

Job Opportunities and Business Support Program (JOBS)

Cooperative Agreement number 333-A-00-97-00013-00

JOBS/IRIS Project

Quarterly Report
January 2001 – March 2001
(Quarter #2 - FY 2001)

QUARTERLY REPORT NUMBER 14

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JOBS

**A USAID FUNDED INITIATIVE
ASSISTING ENTERPRISES TO
CREATE EMPLOYMENT**

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Cooperative Agreement number 388-A-00-97-00013-00

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Coordinating GOB Entities	Ministry of Planning Bureau of NGO Affairs Palli Karma-Sahayak Foundation Economic Relations Division, Ministry of Finance
Implementing Contractor	IRIS Center of University Research Corporation International University of Maryland

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The following table provides a summary of the contents of the JOBS Quarterly Report for the second quarter of FY 2001. The report details the progress of the project, including the implementation of the Micro Enterprise (ME) Program, the Small and Medium Enterprise (SME) Program, and the Policy Program. It also highlights key achievements, training activities, and management issues. The report is organized into ten main sections, each with a corresponding page number.

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I. Executive Summary

The following Quarterly Report will provide a fundamental accounting and overview of activities and measured achievements for the JOBS Project in the second quarter of FY 2001. Despite some unforeseen obstacles and factors beyond the control of field management, the Project continued its strong momentum. In short, it was an extremely busy quarter and JOBS is now positioned to exceed all USAID R4 targets and its own in-house benchmarks with the possible exception of overall job growth. During this quarter, JOBS still maintained its focus on key result areas and overall impacts to SMME job growth and sales generation. However, much more emphasis was channeled into the Policy areas of the Program, which is beginning to show results and important policy victories.

The internal restructuring of two of the three center-point programs (SME and ME) was completed during the first quarter – during the second quarter the Policy Program was finished with the addition of Roger Bird as JOBS Senior Policy Advisor. This important aspect of the Project is now positioned to extend its impact into a very critical area of Bangladeshi economy - 'Access to Credit'.

With the renewed emphasis on the Policy intervention, this important aspect of JOBS took a quantum leap forward providing the Project two significant victories. During this quarter the Project has been recognized as a leading expert in E-commerce in terms of setting Policy priorities and advocating the Government of Bangladesh to encourage the growth of E-commerce in the country. As part of the policy advocacy activities the EC/ICT Team responded to the Government of Bangladesh's interest in identifying policy priorities for the development of electronic commerce in the country. To jump-start Bangladesh's participation on E-commerce, JOBS collaborated with the Ministries of Planning and Science and Technology of the Government of Bangladesh to organize a high-level conference on the Policy opportunities and challenges presented by E-commerce.

The conference offered the first large-scale opportunity to bring together public and private sector representatives (Government Ministers, Secretaries, U.S. Ambassador and the USAID Mission Director, representatives of the Banking sector, E-business community and the media) who will be able to affect, implement and support the necessary policy changes. The conference was just the finality to months of 'behind the scenes' work that resulted in the GoB forming the long waited "IT Task Force" with the Prime Minister as a chairperson to provide momentum of this sector.

The Project's second victory resulted from the first as the Government Ministries working on the E-commerce issues developed an ICT strategy based on recommendations from the conference and subsequent meetings with BCC. JOBS has since commented on these and was asked to be their leading partner for designing an ICT strategy and implementing the recommendations.

The SMME Development Programs continued to move forward with greater enthusiasm and thrust during this quarter. Several KRAs have already surpassed their yearly target and others are over 50% there. The only 'number' that appears significantly off target is 'jobs growth' and that will be met by the end of the fiscal year. This will be explained in the ME Program section. Both SMME programs will see an intensification of efforts that will not only increase sales and generate employment, but also strengthen some of the underpinning of the economy.

II. Introduction

During the course of the Project, it has generated a large amount of data, various information, and quantitative and qualitative results. In order to verify this information, a USAID representative critiqued the Project and visited five different field areas of JOBS. The purpose of his visit was to review and verify the R4 numbers that were submitted to USAID for the fiscal year 1999-2000. The representative reviewed the record keeping system, numbers and interviewed recipients of the Project's TA in the field. The end result of the visit was the Project is in line with the objectives of the Cooperative Agreement and the information being reported was accurate. In addition to our current information collect, suggestions were made to collect more data that could be of further value the JOBS and USAID interventions. This will focus on the ME Program and will include: entering new markets, introducing new products, improving product quality and services, etc. The Project will begin capturing this data in the second quarter.

The Project has focused on the 'lack of access to credit' issues as an obstacle faced by entrepreneurs in Bangladesh. The shortage of working capital is one of the major barriers for many SMMEs trying to expand their businesses. To facilitate easier access to business capital for SMMEs, JOBS took the initiative to work in collaboration with three commercial banks to assist enterprises seeking to develop. A series of Memorandums of Understandings (MOUs) have been signed with three leading commercial banks. This is an attempt to demonstrate that SMMEs are an untapped resource for commercial banks and at the same time to ease access to credit for SMMEs in Bangladesh.

The Project had originally targeted five Banks but decided to limit the selection to three in order to make sure we can operationally support the initiative. Additionally, each of the three banks chosen has a distinct target clientele. The Project will be working closely with:

- Bank of Small Industries and Commerce Bangladesh Limited (BASIC) who's focus is on SMEs and Micro Credit facilities for the urban poor through linkages with Non-Government Organizations (NGOs), which will ease their access to the formal financial market and will mobilize available resources
- Prime Bank Limited (PBL) is more focused towards Small Medium Enterprises (SMEs)
- Social Investment Bank Limited (SIBL) is geared towards Micro Enterprise (ME) financing and combines traditional banking with Islamic Banking principles

The purpose of this collaborative initiative between the Project and these banks is to facilitate easier access to business capital for Small Medium and Micro Enterprises (SMMEs) by enhancing their capacity and performance with available technical assistances from JOBS and favorable financing from the banks.

The Loan Facilitation Program (LFP) continued to develop into a very important instrument of JOBS linking enterprises to sources of capital and promoting the 'Access to Credit' and 'Secured Finance Issues' at the 'grassroots/operational' level. The LFP has reached most of its major targets/benchmarks projected at the beginning of the year. Its challenge now will be to obtain the expected result from these efforts.

The ME marketing team was able to get established and running during this quarter. The Marketing Team's initiation and implementation of activities focused on ME market access with smaller MFIs and groups of Micro Credit (MC) recipient producers. Their major achievements will be highlighted under the ME Program.

In comparison with the projections in the business plan, the Project is successful in achieving most of its targets to-date - some several times over. However, the delay in the some key contractual processes has resulted in programmatic delays that were unnecessary. This entire issue is a key element within a Project that is, to a large degree, contractually driven. Remedies and solutions are being sought but still have the potential to cause delays in Project execution.

The major thrust in this quarter was the continued development and evolution of JOBS and what it represents to USAID, IRIS and Bangladesh economic development. In addition to our revitalized efforts in regards to development of a 'Secured Lending Law', the creation and implementation of need-based SMME Development Assistance Programs, plus the monitoring of previous activities continued to be our primary agenda. Their evolution and expansion will continue through the life of the Project; maturing and evolving as the models are further developed. As a result of these efforts, the Project will begin to gradually shift a significant number of SMME TA activities in-house as opposed to out-sourcing. This will be the beginning of an 18-month process of sustainable technology and information transfer.

III. Major Target Achievements - Highlights

Though the entire Project has now become a totally integrated organization, both operationally and functionally, it is still comprise of three distinctive programs (SME, ME, Policy). Each of these distinct programs is also comprised of various auxiliary programs and targeted activities that must and will function in collaboration and cooperatively, yet independently due to the differences in their respective beneficiaries, focal points, and targeted objectives.

Tying all these together is an array of training and facilitation programs, plus targeted media, advocacy and public relation activities. Hence, to combine all these together under one general heading would not serve the purpose of this report to the many people who gather information from it. Therefore, certain aspects of the quarterly report will necessity discussing each program in its own light to obtain the true picture of the Project's achievements and activities during the quarter. Others, where appropriate will be combined.

ME Program:

The ME Program considered the second quarter is one of the most successful quarters to-date in achieving its benchmarks and objectives. The EDBM courses were successfully delivered to the new group of stakeholders and the selected entrepreneurs. The Program also began its closest monitoring and counseling services through the newly trained EDWs. The late institution of Program contracts with six of the new stakeholders has caused delays in implementing several of the initial

training programs, thus reflecting negatively in the 'jobs growth' category of the R4 recap sheet. Though the actual numbers generated appear far short of our yearly goal, the difference will be made up in the last six months of the fiscal year. When starting with a new stakeholder and their recipients, the lag-time for employment creation is at least six months. As was indicated last quarter, the Project made a strategic decision to change the way it was doing business and seek to provide TA to NGOs who were closer to the recipients, had better and accurate monitoring systems, plus a buy-in with the entire JOBS program. Therefore, the initial shortfall in job creation is not total surprising, however, we are confident all targets will be met by year end.

During this quarter, different formats for record keeping and reporting were developed in consultation with the recipient organizations through which JOBS will collect information from the field. The purpose is to develop a strengthened monitoring and evaluation system in order to produce correct and current data of the assisted MEs. (*The tools/formats are enclosed as attachments.*)

The formats were developed considering USAID's strategic objective indicators:

- *Growth of assisted enterprises*
- *Growth in sales of the assisted enterprises*
- *Growth in wage-based employment creation*
- *Creation of new markets for assisted enterprises*
- *Improve products quality and services*
- *Increase access to capital*

The major achievements of the ME Operations Team include:

- JOBS has been able to create a **demand for fee based EDBM training** by creating awareness among the entrepreneurs who are not direct JOBS assisted recipients. TMSS (a JOBS stakeholder) has been requested and is delivering EDBM training to several hundred local MEs, which are not JOBS recipients, at a nominal cost - thus utilizing the skills taught to TMSS as a revenue stream for their programs. The idea was disseminated among the local (TMSS non-members) entrepreneurs through organizing workshops and practical demonstrations. The participating entrepreneurs at the workshop appreciated the initiative and expressed their interest in receiving the course on a fee basis. This concept will be further examined for possible expansion and application within the Program.
- The Shakti Foundation highlighted to other donors the significance of the JOBS program in their overall activities in regards to producing results. This has resulted in expressions of interest in utilizing the JOBS models in supporting other enterprise development programs. As this develops, more details will be provided.
- Organized a three days training on Selling Skills for the participating MEs that are interested in expanding their client and market base.
- The Project began replicating the JOBS model approach to non- pre-selected stakeholders NGOs/MFIs working at the grassroots level.
- Began emphasizing and facilitating MEs to enter new markets and to work on product development.

