



international
citizen
service

**A report on
International Citizen Service Entrepreneur – CHT Region
(Cycle-1)**

International Citizen Service Entrepreneur – CHT Region (Cycle-1)



Submitted To
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Letter of Transmittal

January 25th, 2015
Sreyoshi Ahmed
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Subject: Request for approval of Internship Report

Dear ma'am,

With the passage of time, I am student of BRAC Business School standing on the other entity of my course completion, hence are finalized with my internship report naming as “International Citizen Service Entrepreneur- CHT Region (Cycle-1)”. Vividly enough, my research comprises adequate endeavors. But no doubt, my contribution will be best evaluated on your sharp scale of acceptance & analytical remarks.

Consequently, I am submitting my report on your very concern. Hopefully, you will discover my well-researched, informative approach as a hallmark of hard work. Rather, in case of any further clarification or elaboration as to my report, I would welcome the opportunity to consult with you to explore how my findings could best meet your needs.

Thank You.

With best regards,

Pronay Sikder

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Acknowledgement

I would like to express my gratitude to those who helped me both directly and indirectly in the preparation of this report. I apologize to the people whose names that have not mentioned, and their contribution is highly appreciated. At first, I would like to thank my course instructor Sreyoshi Ahmed, Lecturer of BRAC Business School of BRAC University for guiding me and for giving me the opportunity to initiate this internship report. More specifically, I would like to thank her for helping me to prepare this internship report.

I would like to thank BRAC University for giving me the opportunity to complete my internship Program from a reputed International organization like VSO Bangladesh on ICSE Project .Especially I would like to thank my Project Officer, my counterpart Paula Williamson and my whole ICSE Team. Beside this I would like to thank all the members of VSO Team for helping me to complete my report and making me part of their team.



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List of Abbreviations

SL No:	Short Form	Abbreviations
1.	VSO	Volunteer Service Overseas
2.	UK	United Kingdom
3.	HIV	Human Immunodeficiency Virus
4.	AIDS	Acquired Immune Deficiency
5.	NGO	Non Governmental Organization
6.	ICS	International Citizen Service
7.	DFID	Department For International Development
8.	ICSE	International Citizen Service Entrepreneur
9.	MDG	Millennium Development Goals
10.	UN	United Nations
11.	CHT	Chittagong Hill Tracks
12.	TL	Team Leader
13.	ALO	Assistance for the Livelihood of the Origin
14.	FAO	Food and Agricultural Organization
15.	US	United States
16.	HDI	Human Development Index
17.	GHI	Group Health Incorporated
18.	CIPE	Centre For International Private Enterprise
19.	UNDP	United Nation Development Programme
20.	BBS	Bangladesh Bureau of statistics
21.	KDT	Khagrachori Hill Districts
22.	CO	Country Office
23.	PO	Project Officer
24.	ED	Executive Director
25.	ICV	In Country Volunteer
26.	HH	Host Homes
27.	NV	National Volunteer
28.	ICO	In Community Orientation

SL No:	Short Form	Abbreviations
29.	MPR	Mid Phrase Review
30.	CAD	Community Action Days
31.	M&E	Monitoring & Evaluation
32.	RV	Return Volunteer
33.	NW	North West
34.	FGD	Focus Group Discussion
35.	GCD	Global Citizenship Day
36.	NV	National Volunteer
37.	PNGO	Partner Non Governmental Organization
38.	AOB	Any Other Business

Executive Summary

In order to provide a student with job exposure and an opportunity of the transition of theoretical knowledge into real life experience, an internship is a must. A better balance between theory & practice can be gained through this program. The report is a combination of three months internship program with ICSE Project organized by VSO. I acknowledged different management functions and day-to-day supervision, planning on my way to complete internship.

The objective of this study is to acquire the knowledge about the ICSE Project in CHT Region. To prepare this report both primary and secondary sources of data have been used. Apart from this I have used our team resources, what we have done during placement.

The first section of this report consists of an introductory part which has been developed for the proper execution of the entire report. Chapter one narrates the company profile including VSO, ICS history, their focus, VSO ICS Impact and Outcome. Chapter Two has explained the Project, why this project in CHT Region? Why Hand loom & Waist Loom? Also in this part I have discussed our Partner NGO. All the team has some responsibilities, this chapter put all the everyday jobs in a plain words. Chapter Four is the main Part of this report where all our team work has been given in detail. My contribution as a TL in this ICSE Project, I have clarified my roles and duties in Chapter Five as well what kinds of challenges I faced & how we resolute it.

The remaining part consisted of recommendations and conclusion. Finally I observed that ICSE Project ensures the better services to the people of Bangladesh and it will contribute a lot on the development of economy of Bangladesh.



Chapter – 1

The Introduction



1.1 Introduction:

VSO is the world's leading independent international development organization that works through volunteers to fight poverty in developing countries.

