industrial jute diversified products for the last 30 years, providing over 90% of the world's raw jute and allied fibre. About 30 million people are directly or indirectly dependent on the jute sector: 3.5 million farmers are engaged in growing jute, 0.2 million people are working in jute factories, 0.1 million are engaged in jute trade, and a large number of people provide other services¹.

The world's demand for biodegradable and environment friendly products as jute products is rising as both developed and emerging markets are opting for eco-friendly products. Moreover, numerous shopping malls offer a variety of eco-friendly products such as jute or cotton shopping bags. To "go green" is the new punch line and everyone is jumping on the band wagon of providing environment-friendly products. The JDPs include a large variety of items ranging from wall hangings, bags, jewellery, table lamps, and toys to innumerable gift items. Jute can be used in many different ways such as jute stick for fuel purposes, fencing for houses and crop field, rope, bag, etc. Jute sticks are also used for preparing ply-wood and pulp for paper mill. Even young jute plant is commonly eaten by the people of Bangladesh as leafy vegetable. Jute is grown in low lying areas and can tolerate short standing water. No other crop grows in that particular ecological condition. So it represents an extra income opportunity for the farmers. There are opportunities to develop enterprises at local and national levels in production of jute goods such as cloth, carpet, mats, travel bags, vanity bags, wallets, sandals, wall mats, curtains and various kinds of showpieces. This shows there is a global demand for such products due to a growing awareness about climate change issues and a rising demand for eco-friendly and bio-degradable products. Bangladesh can capitalize on the current world market trend of utilizing natural fibres and producing eco-friendly products as it produces the best quality of jute.

An enabling environment in the jute sector already exists with semi-skilled workers, machineries facilities, accessories facilities, and lastly, the RMG manufacturing approach. This approach applies supply-led approach for the

production and consumption of garments products. Since the demand of JDPs is on rise, some of the entrepreneurs and business intermediaries started the production of this product. This sector has the every potential to boom-up with the concept of SCP thanks to the development of a market chain. Another opportunity is the availability of raw materials on national market. To successfully utilize these aspects and create a booming sector requires the participation of all leading actors of this sector. The proposed action will work in association with entrepreneurs engaged in production of JDPs. The action will also develop a network of local entrepreneurs in the southwest and northwest Bangladesh. Collaboration will be developed with private sector engaged in agri-business to promote access to improved jute seeds and technologies for cultivation and retting.

Particular expected results that will be addressed

Jute is an environment-friendly production as it contributes to soil fertility, absorbs carbon dioxide and releases oxygen. One hectare of jute plants absorbs up to 15 tons of carbon dioxide and releases 11 tons of oxygen during the jute growing cycle (about 100 days)². It improves soil fertility by providing nutrients to the soil, and thereby increases the yield of other crops. Jute agricultural practices are environmentally sound. They cause minimal impact to the environment as they give back to the nature about 60% of the nutrients it takes for its growth. Jute products are 100% biodegradable and recyclable and can be disposed of without causing environmental pollution. Jute products are destroyed when dumped in soil containing 22% of water within 100 days. Dumping requires very small amount of space and can be done at any place. After completion of dumping period, the soil can be used as natural fertilizer. The action will promote sustainable production and consumption of jute diversified products to foster eco-friendly practices by consumers targeted at different level. As jute products are 100% biodegradable, a wide use of them will contribute to the reduction of greenhouse gases emission. Trough partnership with local NGOs and collaboration with business intermediaries, the action will develop farmers' productivity and entrepreneurs' business capacity. CARE and its implementing partners will transfer technologies to the farmers while developing and/or strengthening small entrepreneurs through the engagement of and linkage development with business intermediaries and private sector. This partnership and engagement, as well as CARE's community platforms such as Village Development Committee (VDC³) and Women Empowerment Platform (EKATA⁴), already exist in the northwest and will be capitalised for the production of JDPs, while in the southwest, the action will identify and develop similar platforms. While it is expected

that the targeted farmers will be interesting in replicating the model within their communities, a focus will be done on good practices capitalization to scale the production and business modalities in the rural and peri-urban communities of Bangladesh. The action will capitalize the policy momentum that has been launched at national and international levels and will build an advocacy agenda for diversification of jute products and linkage development with market chain at national and international levels.

Detailed analysis of the problems

The jute growers are facing problems to access good quality and high yielding seeds and appropriate technologies to reduce cost of production including labour cost, soil, fertilizer and water management, and dry jute ribbon retting technique. Moreover, due to the fragmentation of the rural market chain, the growers are not getting a fair price for their production. This leads less interest to cultivate jute. The workers engaged in production lack adequate skills for maintaining quality of products and hence lose the interest of buyers. There is also a poor capacity to produce JDPs in mass quantity. The private sector, business intermediaries and social entrepreneurs engaged in production of JDPs lack of knowledge and intelligence of the national and international demand and have poor linkage with the rural market chain. Although many researches have been conducted on the production and market chain development, there is no investigation in diversification of jute products according to the market demand. Although the Government has a great ownership, there is still a gap in trade policy and promotion of small entrepreneurs

Continuation of a previous action

DCPUK has been working with various private sectors and social entrepreneurs to develop win-win business models that connect poor producers to profitable markets, enhance incomes for the poor, expand business opportunities for the private sector and stimulate economic growth. The proposed action will build on these experiences to stimulate linkages and engagement between actors involved in eco-friendly production and marketing of JDPs for local as well as European markets. DCPUK is particularly committed in market engagement strategy, value chain based integrated agriculture and economic sub-sector development. DCPUK has been successfully implementing the dairy value chain project in the northwest Bangladesh targeting 40,000 farmers and various private sectors. The action will be building on DCPUK's value chain based programming to create income and employment opportunities in the on-farm and off-farm activities.

Synergies with DCPUK's programming and EU initiatives

The action will be an integral part of DCPUK's programming in Bangladesh to reduce extreme poverty, promote climate change adaptation, economic empowerment, gender equality and women empowerment. It is in line with DCPUK's and other agencies' programming that focuses on mainstreaming and integration of gender and climate change issues in poverty reduction programming. DCPUK's current programming in Bangladesh covers 4 regions of the country in partnership with over 14 NGOs, 27 private sectors and many community groups, as well as Government ministries/line agencies. This extensive operational capacity has enabled DCPUK to establish robust expertise programming at grassroots level for poverty reduction. The action will further be instrumental to EC's Bangladesh Country Strategy 2007-2013 in support of enhancing trade capacity, economic development and environmental conservation.

Project Overall Objective:

To contribute to pro-poor economic growth through social business promotion with emphasis on sustainable agriculture sector growth and poverty reduction in Bangladesh (MDG 1 & 7).

Project Specific objective:

To strengthen the exports competitiveness of Bangladesh through promotion of environment friendly Jute Diversified Products (JDs).

Three major results to be achieved after implementation of the project (Expected Results) :

1. Environment-friendly and sustainable use of low cost green products is promoted through production and consumption of jute diversified products.
2. Sustainable consumption and production of jute diversified products is strengthened through promotion of scaled use in Asia and Europe.
3. An enabling environment for sustainable business promotion of jute diversified products in Bangladesh and Asia is created.

Functional Activities:

Main Activities:-

- Workforce empowerment of poor men and women working in the jute supply chain through skills development, micro-enterprise training, business and professional training.
- Mobilize and promote producers' & small entrepreneurs' groups to improve productivity and market access.
- Develop producers' groups for technology transfer for high yield jute variety and retting.
- Value addition, processing, diversification and packaging of jute products through business and market intermediaries' engagement.
- Marketing and development of jute supply chain.
- Promote efficient public-private partnership.
- Partnership and engagement of public-private institutions.
- Enhance business profitability through promotion of eco-friendly jute diversification products.
- Market promotion to increase the demand of jute products.
- Develop consortia of business venture and partnership with small entrepreneurs in rural and peri-urban areas.
- Strengthen the capacities and linkages of the consortia of entrepreneurs and expand their production through improved supply chain.
- Undertake research and analysis and influence policies and practices to expand the growth of jute diversified products.
- Support in forward and backward linkages for productivity and access to markets.
- Promote exchange of experiences and knowledge between and among the target groups and stakeholders.

Activities and related outputs and results

Three interrelated and reinforcing estimated results (ER) are defined to achieve the objectives.

First, environment-friendly and sustainable use of low cost green products will be promoted through production and consumption of JDPs. The action will create increased demand of jute products, promote cultivation of jute and thus will contribute to eco-friendly agriculture practices, improve the efficient use of natural resources and reduce greenhouse gases emission. The action will capitalize on community based platforms to mobilize jute growers into producer groups, and engage technical partners from the public sector such as BJRI to transfer technology and develop producer capacities and productivity in production and processing. Business and market intermediaries will be engaged for value addition, processing, diversification and packaging of jute products.