- Began assistance to facilitate 'selling' skill development.
- Began assistance towards reducing unit production costs.

Major achievements of the ME Marketing Team include:

- Signing of MOUs with three national MFIs and one international donor agency (ActionAid) who agreed to work on the new concept of MC graduation and Cooperative Marketing (CM) in the southern region of the country.
- Completion of TOT training for 23 staffs from all four organizations involved in the CM program.
- Development and modification of a training module favorable to the tribal and non-tribal producers of Chittagong region.
- Finalization of EDBM trainee selection from all three implementing MFIs for beginning of training in the Chittagong region.
- Signed written agreement with PRAN for the supply of Pineapples and another 17 types of agro-based products from JOBS supported clients.
- Milk Vita, the biggest milk processing, packaging and marketing cooperatives of the country has responded promptly to JOBS initiative and conducted their initial survey and a series of meetings with local producers as a process of cooperative formation and market linkage.
- Arranged visits for some potential textile product buyers from the biggest market of Dhaka to JOBS assisted producers at Tangail.
- Successful establishment of a more profitable (20% better pricing than local markets) and sustainable business linkage between the textile producers from Tangail and the wholesaler in Dhaka.
- Organized workshops, meetings and individual discussions with MFIs, Bankers and potential clients for dissemination of JOBS strategies of poverty alleviation through MC graduation, alternative and competitive rural capital market and "Cooperative Marketing" approach.
- Initiated dialogue to establish network between JOBS and leading MFIs/Donors on common business interest for the purpose of forming "producers' cooperatives" for successful market linkages.
- Establishment of donor linkage to ensure long term and continued support to JOBS assisted enterprises and interventions.

There were no major deviations from the business plan during the quarter. However, more concentration will be given to the transfer of technology directly to stakeholder organizations than originally thought under the current phase. The ME Program has started collecting information for better results and reporting of the program's interventions.

Lessons learned / recommendations from ME Operations Team:

- A distinctive model approach helps structured business planning and management.
- Cost Sharing and Joint Management develops a cohesive relationship between the implementing and supporting organizations.
- Smaller organizations are more committed and cooperative in terms of program implementation and achieving objectives.
- EDBM training helps learning in areas such as business promotion, product identification, quality, and competitive price analysis, financial management and marketing.
- Business management support greatly enhances the ability of IGAs to transition to MEs.
- Community involvement tends to create a wider scope of sustainable jobs for marginalized families.
- Concentrated TA and skill development in an area increase total wealth of the community.
- Strengthened monitoring and evaluation helps produce current information necessary for accurate program impact and adjustment.

The lessons learned / recommendations from ME Marketing Team:

- Inter team supportive integration (training, SMME operation, communication and marketing) need to be constantly emphasized for effectiveness of each activity in reaching the overall goals of JOBS.
- Contractual processes are a major consideration if any activity is to be accomplished in a timely manor.
- Technical expertise must be shared between and amongst the various Project teams, especially as it relates to crossover and similar programs.
- Program coordination for integration of expertise's accelerates the performance in reaching the goals of JOBS collectively and in a singular voice.
- JOBS needs to extend its exposure through workshops and seminars for convincing development practitioners to help bring changes in MFIs' policy and operation. These would reflect the issues of addressing marketing linkages, alternative capital markets (banks), networking, etc.

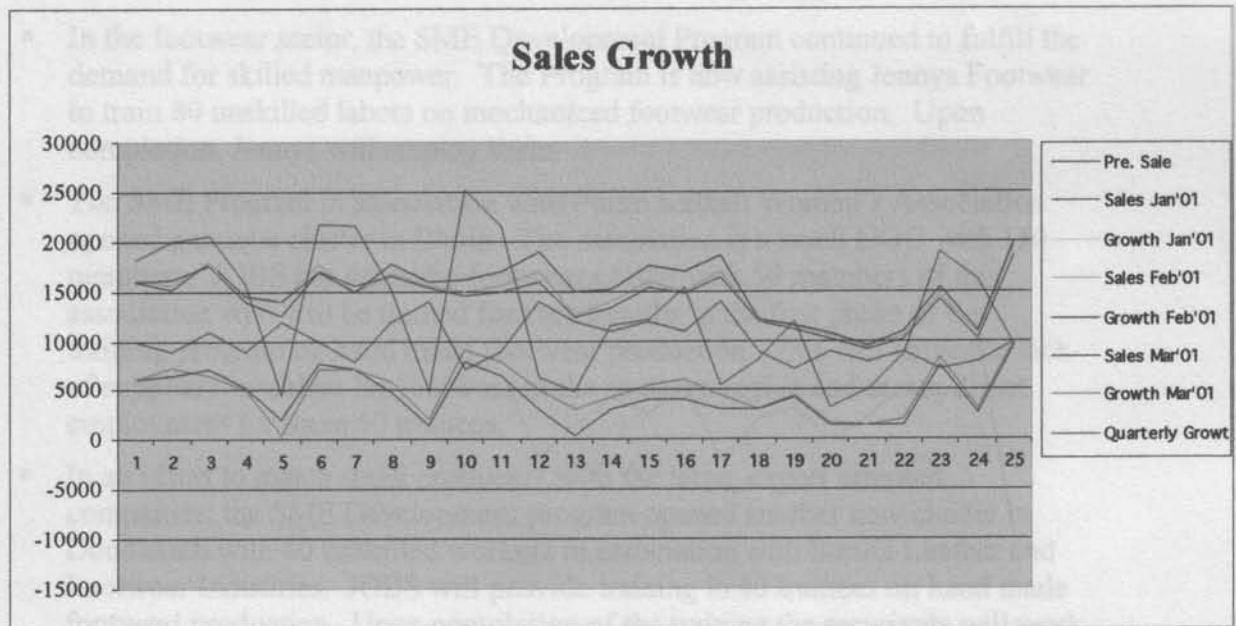
A Brief analysis of direct contribution of achievements of current quarter from ME Operations Team include:

- # of loan disbursed to JOBS assisted MEs by the JOBS stakeholders
Total: 1,186 (Male: 119 Female: 1,067)
- The major tasks were:
 - Identification of 4,075 potential MEs
 - TOT to 43 EDWs
 - EDBM training to 4,075 selected entrepreneurs

- ❑ Determination of follow-up and monitoring strategy
- ❑ Successful commencement of program implementation with local NGOs other than the JOBS pre-selected stakeholders.
- ❑ Establish the JOBS initiative as a replicable model of economic growth through business promotion.

Our expectations were to reach the benchmark projected for this quarter. We followed a pre-structured **training implementation plan (enclosed)** for attaining the target and monitored over 90% of the training courses by the JOBS monitoring team. As previously noted, we are working with newly selected MEs and didn't expect that they would produce a significant contribution towards sales growth and job creation for the first half of the year. However, the results have started to come in from those MEs provided EDBM training at the beginning of this quarter, which will reflect significant job growth in the next two quarters.

The following chart shows the growth/result of 25 MEs that were trained in January 2001 and subsequently provided follow-up assistance.



A brief analysis of the direct contributions of achievements from the Marketing Team and their impact include:

- Marketing of products of MC borrowers is becoming a priority issue for MFIs to address in order to reduce the risk and increase loan size.
- NGOs, MFIs, and donor agencies focused on capacity building are expressing more interest to share experiences and the proposed model of JOBS.
- Agreement signed between agro-based product marketing company (PRAN) and producers.
- Primary marketing linkage established between 300 producers and Milk Vita.
- The cooperative marketing issue is gaining acceptance by the borrowers of MFIs as a means to help fight poverty eradication, and promote economic growth and capital creation.

SME Program:

The SME Development Program continued its focus and thrust in the four primary sectors in which it operates; footwear, textile, handcrafts and soft leather goods. As a result of this focused approach, the program has begun to reap the rewards of its past efforts. The SME Program has reached the majority of its major targets year to date and is now positioned to surpass them by the end of the year. The increased emphasis on export capacity and capabilities in our client base has allowed the Project to identify some of the best-qualified SMEs for sustainability upon completion of the Project.

During the quarter the Program also began its research for the possible expansion of TA into the electrical sector. Additionally, we have begun analyzing means and direction for our SME activities in the next fiscal year and increasing our outreach to women entrepreneurs and associations.

The major achievements and impacts of the SME Team include:

- In the footwear sector, the SME Development Program continued to fulfill the demand for skilled manpower. The Program is now assisting Jennys Footwear to train 80 unskilled labors on mechanized footwear production. Upon completion, Jennys will employ them.
- The SME Program in association with Pouro Kathali Women's Association opened a unique cluster in Bhola. The association is a small NGO with 150 members. JOBS has opened a footwear cluster with 50 members of this association who will be trained for three months in the first phase of the training program on hand made footwear production. This will solve the lack of suppliers' problem for footwear in the southern region and create direct employment for these 50 trainees.
- In an effort to match small producers with the large, export oriented companies; the SME Development program opened another new cluster in Daudkandi with 40 unskilled workers in association with Surma Leather and Footwear Industries. JOBS will provide training to 40 trainees on hand made footwear production. Upon completion of the training the recipients will work for Surma and will be doing handwork for the French market.
- As a part of its plan to impart highly specialized training to export footwear clients this year, JOBS is now providing two technical trainings in association with the Footwear Design and Development Institute (FDDI) in India. Under one training program 20 trainees from six export oriented firms will be trained on pattern making and grading in the factory of Madina Shoes Limited. At the same time under another training program, 20 trainees from four export firms will have supervisor training in the Surma Leather and Footwear Industries Limited factory.
- In the leather goods sector, the SME Development Program started two specialized technology transfer training programs. Under one training a German Consultant is working with 40 workers of Crown Leather in an attempt to redesign its production process, increase efficiency and prepare them to execute an export order from large European buyers. After, one

month of training, the firm has increased its efficiency by 45% and reduced raw material waste by 15%.