VSO's high-impact approach involves bringing people together to share skills, build capabilities, promote international understanding and action, and change lives to make the world a fairer place for all.

1.2 History:

VSO began in 1958, when Alec and Mora Dickson recruited and sent 16 volunteers in response to a letter from the Bishop of Portsmouth asking for people to teach English overseas.

Much has changed since then. VSO has worked in over 90 countries and has placed over 40,000 volunteers. We've gone from being a UK charity to an international one, with recruitment bases in seven countries.

Just this year, as a result of our efforts, more than three million people are accessing better quality HIV and AIDS services, two million children are receiving a better education, and more than a million marginalized people are benefitting from VSO-supported secure livelihoods services.

We're always looking for new ways to turn human energy and ingenuity into lasting change. We still send professionals to share their skills with their local counterparts, but we've embraced a range of methods that allow us to provide whatever kind of help is needed most, including promoting international understanding and action, knowledge brokering and youth exchanges.

We no longer exclusively recruit from the developed world – over 30% of our people now come from within the country of their placement. We also send increasing numbers of people from one developing country to another.

1.3 VSO in Bangladesh:

Bangladesh has achieved impressive progress in economic growth and social development. Over the past 30 years poverty has consistently fallen, with an 81% increase in its Human Development Index. Yet like many countries experiencing rapid development, this has been accompanied by a significant increase in inequality, with over 60 million people (40% of the population) still living below the poverty line. Some groups, and in some cases whole districts, have been excluded from social protection services or from the benefits of development. One of the most densely populated countries in the world, Bangladesh's rapid population growth is entrenching poverty among marginalized groups who are already unable to access basic services of quality education, health, water and sanitation or food security. All this comes in a context of a constant threat of natural and manmade disasters.

VSO works in communities where the need is greatest, sharing skills and experience with local people and organizations that can use them to help address poverty. In implementing our previous two strategies, we worked to develop the organizational capacity of local NGO implementation partners through the placements of our international volunteers. We are now building on the success of this approach by working with these NGOs as our management partners. Our volunteers work directly with people's organizations in a sustainable people-to-people approach, with the villagers themselves shaping and providing a focus for our work. Together, we seek to support disadvantaged groups to unite as active citizens with the capacity, confidence and platforms to participate in development.

1.4 What we do:

VSO Bangladesh (VSOB) works to enhance the ability of marginalized women and men in some of Bangladesh's poorest districts to participate in, contribute to and benefit from our country's economic and social development. We work with our partners to identify the skills which would most effect strategic change, and our international recruitment bases then match highly skilled technical experts to each placement's specific needs.

More than 1,500 international VSO volunteers have given their time and expertise to our work in Bangladesh since 1974. Today our programmes are supported by volunteers from Australia, China, Germany, India, Ireland, Kenya, Sri-Lanka, Canada, the Netherlands, Philippines, Uganda and the UK – as well as a rapidly growing team of already more than 2,000 national volunteers, who have been central to developing this strategy and who will lead its implementation.



1.5 How we do it:

Bangladesh is thriving with development interventions but in many cases they lack sustainability. VSOB seeks to increase the impact and longevity of these existing services and opportunities, by strengthening communities' ability to access them and increasing service deliverer capacities to deliver them equitably and with quality. Capitalizing on our strength of engaging communities, our approach focuses on the unequal and unjust power relations that reinforce poverty and vulnerability. We do this by mobilizing local Bangladeshi volunteers as members of Citizen Committees and of nationally-recognized Youth Clubs (inspired and energetic 18-35 years old), who represent poor and marginalized people in their communities and who can help to increase their access to practical resources, information and decision-makers. In turn, these committees and clubs are supported by international volunteers with specific technical skills, to maximize the potential for impoverished communities to lift themselves out of poverty.

1.6 Who we work for:

VSOB focuses on groups who are most excluded from the social and economic growth in Bangladesh and who are the least resilient to economic and environmental shocks. However, we do not consider these to be our beneficiaries. They are our implementing partners, supporting us to develop and implement initiatives which are locally-relevant, sustainable and cost effective, and which make significant and practical improvements to their circumstances. They are the extremely poor or marginalized women, including widows, female agricultural day laborers, landless women, abandoned women, and impoverished mothers and women of reproductive age, adolescents and youth, focusing on those in poor rural communities facing un/underemployment, excluded groups, including indigenous communities, Dalits, people living with HIV and AIDS and people with disability

1.7 Where we work:

VSOB targets nine districts in three regions: Southwest, Northwest and Chittagong Hill Tracts.

Within these we will implement demonstration projects in 64 model villages, responding to specific drivers of local poverty. We will then support our Youth Clubs and Citizen Committees to replicate the best practice across our targeted 44 unions and 19 upazillas (parish and local council levels of government).