Second, sustainable consumption and production of JDPs will be strengthened through promotion of scaled use in Asia and Europe. Consortia of business intermediaries and entrepreneurs of JDPs will expand

the market chain from local to international levels. The consortia will develop its business venture and partnership with small entrepreneurs in rural and peri-urban areas to meet the demand of the high end market chain. The capacities of small and new entrepreneurs will be strengthened in rural communities of Bangladesh through CARE's community based programming platforms VDC and EKATA. The project will strengthen capacities and linkages of the consortia of entrepreneurs to expand their production through improved supply chain to peri-urban and rural communities of Bangladesh, while it will also develop their linkages with the end market supply chain in other Asian countries and Europe.

Finally, an enabling environment for sustainable business promotion of jute diversified products in Bangladesh and Asia will be created. There have been momentums to increase demand for jute products at the national and global market levels and there are opportunities for Bangladesh to earn huge amount of foreign currency through widening the JDPs value chain. Government of Bangladesh and both private and non-governmental organizations understand the global demand and are exploring how to tap the opportunity by patronizing cultivation and diversification of jute products. The project will therefore capitalize the already existing policy opportunities for environmental and bio-diversity conservative products production and consumption.

Inception phase activities: A six month inception phase is described below:

Recruitment, start-up and orientation and capacity development of project and PNGO staffs: Includes MoU with partners, office set-up, and procurement of equipment and vehicles; two-day orientation workshop for project and partner staffs on value chain facilitation; community mobilization, group development, community led approaches; skills to work with vulnerable communities, market actors, entrepreneurs, GoB extension agents, local government, private sector, and policy institutions.

Baseline value chain and market analyses for JDP products: In June 2011, DCPUK facilitated the completion of a value chain analysis of the jute and JDP sector, conducted by Creation Private Ltd., a national enterprise exporting JDP products. The project will build on this study and hire a consultant to consolidate market and producer information through surveys, interviews, and FGDs. Jute framers and production information will be collected from the Upazila and District Agriculture Information centers. This will form baseline data in measuring changes delivered by the action. Findings will provide more details on jute growers' and workers' profiles (including socioeconomic well-being data), environment statistics associated with current jute production (as in level of Green House Gas

emissions, extent of water usage, market share of JDP products). Workforce skill levels and needs, market demand, profiles of service providers, business/market intermediaries, SMEs engaged in JDP production; underlying constraints and opportunities in the value chain specific to each region. Findings will be used to improve and make appropriate adjustments to program strategies.

Selection of unions, final beneficiaries, small entrepreneurs, business/market intermediaries, and national private sectors: In the selection process stakeholder consultations will be made not only to select right unions communities and target groups, but also to orient different stakeholders (DAE, BJRI, BJMA, JDPC, JDPCMEA, local business associations and chambers of commerce, service provider institutions, national entrepreneurs) on the projects goals and objectives, and to delineate their roles and expectations upfront.

Monitoring & Evaluation and Reporting: An Impact Measurement and Learning (IML) system will be designed to provide information to enable systematic and continuous tracking of progress of project activities, as well as measurement of results. Baseline data will be used to measure project results and objective(s) / impacts. Project staffs will be required to meet on a quarterly basis, in order to discuss and act upon M&E data and reports. The system will focus on learning and influence at multiple levels (i.e. by the participant communities, project staff, partners, private sector and local government stakeholders). A consultant will develop the LM&E system through a process facilitated by DCPUK's Program Development and Program Quality Units to ensure monitoring changes as outlined in the objective(s). Target beneficiaries, EKATA and VDC groups, JDP SME members, and national private sector entrepreneurs will be engaged in the process. Switch Asia Network Facility will also be consulted in defining the LM&E system- CARE will seek to sign a MoU with Switch Asia Network Facility and Switch Asia Policy Support Components in order to identify and agree upon ways of working together in project evaluations, documentation, developing knowledge products, policy reviews, etc.

Result 1: Environment friendly and sustainable use of low cost green products is promoted through production and consumption of JDPs.

This result is aimed at addressing the constraints and barriers to production of quality jute fibers and challenges faced by poor and smallholding jute growers in organizing themselves, mitigating barriers, and acquiring incremental margins/incomes from quality production and marketing of jute fiber. Along the JDP value chain, a key component is the supply of quality fiber, which leads to the production of quality fabric and yarn, which are in turn essential for high-quality JDP production. Therefore, the action will work with jute producer groups, organize them, develop

farmer leaders and build their capacities to carry out group development activities and value chain facilitation (with collective bargaining techniques), link them with community development platforms to be able to voice their concerns and hold duty bearers accountable, improve the inputs supply and agriculture extension systems working with agro-dealers and GoB extension service providers, develop linkages between growers and market intermediaries and jute mills, and foster the transfer of new technologies and varieties for modern and productive cultivation of high-yielding jute and jute fiber for supply to jute mills and markets.

Activity 1.1: Mobilize and develop 4,000 smallholding jute farmer producer groups/organizations and village platforms in selected rural and peri-urban areas.

Jute producer groups face a number of problems relating to production of quality jute and receiving fair prices. There is reason to believe, as revealed by the value chain analyses report that one of the primary reasons is the lack of capacities of jute farmer groups to materialize collective group based action, in so far as acquiring quality inputs, technology, extension training, services and market access are concerned.

Therefore, the action will focus at first on mobilization of jute producers, through local PNGOs, and formation of jute producer groups and organizations using CARE's group development experience. With technical oversight from CARE, PNGOs will mobilize 4,000 farmers into 160 producer groups in the Northwest of the country. CARE will provide technical support in developing the organizational structure of farmer groups with by-laws and identify natural farmer leaders to lead the production, business development and marketing functions of these groups. The project will establish linkages between these groups and established village level platforms like EKATA and VDCs, comprising women, local elite and decision makers, such that producer groups can lobby for services and hold duty bearers/service providers accountable through established community platforms. Group-based collective action, led by farmer leaders will also be stimulated such that producers are better able to negotiate acquisition of quality inputs and fairer prices for jute produce. The linkages between women and EKATA/VDC groups will ensure that strategies relating to participatory self-development initiatives (such as rights based awareness training, gender integration and awareness training, leadership and communication, life-skills, raising voice in community platforms, participating in local development processes, holding duty bearers and service providers accountable, interacting with husbands and in-laws, planning ahead for household development) are taught and undertaken to targeted poor and marginalized women members of these groups.

Outputs under activity 1.1: (a) 4,000 farmers (approximately 50% women) reached from approximately 500 plus poorest and vulnerable communities; and mobilized into 160 jute producer groups; (b) 160 farmer leaders identified; (c) At least 70% producer groups connected to VDC platforms; (d) At least 80% women in producer groups connected to established women empowerment EKATA platforms; (e) Groups by-laws established.

Activity 1.2: Provide group-development and value chain facilitation training to selected jute producer group farmer leaders.

As a part of developing replication mechanisms, the project will develop the capacities of selected jute producer leaders selected districts. In a number of projects in the Northwest, particularly in CARE's dairy value chain development project, DCPUK has successfully trained a significant number of farmer leaders (approximately 10,000 plus) who are now spearheading their groups' value chain and economic development objectives. This vast experience will be leveraged to impart training through Training of Trainer (ToT) modules to farmer leaders on the following important subjects: (a) group by-laws development and management; (b) collective bargaining techniques; (c) dynamic market and value chain facilitation; (d) interacting and negotiating with market and business intermediaries and service providers; (e) identifying and communicating with extension agents; (f) developing group-based production plans; (g) raising issues with VDC platforms and represent groups on dialogs and discussions with public and private service providers in and around rural and peri-urban communities; and (h) gender integration and creating space for enhancing women's engagement in jute growing value chains. CARE will leverage existing modules for training group leaders on group management and value chain facilitation, and will work with PNGOs to administer the training early in the project, with refresher training during the mid periods. CARE will monitor attendance through partners and will work towards ensuring maximum participation in these important training sessions.

Outputs under activity 1.2:(a) ToT modules developed for training jute producer group leaders; (b) 350 jute producer group leaders trained; (c) 350 community-based action plans developed by farmer leaders for improved production and marketing of higher-quality jute.

Activity 1.3: Organize training sessions for smallholding jute producer groups on environment-friendly modern jute cultivation and retting techniques using linkages with DAE, BJRI, BARI, and private sector agro-dealers.

As identified through value chain analyses and consultations with stakeholders during the proposal development process, a major barrier for quality jute production in rural communities and disincentives for jute farmers, is the lack of technical know-how on modern planting, cultivation, harvesting, retting, processing, and post-harvest handling techniques-coupled with a lack of knowledge and information on high-yielding seed varieties and technologies. To improve jute productivity, quality, market prices, and incentivize farmers to produce more quality jute with the most eco-friendly techniques/optimization of the techniques to ensure positive environment impact, the project will specifically address this issue bringing together key stakeholders at the field level, with the experience and expertise to provide technical training to jute producer groups.

CARE will bring together trainers from BJRI, DAE and BARI, particularly the Upazila Extension Officer, Sub Assistant Agriculture Officer (SAAO), and provide an interactive day-long orientation to jute producers on the need for adopting new and environment-friendly technologies in plantations, harvesting, post-harvest processing, etc. CARE's experience reveals the need to orient farmers on adopting new technology to break their inertia levels regarding existing practices. Assuming that farmer leaders will be agents of change within their communities, the project will develop capacities of leaders through ToTs on technologies and techniques related to production and integration of eco-friendly practices and farming inputs (please refer to activity 1.5).