- Under another training, Mr. Franz Baur of Product Development Institute of GTZ is working with five small leather goods producers, who operate mainly in local market and in small export markets like Middle East. The purpose is to identify their strength and weakness, redesign their production process, and provide guidance them on the export markets. Mr. Baur will also assist JOBS with direction regarding further courses of action with these five small firms.
- In the textile sector, 33 trainees were trained from nine export oriented home textile-producing firms on designing and quality control by a high profile expatriate consultant, Ms. Cindy Owings. JOBS hired Ms. Owings to guide the enterprises on designing and quality control and help them in exploring prospective USA markets. Ms. Owings also helped JOBS to select four clients for the upcoming New York Home Textile Fair.
- JOBS provided specialized training on Salesmanship and Buyer Communication to the four participating companies in the NY Textile Fair, plus eight additional firms – a total of 12. The TA was designed to achieve better results in the International markets and improve communication with buyers.
- The handicraft sector arranged another product development, design and quality control training for 16 of its 'B' Graded clients. These are primarily women and run their own small boutique shops. This was first such step targeted to this group. Fashion Institute of Design (FID), a renowned fashion designing and training institute, is affiliated with a leading Indian institute. This was a 10-day long training divided into two parts focusing on designing, product development, and quality control.
- JOBS conducted skill development training for 28 recipients on vegetable dyeing at Faridpur. The training was done in association with a local NGO-BFF with a seminar on the opening day for promotion of the environmental friendly natural color products. The impact was that approximately 430 more jobs were created as a result of this vegetable dyeing training.

Lessons learned:

There were no new lessons learned during the quarter. Though the vast majority of the SME Development Program achievements were in the line with the business plan, there were a few minor deviations. The few deviations that did occur were for uncontrollable circumstances.

- In the textile sector, the Project Director, due to the potential conflicts of contracting with a GoB agency to deliver TA, postponed the training on reactive and vat dyeing.
- In the footwear sector, the design development training for the Europe and Australian markets was postponed due to schedule conflicts with the designer.
- The buyer communication training in the handicraft sector has been shifted to the next quarter due to a delay in the contractual process with the training organization.

Policy Program:

The major focus of the Project's policy efforts continue to revolve around the key issues of "Access to Credit" and 'E-Commerce/ICT'. These efforts are targeted in two primary areas:

1. The macro-level
 - a. The development of a secured finance law
 - b. Providing TA regarding oversight/operational issues within the current banking structure
 - c. Working directly with the GoB and private entities to facilitate a timely evolution to an ICT environment favorable to economic development
2. The Micro and 'grassroots' operational level
 - a. Access to Credit (loan facilitation) within current structures
 - b. Alternative sources of finance/credit
 - c. Capacity building of EC/ICT organizations/advocates

Secured Finance

This is the primary focal point of the JOBS and USAID agenda. This high profile initiative encompasses the design, development and introduction of a new law regarding Secured Finance. The activities associated with this objective necessitate advocacy building with the private sector, institutions, associations, and GoB officials.

- Prepared a proposed strategy for the Policy Unit ("Accessing Credit in Bangladesh: Barriers and Proposed Strategies", March 11, 2001) and received JOBS/IRIS and USAID approval.
- Completed a draft "Secured Lending Law" through a Short Term Technical Assistance (STTA) consultancy with Mr. Allen Welsh, international legal consultant for IRIS.
- Formed a Legal Drafting Team consisting of five prominent and practicing lawyers with experience in moveable asset financing to assist JOBS in addressing legal reform for accessing credit.
- Conducted three 2-day workshops with the legal drafting team (facilitated by Mr. Welsh) to finalize the draft Secured Credit Law.
- Prepared an advocacy plan to promotion the secured lending law to the government and private sector.
- Established strong working relationship with Bangladesh Institute of Law and International Affairs (BILIA).
- Prepared and presented a workshop on "Moveable Asset Lending" at the Bangladesh Institute for Bank Management (BIBM).
- Participated in a two-day seminar on Private Sector Infrastructure Development hosted by BILIA.

Loan Facilitation

The Loan Facilitation Program of JOBS facilitates ‘grassroots’ access to credit services for SMMEs. This includes credit appraisals, needs assessment, contact and negotiations with banks, assistance with loan application forms and meeting requirements of banks to prepare Business Plans, Marketing Plans, Net Worth Statement, etc. The Loan Facilitation Program of JOBS only facilitates with the loan application and procurement process; in conjunction with the respective enterprise or NGO.

- Successful completion of the MOU signed with BASIC, Prime, and Social Investment Bank Limited.
- Successfully organized two of the six Bank Officers Training Program/Workshops on “Understanding and Financing the Special Needs of SMEs” conducted by Bangladesh Institute of Bank Management (BIBM). A total of 51 bank officers from different national and private commercial banks participated.
- Assisted JOBS SME client (Salaam Electrical Industries Ltd.) to obtain financing by Al Baraka Bank. With assistance from LFP, Salaam Electrical Industries Ltd. registered as a joint stock company and has already opened an account in the principal branch of Al-Baraka Bank. The loan is expected to be issued in May.

E-Commerce/ICT

As mentioned early, this is another macro-level effort in which JOBS is working closely with the GoB and private sector entities. The work has been a steady increase of involvement and has the potential to be a major aspect of the project in the near future.

- The seminar organized on January 14th “**E-Commerce in Bangladesh: Potential and Policy Priorities**” provided a forum for Dr. Mann (ICT consultant) to introduce and discuss the opportunities and challenges presented by E-commerce in developing nations.
- Representatives from USAID, World Bank, US Embassy, and several donor projects have expressed interest to work with JOBS on EC/ICT issues. IRIS developed a Web Page on the conference, which is the only web page in Bangladesh where everyone can get the deliberation of the conference.
- JOBS has assisted the commerce department of the US Embassy in a video conference jointly organized with the World Bank. Several GoB Ministries participated in the conference with the US Commerce department on the issue of **E-Government**.
- **Assessment on E-commerce readiness of Bangladesh** - the research paper that JOBS published with Tech Bangla has been recognized as a comprehensive paper, which accurately reflects the true scenario of E-commerce readiness in Bangladesh. This was the comment from the EC/ICT policy makers in a round table conference organized by Tech Bangla on “Financial System of Bangladesh” and in the draft IT Policy presentation.

Training Program:

The two major TA Programs (ME & SME) revolve around training and capacity building. A better understanding of the amount training activity that they 'make happen' is charted in Section V. - Training Activities / Recap Matrix. The following are a few highlights and achievements of the Training Team, an important cog of the Project that facilitates much of this activity.

- Following a long transparent procedure selected seven training resource organizations and began need based training programs for the SMMEs. The purpose was to increase the quality of training design and implementation. The process will also make the training more cost effective and reduce implementation time.
- Based on identified of training needs, developed three training sessions on local resource mobilization, alternate sources of capital and alternate market linkages for ME clients. This was incorporated with the EDBM training module.
- Without involving a training resource organization, JOBS training team conducted a three-day EDBM-TOT Refreshers course for 24 EDWs of BURO Tangail. This will reduce costs and develop JOBS own resource based, as well as increase the capacity and competency of the recipient organization.
- Since the beginning of the 2nd quarter, training programs were assigned and implemented through to the training team, especially as it relates to technical support and follow-up.

Administrative Support Teams:

The programmatic activities and accomplishments of the Project are numerous and involve a high degree of collaboration and cooperation from three vital links of the Project, the Contracting Team, the Operational Support Services Team and the Communications and Public Relations Team. Each of these components is instrumental in the successes and functioning of the entire Project, as well as the individual Programs. Highlights of their achievements are obtained daily and include:

Communications and Public Relations Team:

- Ensured successful coverage (print and television) for the high-level E-Commerce Conference held in Dhaka, January 2001.
- Ensured regular information dissemination in leading newspapers, to promote the Project and raise public awareness about JOBS' Integrated Development Strategy.
- Finalized possible topics to focus on in the monthly JOBS Newsletter for the next 2 quarters.
- Provided PR support and designed media communication, etc for the Sylhet Trade Fair, jointly organized with the Sylhet Chamber of Commerce and Industry (SCCI).
- Continued to disseminate regular updates from the Project to IRIS on a weekly and quarterly basis to highlight JOBS' achievements.

- Ongoing regular support to all units of the Project continues as the CPR Team strives to assist and support activities (training, conference, seminars, etc) carried out by the Project in the last quarter.
- Published and distributed the JOBS Project's monthly Newsletter, covering the many aspects of the Project and its various programs.

Operational Support Services Team:

- Managed both IRIS and USAID regulatory requirements in a transparent manner with regards to allowable expenses and prepared fortnightly tranche in an acceptable form.
- Minimized costs and increased cost efficiency in controlling Printing & Binding, Telephone, Postage, Bangla compose, M & IE, Photo printing etc.
- Identified and recommended reductions in management costs where applicable.
- Rented another unit in same building to enable sufficient office space for all staff including training facilities and conference room.
- Simultaneously using BPA and contract/ subcontract for hiring services from the same vendors in a certain period. This will allow for saving costs, time and paper work reduction, and reducing 'red tape' in arranging approval in timely manner and in accordance with Project needs.
- Shifted payments to IRIS for International Trade Fairs stall charges to avoid cash flow burden.
- Developed travel and vehicle management policy for effective use of hired vehicles, as well as minimization of costs.

Contracting Team:

- Assembled Blanket Purchase Agreement's (BPA) format for SME training programs and got them approved by IRIS and USAID. BPAs have been signed with seven firms to avail recurring purchase of training services. This will enable JOBS curtail contracting time and paper work and further ensure:
 - a. Quality training
 - b. Utilization of reputable resource organizations
 - c. Most competitive cost
- During a time in the Project when new contracting mechanisms were being formulated, discussed and approved, and in the absence of these mechanisms, issued over 60 contracts/delivery tickets/work orders for services and supplies to ensure smooth operation of the project, and particularly the ME program activities. All stated targets of the business plan were either reached or exceeded.
- Training on "USAID Administrative Compliance Requirements" and "Financial Management of USAID Awards" (organized by center for Public Management, Maryland) was attended by Imran Shauket, Abdul Halim, and Badruddoza Haider Chowdhury and Mehnaz held during January 22-26, 2001.

- With the implementation of new streamlined contracting procedures, it became obvious that senior members and team leaders of JOBS needed to be updated and trained on the procedures. In February, designed and conducted an informational training session for the Team Leaders on different contracting mechanisms, such as fixed price contracts, PSCs, and BPAs, while emphasizing on:
 - a) **Selection Process:** i) *Competition* [(invitation of Request for Proposals (RFPs), selection team and negotiation)], ii) *Cost & Price Analysis* (details on reasonableness, allocability and allowability) and iii) *Procurement Records* (from the auditor's perspective that authenticates a fair selection process)
 - b) **Conflict of Interest**
 - c) **Sole sourcing procurement mechanism**
- In spite of political turmoil, uncertainty and ever increasing hartals, 90 percent of TORs & Contracts were issued ahead of schedule and possible significant negative impact on program was diverted. The status at the end of the quarter was:
 - a) Thirty (30) contracts issued (excluding the ones processed, authorized and approved ahead of time);
 - b) Seven (7) Work Orders issued
 - c) Five (5) Delivery Tickets issued
 - d) Nine (9) TORs for Conferences, International Travel and Catalogues
 - e) Three (3) Employment Contracts and Two (2) Consultant Contracts issued
 - f) Numerous work orders and delivery tickets issued to support operational activities

IV. Highlight Activities / Special Events

In regards to special events or highlight activities, all either meet or exceeded expectations. Throughout this report major achievements and highlights have been mentioned under the various programs. The Project believes that all its activities are noteworthy, however, several of the activities/achievements stand alone in terms of results or expected impact on SMME Development of Bangladesh.