The next step will be to organize farmer field days and demonstration plots through trainers from the office of agriculture extension and facilitation assistance by trained farmer leaders, in order to train farmers on modern cultivation, retting, processing and post-harvest handling techniques, which are also conducive to protecting the ecologically vulnerable environment of the Southwest in particular- such as the extensive use of organic fertilizers. Additional resource persons from DAE, BJRI and private sector agro-dealers (as they sell inputs to producer groups) will be invited to attend these sessions and provide quality control support, in conjunction with PNGOs who will be responsible for roll-out. Farmers will particularly be taught modern techniques in planting and harvesting of high-yielding varieties, blue ribbon rating (which is a modern process that uses less water, is low-cost thus reducing production costs, and enhances the quality of jute fiber significantly), and post-harvesting handling (cutting, stalking, shriveling, washing, drying, baling, storing, transporting, etc). CARE will ensure that the curriculum involves substantial amount of quality information on the adoption of eco-friendly practices in jute plantation, harvesting and processing, so that farmers emulate these practices in future.

While DCPUK will make linkages with BARI, DAE and BJRI, PNGOs will be responsible to ensure that these training sessions are held according to plan, and to ensure maximum participation from trainers and farmer leaders. Additionally, farmer leaders will be given information on available high-yielding varieties, saline-tolerant varieties, effective mix and use of seeds and fertilizers, pest management, blue ribbon retting, etc.

Outputs under activity 1.3: (a) 350 jute producer group farmer leaders trained on modern eco-friendly planting, harvesting and post-harvest handling techniques related to production of high-yielding jute varieties; (b) 350 jute farmers groups progressively trained on similar technique, in participation of BARI, DAE, BJRI and private sector agro-dealers.

Activity 1.4: Develop the agri-inputs-extension service network by establishing linkages between producer groups, DAE/BJRI, and private sector agro-dealers and develop their capacities to create access to quality jute seeds, fertilizers.

Community consultations and value chain analyses have further revealed to CARE and partners that a key constraint in quality jute fabric production is lack of access to seeds and fertilizers in the market that are of good quality and that can potentially increase the productivity of high-yielding jute varieties.

The action will identify a pool of quality seed and fertilizer dealers in targeted areas, and will work with these agro-dealers and hold discussions with them regarding the need of supplying quality inputs to rural farmers. The proposed action will organize linkage meetings and workshops among agro-dealers and representative farmer leaders. PNGOs will be on the ground to organize these workshops, while CARE will ensure participation from high-quality agro-dealers and develop and nurture relationships. The action will incentivize agro-dealer businesses by connecting them with a wider group of jute growers and producer group leaders (including the project's beneficiaries) and will convince them on how they can make more profits through economies of scale, by avoiding sales of low quality inputs, and supplying improved quality eco-friendly inputs to a larger number of jute farmers. The project will further prompt input dealers to relay consistent and improved information on the planting and harvesting of improved jute varieties so as to facilitate higher productivity, better farmer prices and incomes, eco-friendly practices (particularly related to planting seeds, utilizing fertilizers, and harvesting raw jute).

DCPUK will establish linkages through meetings, between agro-dealers and public and private sector involved in the supply of quality seeds and fertilizers for production of high-yielding jute varieties (such as private sector ACI, Lal Teer, and public sector BADC, BJRI and DAE). These institutions are an important source of environment-friendly fertilizers (particularly private sector) and CARE will ensure that these linkages are made to infuse larger amounts of eco-friendly seeds and fertilizers within the agro-dealer inputs supply network.

Outputs under activity 1.4: (a) Quarterly agro-dealer, farmer leader and private/public input supplier workshops and dialogues held to prompt supply of quality inputs; (b) at least 2 private sector and 2 public sector input suppliers connected with agro-dealers;

Activity 1.5: Develop local level organic seeds and organic fertilizers producers and establish linkages between them and jute producer groups.

From years of work with smallholder farmers CARE identified the need for organic fertilizers as one area of input supply systems that needs particular attention. The proposed action will train 60 smallholding marginalized women as producers and sellers of organic fertilizers. CARE is assuming, from experience that 60 producers will suffice to serve approximately 16,000 targeted farmers. Hundreds of organic fertilizers have been developed by CARE in at least a two to three food security projects in the Northwest in the past.

Appropriate transfers of assets, like start-up financial capital, will be made available to engage them in production of organic fertilizers (like compost). While DCPUK will arrange technical training for production with assistance from DAE, PNGOs will ensure that training takes place according to schedule, and capital is transferred. Farmers struggle in accessing organic fertilizers. Production of environment-friendly organic fertilizers will thus be stimulated in the target areas. It is expected to prompt a positive response from the jute sector, and also serve to improve productivity and increase incomes for producer groups. CARE and partners will finally connect these organic seed producers and suppliers to agro-dealer networks, input shops, and producer organizations mentioned in the previous activities. By creating markets for organic fertilizers (which are often lower in prices than fertilizers available in markets), and encouraging the purchase of the same amongst producer groups during extension

training, the action will seek to promote widespread adoption of ecologically friendly organic fertilizers in targeted communities.

Outputs under activity 1.5: (a) 60 smallholding marginalized women trained and engage in organic fertilizer production; (b) 60 organic fertilizer producers connected with agro-dealers, input shops, and producer groups.

Activity 1.6: Develop mutually beneficial market linkages between jute producer groups, market intermediaries, and jute mills.

The existing jute value chain in Bangladesh is fragmented and informal, as a result of which a large number of jute growers receive low prices for production, and middlemen take away a greater share of the wealth in the chain. This disincentives production and farmers find it hard to reach markets for jute fiber in a profitable basis. Farmers also find it hard to access post-harvest services, like baling, storage, and transportation; resulting in low quality jute in jute mills, with a direct negative bearing on the quality of JDP products.

In order to address this issue, CARE will take a similar approach to working with input suppliers. The action will hold workshops and discussions with the existing traders, wholesalers, representatives of targeted jute mills, BJMA, Chambers of Commerce, members of the SME consortium to be established under the project, and farmer group leaders. Resource persons will bring together a network of jute producer group leaders, market intermediaries, service providers and jute mills representatives in order to build their capacities on sustainable supply chain development of quality jute fiber- in which more equal share of margins can foster higher production rates and more profits through economies of scale for all parties. While farmer leaders will be facilitated to lay-out their plans for quality fiber production, market intermediaries and jute mills will be expected to propose solutions to improving the informality, fragmentation and inequality in the jute fiber supply chain. DCPUK will facilitate these workshops, and bring in business development actors, specifically national entrepreneurs who rely on the supply of quality jute fiber for improved JDP production.

Additionally, key service providers in transportation, storage, baling, etc will also be invited to share their experiences and needs in these meetings, while also develop linkages with jute producer organizations and local traders in order to improve the quality of jute fiber in markets. DCPUK &

CARE will stimulate participation from key industry associations such as the BJMA, Chambers of Commerce, in order to facilitate these discussions.

Outputs under activity 1.6: (a) 24 linkage workshops held between farmer leaders, market intermediaries, service providers; (b) BJMA and private sector representatives facilitate at least 10 to 12 of these workshops; (c) Partnership agreements signed between selected jute mills, market intermediaries and producer groups.

Activity 1.7: Build capacities of jute producer groups and marginalized JDP workers in stimulating self-help savings for access to capital for improved production and household (HH) savings and investment decisions.

In order to increase productivity and production, marginalized jute growers will need access to financial capital to purchase quality eco-friendly seeds and fertilizers, and other inputs; and to access new technologies in jute plantation, harvesting, and post-harvest handling/processing. Additionally, both poor jute producers and JDP producers will require know-how on household level savings and investment decisions that allow them buffer to guard against economic and climatic shocks (particularly in the climate change vulnerable Southwest).

The action proposes to address these needs through the development of capacities of beneficiaries in self-management of savings using a Village Savings and Lending (VSL)⁵ mechanism which addresses a need for capital during emergencies as well as accumulating capital for investment. CARE has extensive experience around the world with this methodology. SHOUHARDO, which is the largest food security project in the world, has formed nearly 3,000 community-managed micro-finance groups which have been effective in developing solidarity, trust and respect for each other. They have also begun to make informed investments which are now yielding returns. Many are using this as a safety net measure, to access loans to overcome emergency needs. Coupled with this, CARE has also been building capacities of poor and extreme poor people on how to make wise and calculative decisions on household financial management, spending, investments, etc.

The action, with direct supervision from CARE, and implementation from PNGOs, will facilitate development of jute producer groups and select leaders from amongst JDP workers to serve on savings/loan management committees. Committees (comprising usually a Treasurer and Secretary)

will be trained on self-managed savings group development; and on effective household financial management decisions. This will serve as a replication mechanism, expecting they will make the groups function. Existing CARE VSL strategies/models will be leveraged in order to deliver this training and PNGOs will ensure that farmers and workers are developing self managed savings mechanisms within their communities. Their performance will be closely monitored by CARE. The action will also provide groups with assistance to open bank accounts with local MFIs and provide materials like passbooks, registers, stationery materials, etc for effective functioning.

Outputs under activity 1.7: (a) 640 self-managed savings/loan groups formed in jute grower and worker communities; (b) 640 Savings/loan group management committees trained on self-managed savings group development and household financial management; (c) 640 savings/loan groups progressively open bank accounts with local MFIs and maintain accounts' financial information in passbooks.

Result 2: Sustainable consumption and production of JDPs is strengthened through promotion of scaled use in Asia and Europe.

While result 1 will focus on increasing productivity and incentivizing the production of high-quality and more eco-friendly raw jute and jute fiber, and ensure that there is ample supply of the same in jute mills through market facilitation while being more inclusive of vulnerable communities in this first part of the value-chain; result 2 and activities described therein, aim at strengthening JDP production, inclusive marketing and supply chain component, and facilitate enhanced use of JDP products in local, national, and international markets. In this regard, the action proposes to develop a consortium of JDP entrepreneurs (small and mid-sized national entrepreneurs), create a pool of poor and marginalized skilled workers from remote rural areas and peri-urban areas, create access to JDP production facilitation services, market intermediaries, raw materials suppliers, develop the market intelligence of consortium members, establish linkages with national and international buyers, and stimulate growth in the overall production and marketing of JDP products in the country.

Activity 2.1: Develop consortium of local JDP SMEs, national exporting JDP entrepreneurs and business intermediaries

CARE and its partners are in touch with a number of SMEs engaged in crafts and JDP production in both the targeted regions. National

enterprises such as Creation Private Limited, and SMEs such as Begum Rokeya Craft, Beauty Satranji, Mou Hasta Shilpa, NariMoitirSangha, Chetona, Fulkoli, Sohay, AshruMochon, Aparajita, clusters of women-driven rural enterprises, and many more actors have been engaged in the production of a selection of jute products such as jute bags, baskets, ropes, wall-hangings, decorative items, etc. However, these SMEs do not have the capacity to acquire access to quality jute yarn/fabric, accessories, laminating, wet-processing services, proper market chains, market information- as a result productivity and marketing suffers.

However, given the existing JDP production and marketing experience, facilities, producer-base, and trainers that these enterprises have, it would make sense to develop a consortium of these SMEs, led by lead national entrepreneurs (experienced in doing business in export market supply chains) and develop collective strategies and action to address challenges. In effect, these SMEs will be acquiring the market facilitation skills of CARE and local partners, as well as the business development experience of lead enterprises, and in the process producing and supplying demand-driven high-quality JDPs in national and international markets through the lead enterprises.

CARE will therefore mobilize SMEs with the assistance of local partner NGOs, as well as lead national entrepreneurs, and develop a consortium, based on partnership agreements between participating organizations. The action will particularly pay attention to selecting the right kind of SMEs. Selection criteria (such as: SMEs that have sufficient experience and expertise in JDP production; are equipped with ample equipment; maintain an acceptable measure of standards in JDP production and environmental compliance; display an acceptable form of compliance in providing safe and secure working environments, particularly women-friendly) will be used to conduct inspections of SMEs, which will be jointly conducted by CARE and national entrepreneurs, in order to facilitate selection of right kind of SMEs. CARE and national entrepreneurs will jointly develop these partnership agreements, and each lead enterprise will be assigned a number of SMEs in both regions through a consultative process. The partnership agreement will clearly delineate primary objectives of forming the network, by-laws, code of conduct, business and market development methodologies, services to be provided, roles and responsibilities, expectations and outcomes, conflict resolution, non-disclosure principles, termination, and other relevant components.

Outputs under activity 2.1:(a) Partnership agreement and by-laws developed for forming consortium of JDP entrepreneurs; (b) Voluntary

partnership agreements developed and signed between as many as 20 SMEs in the Northwest and Southwest regions, CARE, and 3 lead national entrepreneurs

Activity 2.2: Build the capacity of consortium SMEs to strengthen existing JDP factories in order to maintain market-driven levels of production and compliance standards.

CARE has worked directly with national entrepreneurs in the North in the selection and development of production facilities in home textiles and home décor- an experience that can be replicated during this action. In order to ensure quality JDP production, in line with international product quality and compliance standards, it is critical to work on building the capacities of SMEs to build and maintain these standards.

As lead members of the consortium, national entrepreneurs will work with CARE to build capacities of 20 SME representatives on how to build, maintain and develop market-acceptable production and compliance standards within factories. This may include: (a) factory equipment, branding, spacing, design, composition, etc; and (b) compliance standards such as fire exits and extinguishers, safety instructions, ample light and space, separate washrooms for women, amicable and professional behavior of supervisors; manageable working hours; and the timely and fair disbursement of workers' salaries, including bonuses, and the like. National entrepreneurs are experienced in these matters and will be expected to provide considerable inputs in building capacities of SMEs by providing appropriate resource persons. As they have done in the past, especially in projects in the Northwest with CARE, consortium's lead entrepreneurs will likely invest in materializing and applying this newly acquired knowledge on standards on the parts of SMEs- this is also a part of their business strategies and interest, as international buyers now require the maintenance of social and environmental compliance in their supply chains. It is estimated that 4 capacity building workshops will be facilitated by CARE (since this is specialized training) with resource persons from national entrepreneurs.

Outputs under activity 2.2: (a) around 20 SME's capacities built on market-oriented production and social/environmental compliance standards in factories; (b) 4 capacity building workshops.

Activity 2.3: Mobilize poor and extreme poor semi-skilled men and women workers for workplace orientation and technical skills development training in JDP production and develop in-community master trainers.

Lack of technical and workplace related skills, related to the market oriented JDP production, is a primary drawback to the advancement of JDP exports. India has taken a number of steps, such as the establishment of state-of-the-art training centers to develop a large pool of skilled workers to advance their JDP exports, and this has been a big reason why they capture a large share of the international market for JDP products. While the quality of Bangladeshi jute is the best in the world, the country needs to take positive strides in developing the skills base of its workers.

The proposed action will mobilize poor and extreme poor semi-skilled workers from, remote vulnerable communities through extensive consultations with PNGOs and existing SMEs in the targeted regions, and leverage past experience to conduct 6-month long skills development training sessions, to be led by experienced master trainers made available by PNGOs and national entrepreneurs. In the North, CARE has been able to train close to 1000 rural poor and extreme poor women in export-oriented crafts production, and a over 85% of the women are now producing rugs and baskets for Kik's supply chain, earning an average of BDT 3,500 (45 USD) per month. DCPUK have been working in the jute sector for quite a while and have established training centers, with training amenities and facilities. They are also in contact with a number of institutions that rent out spaces and equipment for conducting training. These will be leveraged to provide the venues for skills training. Workers will be chosen on the following criteria: (a) existing skills-base; (b) ability to participate in JDP production; (c) socioeconomic development needs and level of marginalization (emphasis on more marginalized); (d) willingness to work, maintaining standards of workplace conduct and etiquette, etc.

DCPUK & CARE will work with partners to identify trainers, and extend technical skills development training to selected men and women within training facilities. They will be closely supervised by national enterprises to ensure that the training they impart is of quality and in line with market requirements. CARE and partners will together ensure that men and women trainees are provided with stipends and allowances to undergo training (experience has revealed that without allowances, poor people often tend to drop-out from training sessions). Additionally, to create replication mechanisms, CARE will work with national enterprises to select 100 naturally gifted individuals from the pool of trainees, and take them through a comprehensive ToT training, such that they can work as future Master Trainers. The idea is that they will be able to help coworkers and serve as future resource persons for SMEs to train and absorb a larger workforce, contingent on business growth trained in the selected districts.

Finally, DCPUK will provide 500 potential JDP producers through a two-day workplace orientation training (within the 6 months' timeframe) to acclimatize them with professional work etiquettes and build their capacities on gender and worker rights. Experience reveals that poor and extreme poor employees often do not understand workplace behavior, etiquette and ethics, leading to low value production, turnover and higher costs for enterprises; and that they are often exploited (forced overtimes, harassments, untimely low pays, etc). Therefore the action will leverage existing modules to train workers on rights (worker and women rights; gender positions, gender awareness, gender-based services, dealing with gender harassments, gender leadership, wage calculation, dealing with stress; response to occupational hazards; etc) and obligations (workplace ethics, rules, culture; punctuality, behavior, conflict resolution, regular attendance; health and hygiene; using restrooms, etc). This will create an actively participating workforce, with focus on women empowerment and benefits to SMEs.

Outputs under activity 2.3: (a) 500 men and women workers (at least 60% women) selected and trained for 6 months on market-oriented technical skills development training on JDP production; (b) Master trainers and training venues aptly identified in selected districts through PNGO and national enterprise consultations; (c) 50 naturally able master trainers developed from pool of selected trainees; (d) 500 men and women workers (at least 60% women) provided three-day training on rights and obligations at the workplace.