- Dissemination of JOBS Model approach:
 - Cost Sharing
 - Joint Management
 - Program Implementation Strategy
 - Common Objectives
 - Mutual Agreement

was conducted at an international workshop entitled 'Learning for Action' organized by a World for Better Living. 25 social entrepreneurs from 21 different countries attended the workshop. The workshop/training also focused on the evolution of MFIs and a JOBS designed Micro Credit graduation model for sustainable development.

Zaman Kahn, Altaf Hossain and Quddus participated and presented. Their respective presentations are in the appendix.

- Based on learning's gained over the year, JOBS has decided to develop an EDBM training module, materials, and visual aids for MEs and implement using its own resources. This will significantly increase the quality and flexibility of the training package and its' implementation. The module is expected to provide a better product and result. JOBS intends to introduce its' own production in the field at the beginning of the FY-2002.
- The project arranged a trade fair in Sylhet in association with Sylhet Chamber of Commerce during February 14 to March 3. 81 firms participated from different parts of the country in 102 stalls. The fair was a huge success in terms of sales, market exposure, market linkage and responses from the visitors despite 3 days of hartal and _ of the stalls being destroyed by a storm. The participants made spot sales of US\$ 81,958 and received orders of US\$ 79,926 in the fair. Many participants also established solid market linkages that will expand their markets and augment growth.
- The designing and quality control training with Cindy Owings gave a new direction for the home textile producers of Bangladesh. The one-month training not only prepared them for international markets but also changed the perception of the participants. The close on hand training created positive impacts for the firms ranging from raw material sourcing to quality control. The total training broaden the horizon of the participants, who now have the tools for product development, designing and quality control.
- JOBS participated in the New York Home Textile Fair'01 (March 30 to April 2,2001) with four firms wishing to develop the American market. The actual results will be described in next quarters report.
- 22 MEs participated in a JOBS organized training course on Selling Skills. The course was evaluated directly by the participants and found to be an exceptional tool that will ultimately help them increase sales and expand their respective businesses
- Installed LAN server for internal communication and access of all JOBS staff to intranet network system.
- The Project realized a monthly savings between Taka. 300,000 and Taka. 350,000 while streamlining procurements in selected cost/ service areas.
- The Project began the initial steps to help promote cross-boarder trade with India in the northern regions. A meeting was held in New Delhi with the Bangladesh High Commissioner to India. He has agreed to work with the Project to see if we can break down some of the barriers imposed from India.

V. Training Activities / Recap
 Targeted Training Activities Achieved During the 2nd Quarter of FY 2001

Training Activities	2nd Quarter FY 2001 (per person days) & (total recipients trained)				Target (YTD)	% Target Achieved	Project Total to-date	Causes of Major Deviation
	YTD to last Qtr.	Current Quarter	YTD for FY					
EDBM Training for MEs	Person Days	2724	24450	27174	24300	101%	71334	
	Total Recipients	454	4075	4529	4050	101%	11889	
TOT on EDBM for EDWs	Person Days	793	792	1585	804	98%	3733	
	Total Recipients	64	66	130	67	98%	309	
Refreshers on TOT of EDBM for EDWs	Person Days	60	75	135	75	100%	135	
	Total Recipients	30	25	55	25	100%	55	
Training on selling skills for ME clients	Person Days	0	66	66	0	α	66	Done due to program needs
	Total Recipients	0	22	22	0	α	22	
Need Based Skill Development Training for ME	Person Days	0	0	0	250	0%	20691	Due to contractual delays. Shortage will be made up during the year
	Total Recipients	0	0	0	50	0%	6272	
Vegetable Dying Training for ME	Person Days	0	0	0	0	-	425	
	Total Recipients	0	0	0	0	-	85	
Accounts and Financial Management for ME	Person Days	0	0	0	0	-	784	
	Total Recipients	0	0	0	0	-	112	
Savings and Credit Management for ME	Person Days	0	0	0	0	-	1261	
	Total Recipients	0	0	0	0	-	202	
Experience Sharing Workshop	Person Days	0	0	0	0	-	233	
	Total Recipients	0	0	0	0	-	233	

Training Activities	2 nd Quarter FY 2001 (per person days) & (total recipients trained)						% Target Achieved	Project Total to-date	Major Causes of Deviation
	Person Days	YTD to last Qtr.	Current Quarter	YTD for FY	Person Days	Total Recipients			
Skill Development (Jennys) on Footwear for SME	Person Days	17940	7200	25140	43165	67%	Based on assessed training needs, it was downsized from 120 to 80 participants		
	Total Recipients	230	80	310	835	67%			
Local Cluster Training (Daudkandi, Bhola, Gazipur) on Footwear for SME	Person Days	3120	11700	14820	14820	81%	Due to limited space, under aged worker and not ensured job after training, participants was downsized		
	Total Recipients	40	130	170	170	81%			
Training on Pattern Making for Footwear of SME	Person Days	0	600	600	600	100%			
	Total Recipients	0	20	20	20	100%			
Advanced Training at Savar Cluster on Footwear for SME	Person Days	4680	0	4680	4680	-			
	Total Recipients	60	0	60	60	-			
Designing on Footwear (Japan) for SME	Person Days	462	0	462	462	-			
	Total Recipients	22	0	22	22	-			
Supervisor Training with FDDI on Footwear for SME	Person Days	0	600	600	600	100%			
	Total Recipients	0	20	20	20	100%			
Design Development Training for Europe and Australia on Footwear for SME	Person Days	0	0	0	0	0%	Designer was unable to give time as per schedule, shortage will be made up during the year		
	Total Recipients	0	0	0	0	0%			

JOBS Quarterly Report - second quarter FY 2001

Training Activities	2nd Quarter FY 2001 (per person days) & (total recipients trained)						Target (YTD)	% Target Achieved	Project Total to-date	Major Causes of Deviation
	YTD to last Qtr.	Current Quarter	YTD for FY	Person Days	Total Recipients	Person Days				
Skill Development - Apex on Leather Craft for SME	7800	0	7800	0	0	0	-	7800		
	100	0	100	0	0	0	-	100		
Local Cluster Training- Munshigang on Leather Craft for SME	11700	0	11700	0	0	0	-	11700		
	150	0	150	0	0	0	-	150		
Advanced Training at Munshigang cluster on Leather Craft for SME	0	13500	13500	13500	13500	13500	100%	13500		
	0	150	150	150	150	150	100%	150		
Workers Training at Crown Leather Products Ltd. on Leather Craft for SME	0	960	960	960	960	960	100%	960		
	0	40	40	40	40	40	100%	40		
Design Development Training on Leather Craft for SME	0	200	200	200	200	200	100%	200		
	0	10	10	10	10	10	100%	10		
Skill Development on Vegetable Dying for SME	126	140	266	150	150	150	93%	586	Last training duration was 6 days where current training was 5 days	
	21	28	49	25	25	25	112%	109		
Skill Development on Block printing for SME	0	0	0	0	0	0	-	334		
	0	0	0	0	0	0	-	37		

Training Activities	2nd Quarter FY 2001 (per person days) & (total recipients trained)					Target (YTD)	% Target Achieved	Project Total to-date	Major Causes of Deviation
	YTD to last Qtr.	Current Quarter	YTD for FY	Person Days	Total Recipients				
Designing & Quality Control Training on Handicrafts for SME	0	80	80	60	80	133%	80		
	0	16	16	12	16	133%	16		
Product Development Training on Handicrafts for SME	0	80	80	60	80	133%	80		
	0	16	16	12	16	133%	16		
Salesmanship Training on Handicrafts for SME	0	80	80	60	80	133%	80	Based on training needs, duration increased. Due to Hartal participants was dropped out	
	0	16	16	20	16	80%	16		
Buyer communication Training on Handicrafts for SME	0	0	0	60	0	0%	0	Due to contractual delay, shortage will be made up during the year	
	0	0	0	20	0	0%	0		
Reactive and Vat Dying for SME on Textile	0	0	0	300	0	0%	0	Temporarily halted due to not getting the approval	
	0	0	0	60	0	0%	0		
Designing Training on Textile for SME	0	495	495	450	495	110%	495		
	0	33	33	30	33	110%	33		

JOBS Quarterly Report – second quarter FY 2001

Training Activities	2nd Quarter FY 2001 (per person days) & (total recipients trained)				Target (YTD)	% Target Achieved	Project Total to-date	Major Causes of Deviation
	YTD to last Qtr.	Current Quarter	YTD for FY					
Quality Control Training on Textile for SME	Person Days	0	495	495	450	110%	495	
	Total Recipients	0	33	33	30	110%	33	
Salesmanship Training on Textile for SME	Person Days	0	95	95	100	95%	95	
	Total Recipients	0	19	19	20	95%	19	
Buyer Communication Training on Textile for SME	Person Days	0	54	54	100	54%	54	Instead of 5 days, need was identified for 3 days
	Total Recipients	0	18	18	20	90%	18	
Workshop on Footwear for SME	Person Days	0	0	0	0	-	119	
	Total Recipients	0	0	0	0	-	119	
Basic Business Management, Marketing & Loan Application Procedure	Person Days	66	99	165	60	165%	2449	
	Total Recipients	22	33	55	20	165%	791	
Costing, Pricing & Promotion for Woman SME	Person Days	0	0	0	0	-	235	
	Total Recipients	0	0	0	0	-	97	
Workshop on SME Development Issues for SME	Person Days	0	0	0	0	-	257	
	Total Recipients	0	0	0	0	-	257	
Workshop on handloom/ Handicrafts Marketing & Development Assistance for SME	Person Days	0	0	0	0	-	220	
	Total Recipients	0	0	0	0	-	110	
Bank SME Client Training	Person Days	0	0	0	0	-	984	
	Total Recipients	0	0	0	0	-	328	

Training Activities	2nd Quarter FY 2001 (per person days) & (total recipients trained)				Target (YTD)	% Target Achieved	Project Total to-date	Major Causes of Deviation
	YTD to last Qtr.	Current Quarter	YTD for FY					
Understanding and Financing Special Needs of SMEs for Bank Officer	Person Days	0	510	510	400	127%	1510	
	Total Recipients	0	51	51	40	127%	151	
Training on E-Commerce for SME clients	Person Days	0	0	0	480	0%	0	Ground work yet to finish, shortage will be made up during the year
	Total Recipients	0	0	0	20	0%	0	
MEDU Branch Bank Officer	Person Days	0	0	0	0	-	90	
	Total Recipients	0	0	0	0	-	15	
Office 2000 for SME	Person Days	0	0	0	0	-	360	
	Total Recipients	0	0	0	0	-	20	
JOBS Staff Training on LAN Administration	Person Days	6	0	6	0	-	6	
	Total Recipients	2	0	2	0	-	2	
JOBS Staff Training on EDBM TOT	Person Days	35	0	35	0	-	95	
	Total Recipients	7	0	7	0	-	12	
JOBS staff advance computer training	Person Days	0	0	0	30	0%	0	Due to workload, shortage will be made up during the year
	Total Participants	0	0	0	10	0%	0	
Grants administration and financial management	Person Days	0	20	20	20	100%	20	
	Total Participants	0	4	4	4	100%	4	
JOBS senior staff Management Leadership training	Person Days	0	0	0	12	0%	0	Due to workload, shortage will be made up during the year
	Total Participants	0	0	0	6	0%	0	

VI. Management Issues

Like any structured organization, management and finance are inseparable parts of the JOBS Project. The Project prides itself in handling these two aspects with as much efficiency, effectiveness and attention to detail as possible, especially since both factors greatly determine JOBS ultimate performance.

As in other quarters, the major management challenge was to expedite the contract approval procedure and complete it with the lowest possible complexity and time. The various programs had to get adjusted to new 'rules/guidelines' and work closely with contract department on this and other issues.

The SME Development Program opened a new sector- Electric and Electronics and has assigned Mr. Anisur Raman and Mr. Khairul Azad to begin its initial development. The Project is currently searching for an expiate for a STTA assignment to assist in providing direction and technical assistance in this area. It should be noted that this is in line with the business plan.

During the quarter we recruited Parimal Barua Tapu and rearranged the administration team. This will strengthen our human resources for supporting the program teams satisfactorily and aid in expeditiously implementing the various programs.

Major challenges encountered by the Project were in areas of:

- Establishment of business linkages between the beneficiaries and external buyers in an environment of non-cooperation from respective MFIs like Proshika and BRAC.
- Organizing training programs under a slow moving contractual process.
- Developing interest among some progressive MFIs /donors for marketing of the JOBS approach for sustainable economic growth through creation of 'wage based' employment.
- Generation of a "Cooperative Marketing" approach and make it acceptable to the entrepreneurs and respective supporting MFIs.
- Linking our efforts to the development of business performance of the tribal minority groups with long-term commitment of other international development organizations.

VII. Financial

As previously stated, the financial management of the entire Project is a daily activity. All Team Leaders are aware of this responsibility and have performed accordingly. All Programs and the overall Project are either at or below previously budgeted amounts. The attached R4 recap will demonstrate this comparison.

VIII. Planned for Next Quarter

The Project will be having a three-day workshop/retreat scheduled for May 22-24 at the BRAC Center for Development Management in Gazipur. The retreat will be attended by approximate 18 of JOBS staff (all management positions) and USAID representatives. The theme will be on "What Is JOBS Leaving Behind" (?). It will focus on 'lessons learned' and how we can transition the Project in the next 18 months to maximize our efforts of sustainability and long-term impact. Several team building sessions will also be built into the agenda.

The Project expects no major deviations of planned activities from those highlighted and described in the Strategic Business Plan. The next quarter will reflect a continuation of previous interventions and TA in both SMME programs, and will be highlighted by a significant increase in job growth.

The Policy Program will be increasingly demonstrating its influence with important impacts in the three primary areas: Access to Credit, Loan Facilitation, and EC/ICT. Each of the following necessitates a series of actions and activities within themselves, many of which require coordination and collaboration with external sources, which at times operate on a different agenda. Among these will be:

Access to Credit:

- Conduct five workshops with government and private sector to advocate the secured lending law and build concept consensus.
- Facilitate the preparation of a Concept Paper on Secured Credit Law utilizing the participants of the advocacy workshops.
- Present the Concept Paper to the stakeholders in a half-day conference hosted by USAID in May, 2001.
- Complete an STTA with Mr. Allen Welsh to facilitate the half-day conference hosted by USAID.
- Fill two local position vacancies in the Policy Unit: Commercial Loan Officer and Junior Attorney.
- Develop a detailed work plan to implement those goals established in the March 11, 2001 report "Accessing Credit in Bangladesh: Barriers and Proposed Strategies".

Loan Facilitation Program:

- Notify JOBS clients about the three MOUs on 'Access to Capital for SMMEs' with respective banks. A 'news release' and a 'profile form' for loan facilitation assistance and collecting basic enterprise data will be deliver to potential recipients. In the news release will mention the MOUs, pertinent information and highlights of each bank. The target audience will be:
 - All current SME clients

- Respective NGO's and MFIs
 - Major Chamber of Commerce in and out of Dhaka
 - Business Associations
 - Women's Associations.
 - Press.
- Provide three Entrepreneurship Development and Business Management Training sessions including a TOT to selected entrepreneurs and bank officers of Social Investment Bank Limited.
 - Two Bank Officers Trainings will be organize on "Understanding and Financing the Special Needs of SMEs" conducted by Bangladesh Institute of Bank Management (BIBM). One will be conducted in Chittagong. The target participants would be 40 – 45 national and private commercial bank officers.
 - Provide Loan Facilitation Services to six SMME clients

EC/ICT:

- JOBS is sponsoring two of the leading GoB policy makers to attend an international conference in Stockholm, Sweden on EC/ICT. Stakeholders from 30 countries will participate in the workshop and conference, scheduled for the first week of June.
- Through out the next quarter, the EC/ICT team will be working with the Ministry of Science and Technology to host government forms on the Ministry's website. The Ministry will participate to help pioneer a JOBS E-Government program.
- Other activities that will develop as our cooperation and collaboration with the GoB continues to mature.

Additional significant events / activities that should be highlighted include:

- JOBS growth: Total 3,500 (Male: 1400 Female: 2,180)
- Organization of one experience sharing workshop and training for participants from two donor organizations and 10-15 MFIs.
- Workshop on "Cooperative Marketing" in the Chittagong region.
- Completion of EDBM training for 800 entrepreneurs from three organizations (extreme rural, semi urban and urban settings) in Hill Tracts /Chittagong region.
- Specialized skill development training to 25 entrepreneurs working with indigenous products.
- Strengthening the efforts on marketing policy change at the tribal areas.
- Develop a marketing linkage at least in two areas covering about 300 enterprises.

- Development of a local 'cluster' with ME producers (footwear) in Chittagong/Hill Tracts region.
- Linking Bank facilities with Cooperatives and individual enterprises directly and/or through respective MFIs.

Footwear Sector:

- The program will arrange a three-month worker development training for 60 workers in association with HN Shoes Limited – an Indian Trainer will deliver the training.
- As a continuation of the specialized training, the program will arrange quality control training in association with Footwear Design and Development Institute (FDDI) of India. 20 participants will take part in the training program that will be held in Surma Leather and Footwear Factory.
- The programs plans to develop a new cluster in Chittagong, with 80 members of - Friends of Bangladesh- a NGO working in the footwear sector. The NGO plans to train these unskilled workers and sell their products through their show rooms in Dhaka and Chittagong.
- The program plans to start another new training on handmade footwear production in Savar Cluster in association with Savar Women Development Samity with 40 new unskilled trainees. After the successful implementation of the first program in the cluster, a significant positive impact was realized among the poor women in the locality. The demand soared when 22 trainees got employed in EPZ and 10 others in another factories.
- The footwear sector will participate in the 22nd International Shoe Fair to be held in Tokyo, Japan during April 17-19. Three export footwear firms and one export leather goods firm will participate in the fair.
- Footwear sector will arrange the design development training for the Europe and Australian markets for 20 participate.

Leather Goods Sector:

- The program will arrange technical training for 25 workers of Northern Leather Limited in an attempt to develop their skills and improve standards. The trainer will be sourced locally and the training last three months.
- In another skill development training, JOBS will impart training to 30 workers of Kohinoor Leather for three months. An ex-employee of Piccards, the leading German Brand, and a veteran trainer in this sector, Mr. Sohel Askori will deliver this training.
- Sewing is one of the major areas where there is considerable weakness in the leather goods industry. To solve the problem, JOBS plan to train 40 unskilled workers for three months in association with Apex Leather Craft Limited. Four sewing trainers will come from India to provide the training.
- The program plans to participate in Dubai Leather Fair (May 1-6) with three export oriented leather goods firms.

Textile Sector:

- The program will arrange export documentation training for 20 trainees. Representative from the four participants in the New York Home Textile Fair will also participate. The training is designed to execute export orders efficiently and to create sustainable development in the export market.
- Design training will be arranged for 'B' Graded textile producers. 12 firms are expected to participate in this 10-day training that will be provided by a local fashion-designing institute.

Handicraft Sector:

- Two separate trainings will be arranged on buyer communication and export documentation for the clients of this sector. 20 participants are expected to participate in each training.
- JOBS will arrange product development training and design training for UK markets. 12 participants will participate in these two trainings of 15 days each. The consultant will also select participants for upcoming Birmingham Fair from the participants in this training program.
- Training on 'Natural Color & Block" printing will be arranged for 10 trainees. This will be a six-day training where the trainees will be taught block printing and batik work with environmental friendly natural colors.

Electrical:

- JOBS will begin its TA activities in the electric and electronics sector. Bangladesh has improved a lot in this sector and now has an opportunity for growth in sales and employment creation. The Project has designed a detailed activity schedule, to include a series of necessary actions to be taken. Currently, a baseline survey is being conducted in-house and an international consultant is being sought to help provide direction and targeted TA.

**Training Activities Planned for the 3rd Quarter of FY 2001
(April - June 2001)**

The following are planned training activities as of March 31 for the 3rd Quarter. It is possible that this may change and/or be adjusted during the quarter.