Activity 2.4: Develop capacities of 20 consortium SMEs in export-oriented Enterprise Development and Business Management (EDBM) and Production with the assistance of national entrepreneurs

From information gathered through partner NGOs who have working experience with JDP SMEs, as well as from value chain analyses findings, CARE understands that SMEs lack business and enterprise management capacities, as well as technical know-how on export-oriented production and product development processes and standards. To plug these loopholes, CARE will capitalize funds from multinationals, and use existing EDBM modules to build SME's business management, production and product development capacities.

CARE, through PNGOs, will provide 2-day long EDBM training to 20 chief executives of consortium SMEs using existing modules. During inception orientation, PNGOs will be oriented on these modules, such that they are able to impart similar training in future within their target groups. The training will pay particular attention to the building of business ability in SMEs- including topics on market demand oriented production planning,

understanding and adhering to national and international buyers requirements, basic account management, market linkage development, entrepreneurship skills development, general management, and understanding and managing legal matters related to business etc, particularly in the export market supply chain. National enterprise leaders and industry experts will be invited to act as resource persons to enriching training quality.

Additionally, the action will organize and manage exposure visits for SMEs (with assistance from Partner NGOs) in storage facilities, processing units, distribution centers, etc of enterprises that have had considerable experience and success in supplying JDPs to markets in Europe and America. This visits are likely to provide SMEs with renewed understanding of how export-oriented production systems work, and how they are to adopt such methodologies and practices over time within their own businesses. National enterprises are expected to provide resource persons from their enterprises to facilitate these visits and deliver know-how on what the SMEs will be witnessing.

Finally, CARE & DCPUK will bring in an expert and experienced specialist in international JDP product design and development to build capacities of consortium SMEs. This is of critical absence in SMEs, and has a strong negative bearing on JDP attractiveness in international markets. This will be addressed by providing 20 SMEs with comprehensive one month training on product design and development in line with international market demand trends, specifications and standards. JDPC has a mandate of maintaining relationships with international design experts, and the action will work with them to acquire experienced trainers in this regards. CARE will facilitate this directly, due to the specialized technical nature of the training.

Outputs under activity 2.4: (a) 20 consortium SMEs chief executives provided training on EDBM; (b) 8 exposure visits organized for SMEs to witness export-oriented production techniques; (c) 20 SMEs trained on product design and development in line with international market demand trends, specifications and standards.

Activity 2.5: Develop linkages between consortium members and selected market/business intermediaries to ensure access to quality raw materials, JDP business development services, and access to finance.

During consultation with national entrepreneurs, and from value chain analyses, there was a clear indication of the fact that a key constraint to sustainable production and marketing of JDPs was the poor access of SMEs to raw materials and business development services. Unless this issue is explicitly addressed, JDP producers will continue to suffer from the inability to produce products of high standards, and from lack of JDP diversification opportunities. Therefore, the action will pay particular attention to developing effective linkages for access to JDP enterprise development.

In isolation SMEs barely receive business development services (quality raw materials (as in jute fabric and yarn), wet-processing, lamination, production accessories, packaging, labeling, certification, etc). However, the consortium developed will be better able to collectively acquire these services. National entrepreneurs have the know-how and relationships with service providers, which they will be expected to bring to the consortium SMEs. However, CARE will organize linkage meetings and partnership agreements between consortium and business intermediaries on viable business models.

Prior to setting up partnership agreements CARE and PNGOs will organize dialogs and workshops between intermediaries and the consortium, which will be facilitated by national entrepreneurs, who are expected to bring in their product development experience to vie in for the right kind of demand-driven services. Moreover, national entrepreneurs have the potential to introduce Fair and Green Trade Labels and Certification Standards and Procedures to consortium SMEs and their production process, as some of them are already certified organizations- for example Creation Private Limited.

Additionally, a critical aspect of JDP production is its dependence on the quality of jute fabric and yarn coming in from Jute mills. Most JDP entrepreneurs purchase fabrics and yarns from jute mills. The action will therefore set up a series of meetings between consortium members and selected jute mills and develop a partnership agreement, based on which jute mills will be expected to provide a consistent supply of improved varieties of jute fabric and yarn to SMEs. This particular action will be backed up by the activities described under result 1, which seek to improve the quality of raw and semi-processed jute coming in to jute mills. In order to add value to this process, the project will establish linkage between the consortium SMEs and JDPC's raw material bank, set up by organization to provide SMEs with access to quality raw materials for JDP production.

CARE in Bangladesh has established relationships with a number of World Bank supported micro-credit institutions, as well as the Palli Karma Shahayak Foundation (PKSF), Bangladesh Rural Development Board,

Bangladesh Krishi Bank, Bangladesh Employment Bank, and Anukul Foundation (an off-shoot of CARE which now provides low-interest microfinance to SMEs). These relationships will be leveraged to establish access to business capital for SMEs under the proposed action. In handicrafts sector, clusters of rural producers have been linked with these institutions through dialogs and meetings and this has created the development of linkages between these groups and some of the MFIs listed above. Many of them have acquired loans, and have been able to use them effectively to repay loans fairly quickly, as a result of CARE's market and value chain development support. CARE will directly bring these experiences and make necessary linkages to create access to finance for SMEs under the consortium. Additionally, CARE will leverage relationships with the MoJT to tap in to JDPC's Credit Guarantee Scheme⁶ for creating access to finance for SMEs; as well as with JDPC's other financing sources, such as the SME Foundation set up by the Ministry of Industries (JPDC has an MoU with them).

Outputs under activity 2.5: (a) 14 linkage workshops held between business/market intermediaries, microfinance institutions, jute mills and consortium SMEs; (b) Partnership agreements signed between consortium and a range of market/business intermediaries; (c) Partnership agreement signed between consortium and three selected jute mills; (d) Partnership agreement signed between consortium and JDPC regarding access to raw material banks and finance through JDPC sources.

Activity 2.6: Establish linkages between consortium members and local market retail organizations in selected districts and Dhaka to create access to local markets.

The consortium will supply JDPs to the growing markets for JDPs within the country- mostly from urban retail markets, superstores, national crafts entrepreneurs, and private sector companies increasingly looking to introduce the use of environment-friendly products in their supply chain. The action will bank on existing facilities, new strategies, and relationships developed by CARE and national enterprises to cater to these growing markets.

CARE and PNGOs will therefore host a series of market access/linkage meetings between SME consortium, local chambers of commerce, and number of potential buyers at district level. This will likely help bring actors together to stimulate local demand for JDPs. SMEs will be given the opportunity to showcase their products, acquire market information from

potential buyers on the items they have demand for, and possibly acquire orders according to agreed upon design and quantity specifications.

Additionally, CARE's PNGOs have established sales and product exhibition centers in the Southwest and Northwest regions. The action will bring in the expertise of national entrepreneurs and branding experts, and invest in strengthening the overall content, design and outlook of these sales centers, and will extensively market the presence of these centers within targeted regions. This will serve as a local level platform for SMEs to showcase their product range to a growing pool of buyers.

Furthermore, the experience of PNGOs who have been engaged in market development for JDPs in the targeted regions has revealed the need for organizing local trade fairs, in which a range of market actors, particularly business development service providers and actors involved in the forward market chain participate and place orders for JDPs. Representatives from industry associations such as the District Chambers of Commerce also tend to participate in these trade fairs- they are an important source of developing marketing channels for local SMEs. Side by side, the action will also ensure participation of jute mill representatives and jute producer group farmer leaders in these trade fairs, such that they understand the demand and quality standards for jute fabric necessary.

Also, private sector companies like Kazi and Kazi Tea, are now developing jute-based packaging, which is mainly tea, and have a huge demand for the procurement of jute diversified bags or casings. CARE will leverage relationships with Kazi and Kazi and other private sector companies interested in introducing biodegradable products and establish linkages between them and consortium.

Outputs under activity 2.6: (a) 8 linkage meetings between consortium SMEs and local level buyers and private sector arranged; (b) 4 Division level trade fairs arranged to stimulate local and national demand for JDPs produced by consortium members; (c) 6 sales centers rebranded and strengthened.

Activity 2.7: Leverage relationships between CARE, national entrepreneurs and international buyers to secure production orders for JDPs.

The final activity under this particular result will emphasize the export market development of JDPs in Bangladesh through direct engagement with national enterprises. Bangladesh export market portfolio is highly dependent on Ready Made Garments (RMG), and with ensuing global economic downturn, there is therefore a high risk associated with dependency on a single industry. Therefore, in order to fuel sustainable

production in Bangladesh and consumption of JDPs in international markets, the action will specifically address the issue of securing purchase orders from international buyers, and have the national entrepreneurs take lead on delivering these orders through the SME consortium.