SME

Footwear

▪ Technical training at H. N. shoes	90 days	60 Trainees
▪ Cluster development with FOB	90 days	80 Trainees
▪ Design Development Training for Europe and Australia	30 days	20 Trainees
▪ Training on quality control at Surma with FDDI	30 days	20 Trainees
▪ New technical training in Saver cluster	90 days	40 Trainees

Leather

▪ Technical training at Northern Leather	90 days	25 Trainees
▪ Sewing training	90 days	40 Trainees
▪ Technical training at Kohinoor	90 days	30 Trainees

Handicrafts

▪ Natural color block printing	6 days	10 Trainees
▪ Export documentation	5 days	20 Trainees
▪ Product development training	15 days	12 Trainees
▪ Designing training	15 days	12 Trainees
▪ Buyers communication training	4 days	20 Trainees

Textile

▪ Designing training	10 days	12 Trainees
▪ Export documentation	5 days	20 Trainees

ME

▪ EDBM TOT Refresher for BURO Tangail's EDWs,	3 days	30 Trainees
▪ EDBM TOT for SSS, Yogsutra,	12 days	22 Trainees
▪ EDBM Training for TMSS, BURO Tangail, SSS, Yogsutra, Gashful, Green Hill and YPSA's	6 days	5075 Trainees
▪ Training on selling skills	3 days	24 Trainees
▪ Local cluster training on footwear	90 days	25 Trainees

Loan facilitation-SMME

▪ Bank Officers training on understanding and financing the special needs of SMEs	10 days	40 Trainees
▪ Enterprise development and business management training to the selected entrepreneurs of Social Investment Bank Limited	6 days	50 Trainees

JOBS Staff Development Training

▪ Computer Training:		
- Fundamental of computer, Operating System and File Management	2 days	15 Staff
- Microsoft Excel 2000	2 days	12 Staff
- LAN Operation (for all)	1 days	25 Staff
- Microsoft Outlook 2000 (for all)	2 days	25 Staff
▪ Management Leadership Training	2 days	6 Staff
▪ Yearly Retreat/Planning Workshop	3 days	18 Staff

IX. JOBS - R4 Recap

Strategic Objective 5 - Growth in Agribusiness and Small Business

Period: Second Quarter FY 2001 (Jan.- Dec. 2001) & YTD FY 2001

Reporting Period	Quarter	YTD-Total	R-4 Target	R4 Variance	Benchmark
SO Indicator					
1. Sales growth (million \$)	2.520	7.410	9.320	-1.910	10.000
2. Exports growth (million \$)	0.730	1.540	0.080	1.460	0.090
3. Jobs growth (Total)	1,239	2,785	14,224	-11,439	15,600
Male	678	1,639	7,538	-5,899	8,268
Female	561	1,146	6,686	-5,540	7,332
IR Indicator					
5.1 More market-oriented policies, laws and regulations					
1: # of new market oriented policies, laws, regulations & practices adopted	2	2	3	-1	4
5.2 Stronger business support institutions					
1: Value of capital provided by USAID assisted financial intermediaries (\$M)	0.000	0.000	0.420	-0.420	0.465
2: # of IFIs supported	24	38	60	-22	35
5.3 Stronger market/product development					
1: # of enterprises that enter new geographic markets	69	159	2	157	10
2: # of enterprises that introduce new products/services	132	213	0	213	5
5.4 Improved products and services					
1: # of enterprises that improve product/service quality	155	233	0	233	2
2: # of enterprises that reduce unit production costs	82	145	0	145	2
5.5 Increased access to capital					
1: Value of capital raised from all external sources (\$M)	0.262	0.446	0.240	0.206	0.269
OTHERS					
# of enterprises/household assisted	4,176	11,815	6,017	5,798	8,000
Male	148	3,323	1,854	1,469	2,425
Female	4,028	8,492	4,163	4,329	5,575
\$ expended (in million)	0.672	1.406	2.493	-1.087	2.493

JOBS

MICRO ENTERPRISE (ME)

DEVELOPMENT PROGRAM

JOBS

MICRO ENTERPRISE (ME)

DEVELOPMENT PROGRAM

A Brief Review

- ME Activities
- Stakeholder Involvement
- Achievements of the Program

JOBS

JOBS

JOBS

JOBS

- Technical assistance
- Support services
- Create value of employment

Micro Enterprise (ME)

- Help private sector enterprises to create business opportunities
- Transfer entrepreneurial development technology and support services

Objectives

- Develop private sector
- Create private MEs
- Create value of employment
- Create market linkages
- Increase production
- Expansion

JOBS

MICRO ENTERPRISE (ME)

DEVELOPMENT PROGRAM

A Brief Review

- ME Activities
- Stakeholder Implementation
- Achievement of the Program

What is JOBS?



- GoB
- USAID
- IRIS
- Stakeholders
- Recipients

= JOBS

JOBS Objectives



- Assists SMMEs
 - Technical assistance
 - Support services
- Create wage-based employment

Micro Enterprise (ME)

- Helps private sector enterprises to create business opportunities
- Transfers entrepreneurial development technology and support services

Objectives of ME



- ▶ Develop resource base
- ▶ Create potential MEs
- ▶ Create wage-based employment
- ▶ Create markets/linkages
- ▶ Increase production
- ▶ Expansion

- ▶ *Increase sales*
- ▶ *Improve product quality*
- ▶ *Increase loan size*
- ▶ *Access to institutional credit*
- ▶ *MEs to non traditional business*

Why Significant

- ▶ *Lessons/experiences*
- ▶ *Comprehensive model*
- ▶ *Developed module*
- ▶ *Developed resources*

- ▶ *Cost Sharing*
- ▶ *Joint management*
- ▶ *Business plan*
- ▶ *Continuity*

ME works with

- ▶ *NGOs*
- ▶ *MFIs*
- ▶ *Individual MEs*
- ▶ *Commercial institutes*



ME Interventions

- *12-day TOT on EDBM to field staff*
- *6-day EDBM training to MEs*
- *Regular follow-up services*
- *Marketing assistance*
- *Need based skill training*



Key Target

- Develop field workers*
- Sustainable MEs*
- Sustainable employment*
- Increase enterprise value*



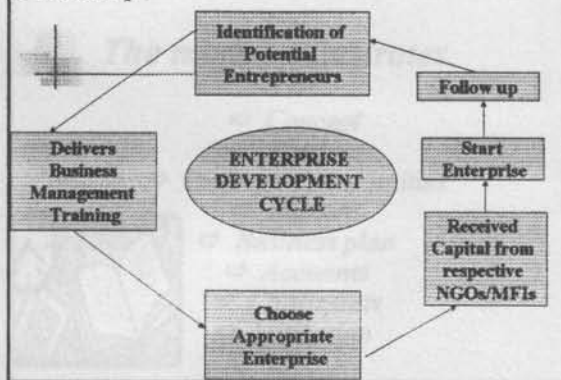
- Increase sales of MEs
- Expanded business
- Improve socio economic condition

*Project will expand
competence in bigger loan
management*

How ME works

*(Living module developed by JUBS in
collaboration with local resource
organizations.)*

Basic Concept:



Program Implementation Strategy

Model approach

- Cost sharing
- Joint management
- Common objectives
- Mutual agreement



1. Identifies efficient field staff

Provides 12 days TOT

6-day module



Expected Result

2. Identifies MEs

- Group members
- Proven records
- Projection to expand
- Competent in bigger loan management

3. EDBM training to MEs

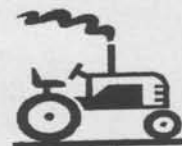
(Using module developed by JOBS in collaboration with local resource organizations.)

The module illustrates

- ⇒ Concept
- ⇒ Product
- ⇒ Business opportunities
- ⇒ Markets
- ⇒ Business plan
- ⇒ Accounts
- ⇒ Constraints
- ⇒ Mitigation



4. Run/start enterprises



5. Follow-up and monitoring on

- Growth
- Marketing
- Sales
- Jobs creation
- Quality
- Accounts

Documentation

Reports



Expected Result

- ? ***Sustainable growth of MEs***
- ? ***Wage-Based employment created***
- ? ***New MEs initiated***
- ? ***Linkages with producer and buyers***



- ? ***Transition to institutional loans***
- ? ***Sales increased***
- ? ***Quality improved***
- ? ***Sustainable capital developed***
- ? ***Creating wealth***
- ? ***Replication***

JOBS

MICRO CREDIT

GRADUATION PROGRAM

JOBS

MICRO CREDIT

GRADUATION PROGRAM

Rehabilitation part

- Shelter
- Food
- Care
- Land

Result

- Tim shed house
- Improved status of women
- Women and children suffering
- Corruption, gambling
- People's unity

Mid & Late eighties

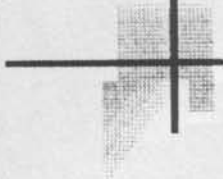
- Introduction of microcredit
- Introduction of groups for business
- Introduction of micro credit (MCF, MCFP, MCFB)
- Comprehensive approach

Visions

- Create jobs for increasing
- Create a network of micro-finance
- Create a network of micro-finance
- Create a network of micro-finance
- Create a network of micro-finance
- Create a network of micro-finance
- Create a network of micro-finance
- Create a network of micro-finance

Micro credit is

- A small loan for
- A small loan for
- A small loan for
- A small loan for
- A small loan for
- A small loan for
- A small loan for
- A small loan for



Rehabilitation part

- + Shelter
- + Food
- + Cattle
- + Land



Result

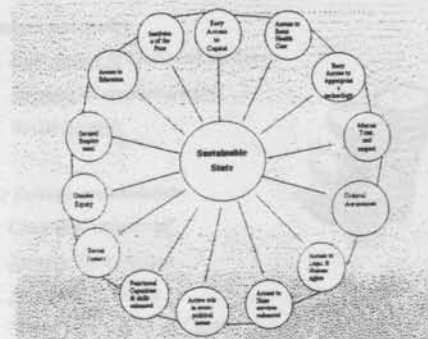
- Tin shed house.
- Improved status = idleness
- Women and children suffering.
- Corruption, gambling.
- People lost their assets.



Mid & Late eighties

- + Group organization
- + Participation.
- + Social mobilization & consciousness.
- + Resource mobilization.
- + Accumulation of savings for investment.
- + Sectoral program (NFPE, RCTP, OTEP)
- + Integrated / comprehensive approach.
- + Empowerment

Sustainability



Nineties



- + Donor Funds decreasing
- + Commercialisation of micro finance
- + Commercial ventures = increasing dependency of poor.
- + Multiple loans
- + Emphasis on more savings



What micro credit is

The MC Program extends


- + **Small loans to poor** for
 - **Income** allowing them to
 - **Care for themselves**




In addition

- + **Stimulate Savings**
- + **Institutional Development**

Component of MF




Organization of poor and Accumulation of savings.




Organization of poor

MFI's perspective

- ⊕ Collateral of the credit.
- ⊕ Forum of implementing range of activities.
- ⊕ Organized and reliable market for credit operation.
- ⊕ Cheap and loyal labour force to run commercial ventures.
- ⊕ Source - information collection and dissemination.
- ⊕ Organised force – dominating power:



The savings act as a



- + Security of the credit.
- + Alternative source of low cost capital.


The Group Organization

Members perspective

- ⊕ Easy Access to Credit and services
- ⊕ Strength of exercising rights.
- ⊕ Social Security

The Savings accumulation


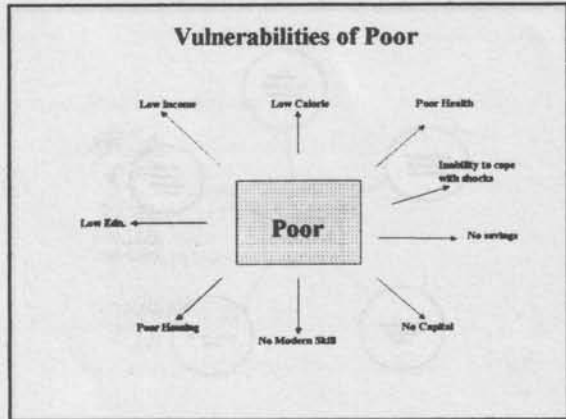
- ⊕ Choices of investment.
- ⊕ Security for the future
- ⊕ Protection to shocks.
- ⊕ Means of raising Own Capital

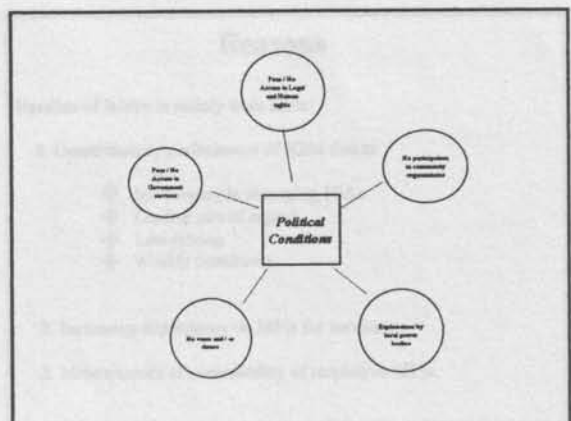
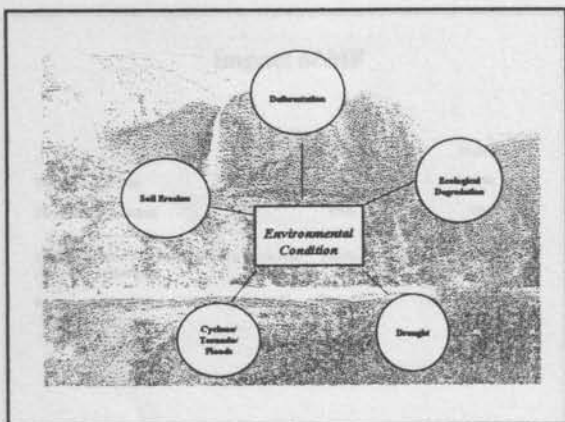
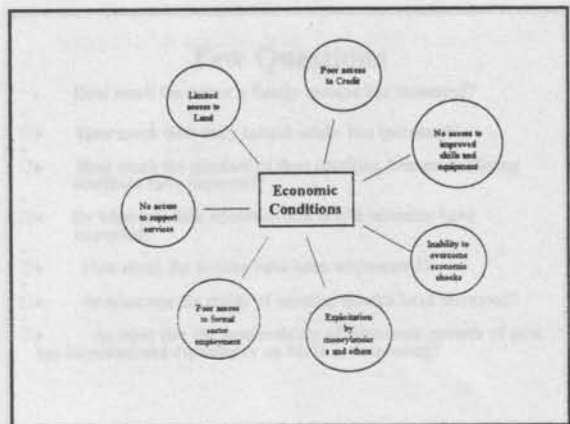
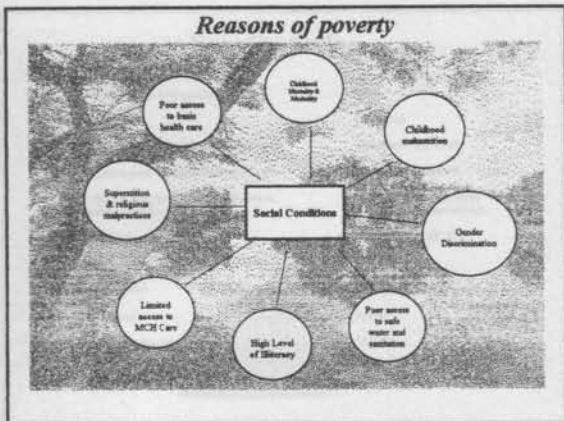
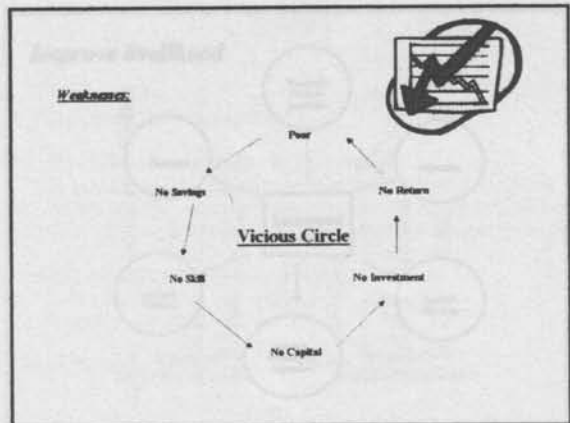
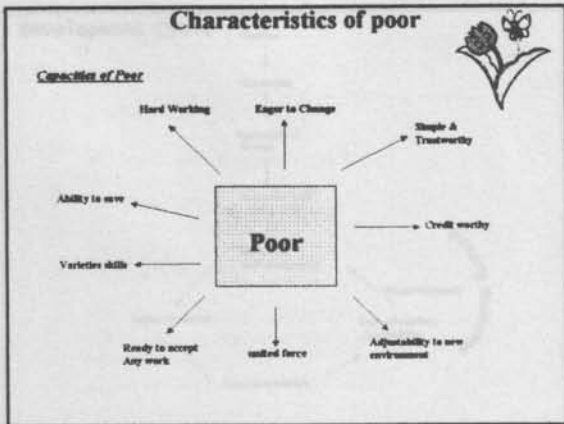


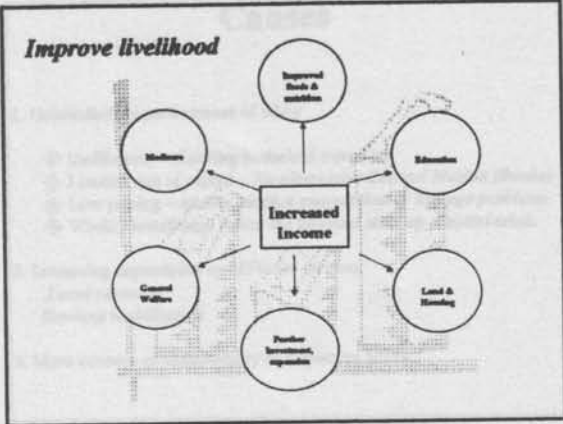
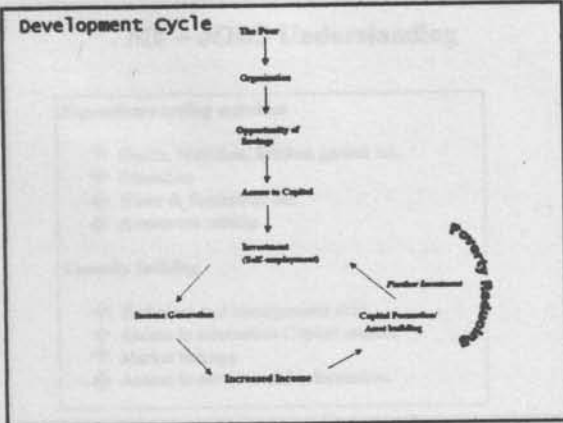
What Poverty is

Poverty is the result of a series of inter-linked conditions

- + Affecting the overall socio-economic lives of poor
- + Decreases the ability of meeting minimum calorie intake
- + Reduces capacity of meeting shocks.









Few Statistics

Number of active MFIs in the country	2420
Working coverage	80% thara
Total rural financing through MFIs every year is	65% of total rural credit
Amount receives every year from external sources	Tk. 10 billion (declared)
Amount receives every year from external sources	Tk. 2.5 billion (not declared)
Accumulated savings fund in operation	Reliable figures not available
Total population covered by MF	11.05 million (CDF '99)
Total Revolving Fund	Tk. 20,370 million
Employment creation	146,900 (CDF 1999 report)
• Credit program	30,000
• Credit & Other program	75,000



- ### Few Questions
- How much the debtor's family income has increased?
 - How much their daily calorie intake has increased?
 - How much the standard of their dwelling houses and living condition have improved?
 - By what rate their education and health situation have improved?
 - How much the women have been empowered?
 - At what rate the ability of meeting shocks have increased?
 - At what rate the sustainability of economic growth of poor has increased and dependency on MFIs is decreasing?

Impact of MF

	Before 1975	Present
The number of poor	50%	75%
Percentage of Landless	35%	70%
Landless families have risen 4.2% in a single year (lack rural employment)	24.1% (1997)	28.2% (06)

Increase of slum dwellers are in alarming rate.

- ### Reasons
- Reasons of failure is mainly three folds:
1. Unsatisfactory performance of IGAs due to
 - ⊕ Inefficiency in managing IGAs
 - ⊕ Limited size of capital
 - ⊕ Low pricing
 - ⊕ Weekly instalment.
 2. Increasing dependency on MFIs for services.
 3. More concern of sustainability of respective MFIs.

MF – JOBS Understanding

Expenditure saving activities

- ⊕ Health, Nutrition, kitchen garden etc.
- ⊕ Education
- ⊕ Water & Sanitation etc.
- ⊕ Awareness raising

Capacity building

- ⊕ Technical and management skill.
- ⊕ Access to alternative Capital market.
- ⊕ Market linkage.
- ⊕ Access to services and information.