CARE has strong Private Sector Engagement (PSE) teams, corporate partnerships and strategies in Asia, Europe and US. CARE market engagement strategy to leverage the positive impact of corporate companies and include the most vulnerable communities in the value chain of companies has proven to be a success. As such, CARE in France, which received a first positive feedback from corporate, has initiated a first round of consultations with French brands and retails. Other international buyers like Walmart, IKEA, with whom CARE has working relationships, are also increasingly interested to source and market biodegradable products from marginalized rural populations, based on sustainable (people, planet, profit) sourcing. These experiences will be capitalized on, and with the assistance of national entrepreneurs (who also have access to a pool of international buyers) the action will ensure that linkages with international markets are developed.

DCPUK will hold meetings between project staffs, consortium representatives and local offices of foreign buyers, such as Walmart, Marks and Spencer, Carrefour, IKEA, etc and will organize 4 visits for Supply Chain Managers of these companies to project sites- particularly where production of JDPs in consortium SMEs are taking place- this will likely increase interest among companies in sourcing products from the SMEs, which will be capitalized by the project

Outputs under activity 2.7: (a) 6 to 8 meetings held with local offices of international buyers; (b) 4 visits arranged for Supply Chain Managers to project site; (c) 4 meetings in Europe with international buyers via the European CARE (d) Purchase orders received from international buyers for JDPs.

Result 3: An enabling environment for sustainable business promotion of JDPs in Bangladesh and Asia is created.

A major recommendation, identified in the JDP value chain analysis that CARE had facilitated, was the need for effective promotion of JDP products in national and international markets, supported by a sound, responsive and favorable policy environment. In this regard the action will initiate steps to promote the quality of Bangladeshi JDPs internationally, and will develop relationships with different policy institutions, including the Ministry of Textiles and Jute (MoTJ), Ministry of Commerce (MoC), Export Promotion Bureau (EPB), JDPC, and JDPMEA to influence favorable policy making and

implementation. Furthermore, CARE will work closely with Switch Asia's product promotion and policy development wings in order to leverage international experience and expertise in promoting JDPs in Bangladesh, Asia and in the foreign market sphere. There have been considerable momentums to increase demand for jute products at the national and global market levels and there are opportunities for Bangladesh to earn huge amount of foreign currency through widening the JDPs value chain. Government of Bangladesh and both private and non-governmental organizations understand the global demand and are exploring how to tap the opportunity by patronizing cultivation and diversification of jute products. The project will therefore capitalize the already existing policy opportunities for environmental and bio-diversity conservative products production and consumption.

Activity 3.1: Facilitate the representation and participation of lead consortium members in international trade fairs, fashion events, etc to promote JDPs from Bangladesh.

Lead national enterprises from the consortium have expressed on a number of occasions during project design consultations, that there is a strong need to promote JDP products in international markets- and a highly effective way of doing that is through participation in International Trade Fairs, with a broad range of JDPs coming through from Bangladesh. These trade fairs result in not just the promotion of JDPs from Bangladesh, but also the acquisition of major information on market designs, specification and demand trends, which are critical for the consortium's business growth going forward. Furthermore, these trade fairs attract spot orders from a number and diversity of companies, who can potentially sign agreements with the consortium and stimulate growth and development of targeted SMEs in the country. CARE will work closely with JDPC to stimulate investments from their token funds, reserved for participation of SMEs in international trade fairs.

National enterprises have had considerable experience in this area and know how to professionally and effectively design and set-up stalls in fairs in France, Germany, UK, Netherlands, etc. CARE France and CARE's other International member countries are well positioned as well to provide the project and the consortium with information on which trade fairs to attend, and can help the consortium complete the registration process. The action will therefore support the participation of representatives from SMEs in international trade fairs on JDPs and environment friendly products.

Outputs under activity 3.1: (a) 4 international trade fairs attended

Activity 3.2: Undertake joint cost benefit analyses of promoting JDP production and marketing, alongside documentation of best practices in conjunction with JDPC and Switch Asia Network facility to develop knowledge products, instruments, and publications for promotion of JDPs

With the need for an advocacy agenda to take up with policy makers at national level, particularly with regard to the promotion and marketing of JDPs from Bangladesh to international markets, the action will focus on undertaking a comprehensive cost/benefit analysis of promoting JDPs. This will be done with the help of an international consultant, preferably an industry expert, identified by CARE. The analysis will be identifying current constraints and opportunities in the promotion of JDPs, and provide recommendations, based on a cost-benefit calculation on strategies that can be undertaken by key actors in the JDP value chain to take JDP promotion forward. The action will work with JDPC's scientific partners to include objective information on JDP's environmental benefits (% of CO₂ absorbed, % of Oxygen released, % reduction in usage of water, % reduction in requirement of chemical fertilizers, % reduction in GHG emissions). CARE will use findings from the study, and work with entrepreneurs to develop publications for promotional campaigns.

Additionally, CARE will work closely with national entrepreneurs and the Switch Asia Network Facility to undertake audiovisual documentation of best practices to develop a series of knowledge products, instruments and publications that can be used to add value to promotion campaigns. Switch Asia Network Facility will be called upon to provide assistance in the development of these documents, leveraging their experience in trade facilitation in Asia and elsewhere in the world.

Outputs under activity 3.2: (a) 1 Study on cost/benefit analysis of promotion and marketing of JDPs in Bangladesh conducted; (b) At least 10 to 20 knowledge products and instruments based on best practice documentation and measurement of project impacts developed (video documentary, product brochures, product catalogues, process descriptions, consortium promotion leaflets and brochures, posters for advocacy and marketing, etc)

Activity 3.3: In conjunction with JDPC, EPB, and Switch Asia Network facility, undertake joint promotion campaigns to promote JDP products nationally and in Asia.

Using findings from the analysis, as well as knowledge products and instruments mentioned above, CARE and partners will undertake joint promotion campaigns with key institutions such as the JDPC, EPB, Switch

Asia Network Facility, and the national media. The action will particularly focus on the campaigns organized by JDPC in Bangladesh, and will strategize ways of adding value. Target audiences will be consumer groups in peri-urban and urban areas in Bangladesh, major local buyers of JDPs, and retail organizations and private sector who are increasingly looking to introduce and/or use environment-friendly JDP products, and help revive the sector in Bangladesh.

CARE will work with JDPC's ongoing initiative of keeping liaison with private sector companies (medicine, mobile phones, private banks, retail stores, fast moving consumer goods companies, etc) and encourage them to increase use of JDPs. The action will also work with JDPC to feed marketing information (such as product catalogs, prices, uses, messages on environment friendliness, etc) into their centrally located well organized Data Bank and website; and will tap into existing JDPC funds to promote JDP products in Bangladesh.

Additionally, the action will undertake social marketing by publishing advertisements on the consortium's green and market-attractive JDPs on a couple of occasions- particularly on the 5th of June, to tie in to the World Environment Day. The project will also work within television media to post advertisements in scheduled intervals on the consortium's products and the green message entailed with it. DCPUK will also facilitate the participation of SMEs in Dhaka International Trade Fair, with assistance from JDPC and EPB, such that SMEs are able to display and sell JDPs to urban consumers, and potentially acquire purchase orders from national and international buyers.

CARE will also foster relationships with international buyers and CARE International member countries to devise ways of banking on the growing international demand for environmental friendly products as well as impacting in a positive way on local communities and showcase how the purchase and use of JDPs from Bangladesh can contribute to saving the environment and alleviating poverty.

Outputs under activity 3.3: (a) At least 5 to 10 promotional materials from the SME consortium featured on JDPC's promotional Data Bank and website; (b) Project staffs participate in talks held between JDPC and private sector; (c) 2 social marketing advertisements published in print and electronic media; (d) SMEs participate in at least 2 Dhaka International Trade Fairs.

Activity 3.4: In conjunction with JDPC, EPB, JDPCMEA, MoJL, MoC, and the Switch Asia Policy Support Component undertake joint review of policy barriers and recommendations for developing

favorable policies for JDP production and exports and develop a national advocacy agenda.

The Government of Bangladesh (GoB) has recently announced Jute and JDP as priority thrust sectors for the country, and is increasing momentum to improving the policy environment to support the revival and development of the sector. There is considerable opportunity therefore, to capitalize on this drive, to improve the policy environment, and make it more supportive of the production and exports of JDPs.

The action will specifically serve this purpose by holding District and National level workshops with key institutions and policy makers mentioned above, with assistance from the Switch Asia Policy Support Component, to undertake a joint review of policy barriers, explore favorable existing policies, and make policy recommendations in support of the growth of the Jute and JDP sectors. The workshops will invite participation from industry associations, the private sector, consortium members, a plethora of related entrepreneurs, NGOs, and civil society organizations associated with the promotion and development of environment-friendly policies and practices in the country.

SMEs and national entrepreneurs will be provided with the space and opportunity to deliver their messages on key policy barriers, and the introduction of ones that they think are necessary to address the growing challenges in the sector. Likewise, GoB institutions and policy makers will also be given the space to raise concerns regarding the effective implementation of policies, and suggest mechanisms of bring industry actors to work together to address these concerns. The workshops will likely culminate through development of definitive roadmap and set of action plans to not just improve the policy environment, but also take it forward through effective implementation- this will be well documented and published as policy briefs for post-project sharing and further action in this regard.