Causes

1. Unsatisfactory performance of IGAs

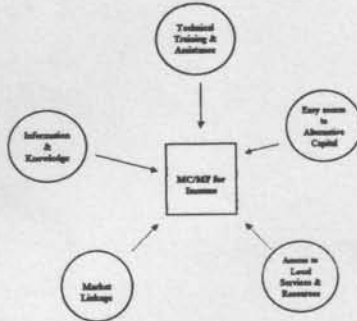
- ⊕ Inefficiency – *Lacking technical expertise*
- ⊕ Limited size of capital – *No alternative Capital Market (Banks)*
- ⊕ Low pricing – *quality, market competition & linkage problems.*
- ⊕ Weekly installment before the business start up – *Capital crisis.*

2. Increasing dependency on MFIs for services

*Local resource
Services mobilization*

3. More concern of sustainability of respective MFIs.

MF Graduation & Sustainability



Sustainable existence of both NGOs and Poor

Resource → NGOs → Poor

*Services & Information
Health, Education, W & S,
Nutrition, Credit, Technical skill,
Information etc.*

Best performance of MFIs

- ⊕ Uniting the poor as strength
- ⊕ Developing savings habit
 - ▶ As capital
 - ▶ Choice of investment
 - ▶ Security of future



- ⊕ Creditworthiness of poor
- ⊕ Developing business habit
- ⊕ Raising critical awareness and so on.

What MFIs could do better

- ⊕ Work as a development partner of government.
- ⊕ Continually work on innovative efforts.
- ⊕ Intermediary between govt. service sectors and people.
- ⊕ Initiate and support self-employment to turn into wage employment creation.
- ⊕ Help in reaching poor to institutional credit.

- ⊕ Good governance.
- ⊕ Democratic practices at the group and local level.
- ⊕ Development of participatory practices
 - Awareness raising
- ⊕ Political consciousness and practices at the group and local level.
- ⊕ Act as a forum of reaching information and services to the remote.
- ⊕ Implement special activities like polio days, response to emergencies etc.

JOBS

MICRO ENTERPRISE

TRAINING PROGRAM

JOBS

MICRO ENTERPRISE

TRAINING PROGRAM

Selection of Developing Enterprise Development and Business Management (EDBM) Training Module

- Identify training needs
- Identify training resource organizations
- Assess presentation
- Review materials
- Determine
- Develop Training Of Trainers (TOT) module

Continuation

- Prepare training materials
- Select TOT participants
- Conduct TOT
- Develop EDBM training module
- Field training
- Review module
- Use EDBM training

Developing Strategies for Micro Enterprises

- Identify Enterprise Development Worker (EDW)
- Develop TOT
- Develop module A
- Prepare to EDWs
- Select participants/MEs
- Develop implementation plan

Continuation

- Develop
- Train EDBM training
- Field training
- Review session
- Use monitoring

TOT Participants/EDWs Selection Criteria

- University graduate
- Two year experience in development
- One year in relevant field
- Commitment 2 years
- Willing to work in 20000000 project

EDW Participants/MEs Selection Criteria

- 18 years
- Have a business
- Number of MEs - 2 years
- Attending weekly group meeting
- Managing their MEs

Evolution of Developing Enterprise Development and Business Management (EDBM) Training Module

- + Identify training needs
- + Identify training resource organization
- + Arrange presentation
- + Finalize selection
- + Discussion
- + Develop Training Of Trainers (TOT) module



Continuation

- + Prepare training materials
- + Select TOT participants
- + Conduct TOT
- + Develop EDBM training module
- + Field testing
- + Finalize module
- + Launch EDBM training



Implementation Strategies

- + Select Enterprise Development Worker (EDW)
- + Arrange TOT
- + Training module & materials to EDWs
- + Select participants/MEs
- + Training implementation plan



Continuation

- + Dry run session
- + Launch EDBM training
- + Ensure monitoring
- + Periodical review session
- + Continue monitoring



TOT Participants/EDWs Selection Criteria

- + University graduate
- + Two years experience in development
- + One year in relevant field
- + Commitment - 2 years
- + Willing to work in JOBS assisted project




EDBM Training Participants/MEs Selection Criteria


- + 18 years old
- + Have basic education
- + Members of MFIs - 3 years
- + Attending weekly group meeting
- + Managing their IGAs





Continuation

- 
- + Create 2 full time jobs
 - + Enthusiastic in initiating new businesses
 - + Commitment in creating employment opportunity


What Do the Micro Entrepreneurs Needed?

- 
- + Capacity to plan
 - + Capacity to manage
 - + Skills in respective business
 - + Capital support
 - + Market linkage
 - + Capacity to use resources
 - + Access on local resources


Objectives of EDBM Training

- 
- + Select most suitable ME
 - + Develop a business action plan
 - + Plan for successful start-up and operation
 - + Manage the ME
 - + Market the products/services
 - + Use local resources
- 


Key Information

- 
- + 6-day
 - + Neo-literate/illiterate, rural based
 - + 20-25 participants
 - + Daily 6 hours, total 36 working hours

Continuation

- 
- + Skills on:
 - action learning approach
 - Experiential learning methods
 - Participatory adult learning
 - + Evaluation :
 - After each session
 - At the end of training course

Key Feature

- 
- + Survey findings & workshop recommendations reflected
 - + Self contained
 - + Proper balancing:
 - Knowledge
 - Skills
 - Attitude (KSA)
 - + Specific & simple learning units



Continuation

- ↓ Easy language & clear instruction
- ↓ Flexible time frame
- ↓ Provision for the trainer :
 - Visual aids
 - Resource books
 - Supplementary information



Continuation

- ↓ Input - Process - Output
- ↓ Local level trainer
- ↓ Locally available infrastructure & equipment
- ↓ Built-in evaluation system
- ↓ Follow up action planning



Contents

8 areas for Consideration

- ↓ To become an entrepreneur
- ↓ Identify and evaluate business opportunities
- ↓ Develop a business action plan
- ↓ Mobilize & utilize local resources*



Continuation

- ↓ Set up the enterprise
- ↓ Planning & managing the enterprise
- ↓ Alternate sources of capital *
- ↓ Market linkage *



Methodology

- ↓ Simulation exercise
- ↓ Brainstorming
- ↓ Role play
- ↓ Case study
- ↓ Question and answer



Continuation

- ↓ Field visit
- ↓ Sharing experiences
- ↓ Group discussion and presentation
- ↓ Individual exercise
- ↓ Demonstration



Continuation

- ↓ Experiential structured game
- ↓ Story telling
- ↓ Chard & Card Demonstration
- ↓ Exercise with play money
- ↓ Small group discussion

Materials & Aids



- ↓ Handout
- ↓ Video film
- ↓ Case story
- ↓ Serialized card
- ↓ Exercise sheet

Continuation



- ↓ Format
- ↓ Guide for role play
- ↓ Learning assessment sheet
- ↓ Evaluation format
- ↓ Manual and flipchart

Continuation



- ↓ VIPP card
- ↓ Cut out picture
- ↓ Play/fake money
- ↓ Use local materials

Outline of the Session Plan



- ↓ Session No.
- ↓ Title of the session
- ↓ Objective of the session
- ↓ Content/sub content

Continuation



- ↓ Methods
- ↓ Materials
- ↓ Time
- ↓ Process/instruction for the facilitator
- ↓ Learning assessment

Samples of Session Wise List of Training Materials

S. No.	Topic	Kind/Type of materials	Facilitator	Participants
1	Identification of problems and way of solution	Video film Poster 1 & 2 Assessment sheet	A	A
2	Various types of alternate activities	Handout 2 Case study Exercise sheet Assessment sheet	A	A A A
3	Concept understanding	Self-rated card Hand out Assessment sheet	A	A



Way of Ensuring Quality

- ↓ Continuous monitoring
- ↓ Share Findings
- ↓ Make changes
- ↓ Arrange orientation/review/dry run session

Continuation



- ↓ Focus group discussion
- ↓ In-depth interview
- ↓ Assessment in:
 - reaction
 - learning,
 - performance
 - impact level
- ↓ Experience sharing workshop
- ↓ Refreshers training course

JOBS Model



- ↓ Priority given :
 - local resource mobilization
 - alternate market linkage
 - alternate capital
- ↓ Simplify financial and business action plan preparation part
- ↓ Adapt CEE method following action learning approach



Continuation

- ↓ Consider participants profile
- ↓ More practice oriented
- ↓ Follow adult experiential learning techniques
- ↓ Conduct TOT
- ↓ TOT refreshers training course



Continuation

- ↓ Use developed resource base
- ↓ Develop networking
- ↓ Bottom up planning and approach
- ↓ Intensive monitoring & follow up
- ↓ Product & growth oriented MEs given priority

USAID Funded JOBS/ IRIS Project
Monthly Reporting Format

Name of the Month:

Period: Prepared By: Checked By: Approved By:

Dist. Code	Thana Code	Union Code	1		2	3	4	5	6	7			8			9		
			Village Name	ID Code						Entrepreneur's Name	Business Name (Specific)	Loan (Taka)	Date of loan received	Monthly Sale	Female Part Time		Female Full Time	Male Part Time

* If required please use opposite page for Problems or Comments

**USAID Funded JOBS/IRIS Project
Register Book on Monthly, Quarterly & Yearly Information of Micro Enterprise - 2001**

Village Union Working Area
 Organization Upazilla/ Thana District
 Entrepreneur's Name ID # Samittee Name Samittee Code

Name of the Month	Loan (Taka)	Date of loan received	Own Investment (Taka)	Business Name (Specific)	Monthly Sale (Taka)	Employment (Within the Family)				Employment (Outside the Family)				
						Female		Male		Female		Male		
						Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	
January														
February														
March														
Quarter														
April														
May														
June														
Quarter														
July														
August														
September														
Quarter														
October														
November														
December														
Quarter														
Yearly														

Monthly sales record (in Taka) before Joining in the JOBS assisted Program =

* Monthly sales record (in Taka) before Joining in the JOBS assisted Program =

** Please state the information that have been happened during the month.

Baseline Information of MEs Assisted by JOBS

Sl. No.	Entrepreneur's Name	Male/ Female	Age	Guardian's Name	Relation	Group No.	Center No./ Name	Address			District	
								Village	Union	Upazilla/ Thana		

Page No. _____
Date _____
Name _____
Signature _____
Institution _____

Baseline Information of MEs Assisted by JOBS

Sl. No.	Business Name (Specific)	Business Capital (Taka)		Date of loan Received	Current Monthly Income/Expenditure		Current Employment Status				Remarks	
		Own	Loan		Total	Sale	Expenditure	Within the Family		Outside the Family		
								Male	Female	Male		Female
							Full Time	Part Time	Full Time	Part Time		

* Type of Business Example
 Egg Producing
 Chick Rearing
 Chicken Producing
 Poultry Trading

* Full Time Means
 At least 40 working hours in a week or monthly salary basis