Outputs under activity 3.4: (a) 4 District level and 2 National level policy review and recommendations workshops held; (b) Policy briefs and action points developed and published as a result of workshops.

Chapter 03

Phase out activities and exit strategy

Smooth project phase out will be ensured by the fact that the proposed project builds on considerable past experience and is built in to a framework of past and ongoing programs; is able to leverage additional funds from international buyers interested in the project's supply chain development and sourcing activities; creates replication mechanisms by transferring knowledge, technology, capacities and linkages to jute producers, market/business intermediaries, JDP producing SME consortium, and relevant market actors through dynamic market facilitation and value chain development approaches; has planned for learning, sharing, promotion and influence events and strategies at local, national and international levels. Also, the community-led approach focusing on empowering communities to jointly voice concerns with duty bearers, acquire value chain business development services, and negotiate better for fairer prices and quality inputs, will help them define their own priorities better and make plans for development. The project will build grassroots commitment, ownership and skills for working towards lasting change. CARE will ensure through PNGOs supervision on the ground that relationships built during project

implementation become robust and continue beyond the timeframe of the proposed project. Furthermore, CARE's market engagement and market development strategy will find market-based solutions to problems in the jute and JDP sector for the project's participants and SME consortium members- who will build various technical, managerial, and business management capacities, conduct the production and local/export marketing of JDPs according to market demand specifications under the business guidance of experience national enterprises; as well as establish business relationships with market intermediaries based on viable business models, so that target groups are empowered to find their own solutions in future, and pursue profitable economic opportunities without CARE's intervention. Finally, the action will influence policy institutions to undertake policy reviews and formulate action plans in the presence of industry actors and develop action plans jointly, such that these actors can lobby for effective implementation of such policies and regulations in the future.

Methodology :

Methods of implementation and reasons for the proposed methodology:

Value chain and value addition approach: The action will engage major actors of the jute production, diversification supply chain to ensure productive interaction among different actors and governance of the jute value chain. Linkages and trust building among the different actors will be promoted to improve supply chain and business development services in the areas of knowledge, skills and technologies to boost the productivity. Research on products and markets will be done to understand the cost and profit of value addition as well as determining opportunities for income generation, particularly for the primary producers. Business network and partnership will be central to develop capacities of the SMEs in improving their quality and productivity. CARE has partnership and collaboration with numbers of private sector and business intermediaries such as Creation those who will provide technical support for value addition and market linkage.

Market engagement strategy: The action will employ value chain based market engagement strategy to empower the poor (with a specific focus on women) and maximise production and income from the jute value chain. The market engagement strategy is to promote participation of the rural poor people and women in the jute value chain in order to boost production, employment and income. The market engagement strategy has been chosen to promote changes in value chains that generate positive, sustained impacts in terms of productivity, income, employment, and access to services. The methods will be to create market opportunities, market linkages, strengthen support services, product upgrading and promotion of enabling business environment. Using the community based solidarity

groups (VDCs, PUCs and EKATA) the project will enhance the linkages of the targeted beneficiaries to value chain that involve a range of market actors ranging from producer to suppliers, service providers and buyers including the private sector to reach viable end markets. The Market Engagement Strategy, the action will facilitate the emergence of new relationships, transactions and business models that will allow the poor greater access to and benefits from jute value chain while also enhance the overall market performance.

Community driven service promotion: Promotion of community-driven service will be fostered with the active engagement of the jute producer, public-private service provider organizations, small traders and collectors. The action will focus on addressing specific needs that differ between men and women engaged in production and diversifications. Through empowerment and expanding the social capital relations, the action will promote productivity of the producers and workers through creating opportunities of participation in the production, diversification and market cycle. It will capitalize the community based programming platforms such as EKATA, VDC and Natural Leaders to improve the local market governance for greater access to services and access to financial services.

Workforce empowerment: The action will employ workforce empowerment approach to improve the standardisation process in maximising effectiveness in terms of workers productivity and economic outputs of the private sector. CARE has developed a respected reputation in-country over the decade for improving the lives of women working in the garment sector. Though the current programming has been with garment factories, but can be replicated beyond the garment sector to include implementation in factories that produce other goods.

The workforce empowerment approach is dynamically designed in particular to empower female workers. The methodology utilizes timely social topics, life skill education and informal group sessions to improve communication and negotiation skills, functional literacy, leadership development and rights awareness. CARE has been implementing multi-year programs Competitive Literacy Initiative (CoLI) and Women's Health and Education through Effective Learning (WHEEL) funded by Gap Inc. and Walmart. These programs have been serving to enable disadvantaged female garment workers to improve their standards of living by providing them with invaluable functional literacy and life-skills development, as well as to introduce to them a plethora of support services to improve awareness on basic rights and privileges, health care, sanitation, and access to savings and credit mechanisms.

Gender Equality and Women's Empowerment: Gender equality and women's empowerment will be one of the key approach not only to engage women in the JDP's, but also have a voice and to reflect women's and men's differing needs for the increased productivity. A gender analysis will be integral part of the action to identify social, political, economic and structural barriers that affect women's participation and productivity.

Prolongation of a previous action: CARE has a rich experience on economic empowerment and has pursued new strategy for the past few years that focuses on applying a value chain approach and identifying market-based solutions that enable poor women and other market actors to effectively negotiate the complex realities of a changing world. Numbers of other projects such as SETU⁷, SDVC⁸ and SHOUHARDO⁹ incorporates poor and marginalized people into wealth-generating value chains, as producers, suppliers, traders, service provider and wage-earners. Taking lessons from these projects and engagement of private sector and business intermediaries, the action will develop sustainable business models that garner win-win situations to connect poor producers and SMEs into profitable markets with integrity to enhance their incomes.

Part of a larger programme: The action will be an integral part of CARE's programming in Bangladesh to reduce extreme poverty, promote climate change adaptation, economic empowerment, gender equality and women empowerment. It is in line with CARE's and other agencies' programming that focuses on mainstreaming and integration of gender and climate change issues in poverty reduction programming. CARE's current programming in Bangladesh covers 4 regions of the country in partnership with over 64 NGOs, 27 private sectors and many community groups, as well as Government ministries/line agencies. This extensive operational capacity has enabled CARE to establish robust expertise programming at grassroots level for poverty reduction. The action will further be instrumental to EC's Bangladesh Country Strategy 2007-2013 in support of enhancing trade capacity, economic development and environmental conservation. Cooperation and collaboration among different poverty alleviating projects operating in the same geographic locations is promoted to leverage resources in a more efficient and productive way and to reinforce synergies and ensures complementarities and cohesion. It also implies longer term and more strategic relationships with other development partners, including local NGOs, the private sector, think tanks, policy groups, donors, and specific government departments at multiple levels.

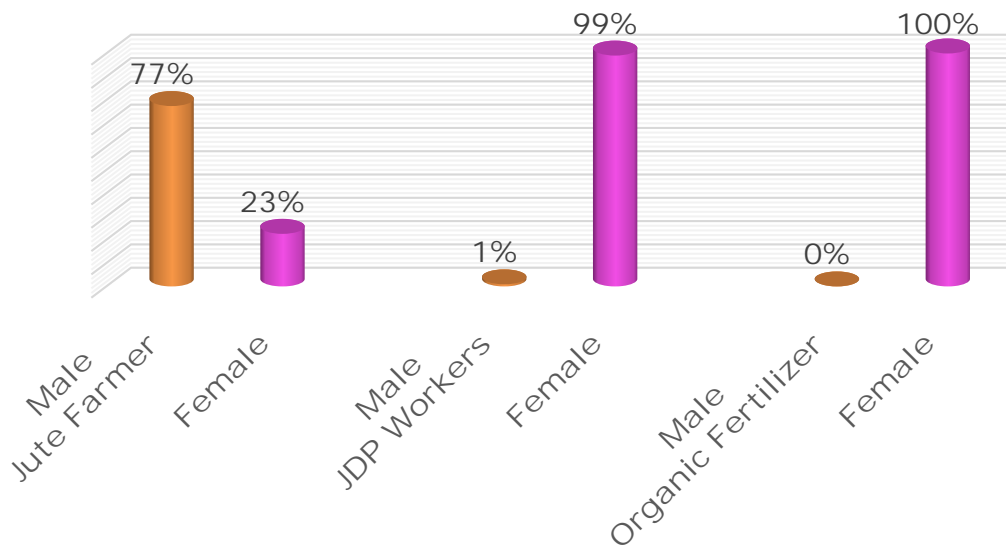
Procedures for follow up and internal/external evaluation: The action will set up a monitoring and evaluation system that will provide relevant information for reporting purposes, decision making and sharing with interested stakeholders. The M&E system will be linked to a learning and reflection system that enables insights and lessons from the field, experience of project participants, partners and CARE to feed into internal evaluation and project decision making. In monitoring and

evaluating programs, the project will follow gender-sensitive and participatory practices particularly targeting the poor and marginalized to monitor progress.

- Baseline: A baseline study will be conducted in a participatory way at the beginning of the action, including the Local Governance Assessment tool as well as the mapping analyses described above. Baseline data and analysis will be used to measure project results and objective(s) impacts. Analyses and measurement system will be disaggregated by gender and will depict the present situation of local governance, with particular reference to the poorest, in the selected unions.
- Project monitoring system: A gender sensitive project monitoring system will be developed involving all the partners to regularly monitor the progress made towards the targeted outputs and results. Process monitoring: The project will also monitor and document participatory processes and share the best practices observed with stakeholders at different levels. Accountability to the project's beneficiaries will be ensured by including community representatives into review exercises. Their feedback will be integrated into the project's monitoring system.
- Annual project review meetings will be held to develop operational plans and make operational adjustments in the light of previous year's progress using data from the monitoring system.
- Regular reports and joint field visits: Regular reports will be prepared, joint field visits (by CARE and its partners, and occasionally involving EC) will be held to observe and monitor progress in the field, and to promote joint reflection and learning.

Mid-Term Review and Final Evaluation: An external mid term review will be commissioned by mid of the second year of project implementation to assess progress towards the targeted results and impact, to identify good practices and lessons, and to recommend any mid-course adjustment that might be required. An external final evaluation will assess the impact of the project

Intervention wise Male Female Ratio



Grounding Major Activities

PRODUCTION:

- Producers group development & mobilization
- Training on modern jute cultivation
- Backward & forward linkage
- Group savings to reduce negative coping mechanism
- Women empowerment through facilitating EKATA

Processing:

- Identifying coordination & cooperation area with sectoral actors
- Organize community based training on making JDPs
- Linkage with community based JDP workers & SMEs.

Promotion:

- Promotion of JDPs.
- Ensuring compliance and standards at SME level.
- Capacity building of SMEs

- Forward & backward linkage.
- Joining trade fairs (local, national, international)

Chapter- 04

Project Achievement:

Basic Information: Jute producer

- 160 groups
- Modern methods and techniques of cultivation training
- Value chain facilitation training
- Linkage with DCPUK's village community groups

□ Development of self-help savings strategy



Basic Information: Jute
Diversified product
producers

- 160 groups
- Modern methods and techniques of cultivation training
- Value chain facilitation training
- Linkage with DCPUK's village community groups

□ Development of self-help savings strategy



Basic Information:
Organic Fertilizer

- 60 organic fertilizer producers
- Annual production = 2,000 kg per producer
- Per producer annual income = 2250 - 3000 Taka



Avenues of Cooperation:

- Provide trainings to JDP workers
- Buy jute fiber from the jute producers
- Buy accessories & JDPs produced by the JDP workers
- Order placement
- Direct employment etc.

Base on the various cooperation avenues the SMEs are now responding to the JDP workers who are receiving various levels of JDP trainings.

Result: 1 Environment-friendly and sustainable use of low cost green products is promoted through production and consumption of jute diversified products

Changes Recorded	Before	After
Seed Usage	Indian Variety Seed (Tosha) = 99% , Local Variety seed (BJRI, BADC) = 1%	Indian Variety seed (Tosha) 68.2% Local Variety seed (BJRI, BADC) = 31.8%

Seed Sowing Technology	Broadcasting = 98% Line Sowing = 2%	Broadcasting=69.6% Line Sowing = 37.2%
Organic Fertilizer Usage (Jute producer)	Overall = 6.8%	Overall = 93.2%
Jute Retting	Traditional Retting = 82.4%) Improve Retting= 16.7% Ribbon Retting=0	Traditional Retting = 17.6% Improve Retting= 83.3% Ribbon Retting= 160 out of 4,000
Grading of Jute Fiber	2200 farmers	4000 farmers
Production Cost of Jute reduced	390 BDT/per decimal)	229.50 taka/ per decimal)
Price of Jute Fiber	1329 BDT/Mound)	Average 1,662 BDT/ Mound

Changes Recorded	Before	After
Savings Group	None	100
Bank account	None	100
Total Savings	0	(BDT 11,90,550.00)
Women empowerment	8% Jute Producers have reported to take participation in decision making at HH level 10% JDP workers reported to take participation in decision making at HH level	60% Jute Producers have reported to take participation in decision making at HH level 90% JDP workers reported to take participation in decision making at HH level

Result-2: Sustainable consumption and production of jute diversified products is strengthened through promotion of scaled use in Asia and Europe

Changes Recorded	Before	After
JDP workers technical skill on JDP production	200 workers have increased technical capacity in eco-friendly JDPs production	2000 workers have increased technical capacity in eco-friendly JDPs production
JDP workers income	Monthly Income 983 taka	Increase income Monthly 1150 taka
SMEs business performance	Partner SMEs (20) have reported 30% increase in market share of green and environment-friendly JDP	
International purchase order of SMEs	International purchase order increased by 20%	

Result -3 An enabling environment for sustainable business promotion of jute diversified products in Bangladesh and Asia is created.

Changes Recorded	Achievement
Learning sharing meeting	9 meetings have been organized in 9 sub-districts
Attending local/ National trade fare	JDP workers & SMEs attended 5 local, 1 national & 2 international trade fairs.
Participation in annual Switch Asia Networking events	Attended in 2 international networking events
Audio visual production	One video documentary has been done

Publications (Poster, Festoon, Brochure etc.)

Project brochure, posters, festoon, product catalog have been done

Challenges...



- Political turmoil impacted project progress in year 1 & Year 2.
- Each production cycle farmers are confronting natural disasters (flood, water logging, draught) resulting loss in production and motivation.
- Unavailability of quality jute seed in due time.

- Political unrest affected SMEs to export product in international market.
- Visit of international buyers in Bangladesh restricted due to embargo as because of social and political violence

Chapter- 05

Changes against Major LFA Indicators

Changes Recorded	Achievement
Green House Gas Emission	7,500-acre area jute cultivated equivalent to 3000 hectare 45,000 MT CO2 absorbed 33,000 MT O2 released to environment
Income Level Change at Individual level	86% growers have reported increase income 60% of OFM have reported increased income 65% of JDP have reported increased income
Income from Jute Production	Average Income from Jute (all) = BDT 19,077 (Baseline: BDT 8417) Average Income from Jute (Male) = BDT 21,440 (BDT 10896) Average Income from Jute (Female) = BDT 9,690 (Baseline: BDT 5937)

Lessons learned :

- Farmers are getting improved quality of fiber by following modern jute cultivation method (seed purification, germination test, line sowing, improved retting, grading and storing)
- Demonstration and dissemination of modern cultivation method helped farmers to adopt new technology.
- Group savings is important to reduce/ stop advance selling.
- Government agencies (BJRI, BADC, DAE) are effective when they are providing services in coordinated manner.
- Short span of jute production cycle attracting farmers to buy Indian seeds (68%).
- If beneficiaries have their own sewing machine transferring skill and increasing production is more noticeable.
- Focusing on promotional activities helps SMEs to attract national & international buyers.
- Jute producer incise using Organic Fertilizer

Best practices:

- Line sowing: Increasing production and reducing production cost.
- Production and usage of organic fertilizer: Ensuring more green environment and farmers are earning money by selling organic fertilizer.

- Seed production at farmer's level: Lowering risk of low germination & ensuring timely seed sowing.
- Forward & backward market linkages: Giving leverage to the project farmers to select even better options in terms of buying seed & selling raw jute.
- Community based skill development trainings: Women are reluctant to stay at home rather going out to earn. Female beneficiaries anticipate to learn at their door step.
- Training on new product design: Capacity building of SMEs through new product design helps SMEs access to international market.
- National level fair (Switch to Jute): Linkage established with local , national and international buyers.

Conclusion:

Sensible steps to improve the quality of all project activities have been taken up by the DCPUK SWITCH Asia- Jute Value Chain Project team. We are expectant that we will be able to complete all schedule tasks within the prescribed time frame ensuring both quantity and quality. We are muscularly to bring about a successful completion of the project. In the 1970's, jute (known as the Golden Fibre) played a significant role in the economic prospect of Bangladesh. Over the recent past years, the sector received further attention as the natural character of jute fibre attracts the consumers, and encourages private sector, business intermediaries and social entrepreneurs to engage in production of JDPs. In fiscal year 2009-10, the jute sector logged 76% higher earnings at \$736 million than the previous year. In the first six months of the current fiscal year, export of jute and jute goods reached \$548.66 million, representing a rise of 58.33%. Raw jute exports fetched \$184.66 million, jute yarn and twine \$248.40 million, jute sack and jute bag \$92.67 million while other jute products \$22.93 million¹⁰. Unfortunately, jute industry lost its momentum in the 1980's due to inadequate policy strategy such as trade and export policy as well as a wide scale production and use of plastic commodities. Bangladesh is the largest producer of jute and the quality of its fibre is one of the best. However little has been done in terms of investment and diversification of this sector. There are still opportunities to improve the jute fibre, making available seeds of good quality as well as improving the retting system. Jute

producer groups and cluster based JDPs development is a major task to undertake for the development of the sector. This is also important because many rural poor communities, including poor women can be engaged into earning sustainable income. The replication of this system would allow the development of communities and increase the economic development of the country.