1.8 VSO's Focus:

VSOB works across different programme areas which are fully integrated in our planning. We develop alliances with other organizations as well as government and communities in order to complement and add value to one another's work, for a comprehensive approach to tackling poverty in Bangladesh. VSO Bangladesh works in the model project development approach integrating all the following programmatic focus. We want to see that the community people including the youths are identifying their own development issues, planning accordingly and taking the required strategies to address them to change their lives. Our ICS Volunteers from the youths of the UK and from Bangladesh are closely to do that in the guidance of our local partners and our expert expatriate volunteers building the required institutional linkages. Our thematic working areas are as follows:

- **Good governance**
- **Sustainable Livelihood Rights**
- **Community Health Rights**
- **Cross-cutting theme: Gender**
- **Cross-cutting theme: Climate Change**

1.9 Implementation:

At the heart of VSOB's approach is a **people to people** model of development. Our development toolbox includes:

Long-term overseas volunteers (professional placements of up to two years): Our volunteers come from both developed and developing nations, to share expertise, knowledge and experience not locally available. We are also implementing a new youth volunteering programme to support our work with the Youth Clubs

Short-term specialist assignments (six months and under): highly experienced professionals to provide support at senior levels. They include volunteers from the Bangladeshi Diaspora and British MPs as parliamentarian volunteers.

National volunteers: VSOB and our NGO partners harness the skills, local expertise and potential of people to lead and sustain their own development, by mobilizing and supporting local people to use their skills and cultural understanding to make an impact in their own communities.

Knowledge brokering: Through workshops, conferences and national and international exchanges we connect individuals and organizations so that they can share knowledge, perspectives, ideas and practices.

Advocacy: We provide knowledge to those responsible for deciding on and implementing policy, and opportunities for communities to influence those who set policies that affect their lives.

1.10 VSO's Impact:

Our vision is that as a result of our work the lives of impoverished people will be significantly improved across our nine targeted districts.

Effective citizen and youth organizations will be able to stimulate popular demand for accountable leadership and governance at the local level and beyond. Poor and vulnerable people will become active citizens who are aware of their rights and have greater capacity and opportunity to contribute to local development solutions.

We will build more thriving communities in our target areas. There will be increased productivity and diversity in agriculture, while vulnerable workers, especially women, will have greater capacity to establish sustainable, resilient and market-oriented livelihood solutions and fairer working conditions.

Community members will not only be more aware of their health rights, but will be better informed about proactive measures to stay healthy. Community health workers will have a greater ability to support local people to address basic health issues.

VSO believes that by bringing people together we can fight poverty in Bangladesh.



PART – 2 (ICS)

1.2.1 What is ICS?

International Citizen Service (ICS) is the UK's leading global volunteering programme for young people who want to do voluntary development work abroad. ICS brings together young people from different countries to fight poverty – with volunteers from the UK working alongside volunteers from the developing world.

We only work with projects that have specifically requested our help – and where the energy and skills of young volunteers can make a direct impact. Each project is designed to fight poverty and make a lasting difference by working with local people to meet local needs. So when you volunteer with ICS you won't just think you will make a difference, you'll know you will.

Funded by the Department for International Development (DFID), ICS is led by VSO, in partnership with a number of respected development organizations. All in-country projects are run by partners with expertise in international and youth volunteering. Each partner is working towards three development outcomes:

- Project impact overseas
- Volunteer personal development
- Active citizens in the UK and overseas

1.2.2 ICS Entrepreneur:

ICS Entrepreneur will team young people from the UK and developing countries with small businesses to improve their profitability. Unemployment is a key challenge facing young people around the world and tackling that challenge can boost economic growth in some of the world's poorest communities. UK young people will get the chance to work alongside ICS volunteers from developing countries to put their skills and qualifications into practice supporting emerging businesses. Together they will share innovative ideas and perspectives to generate new opportunities and solutions.

ICS Entrepreneur volunteers will gain skills and experiences that demonstrate to future employers that they have what it takes to innovate, understand global markets and work in new and challenging environments.

Our training and support is linked to the Open University and supported by guidance on placement to help you put your skills and creativity to work. Volunteers will spend 10-12 weeks in a group of 5 - 10 volunteers from the UK, supported by two team leaders, one from the UK and one from the country you're based in.

You could be based in one of the following countries:

- Bangladesh
- Cambodia
- Kenya
- Nigeria
- Tajikistan

You don't need a degree in business or to have started your own company, but you do need skills, experience or aptitude of an aspect of business, for example sales, marketing, finance, planning or communications – anything you can use to support others grow their businesses

ICS Entrepreneur is led by VSO in partnership with [Raleigh](#), [Challenges Worldwide](#) and [Balloon Ventures](#).

1.2.3 ICS Background Information:

By 2015 it aims to recruit and training 14,000 young people, who will go on and become active citizens who are passionate about and involved in community-based volunteering. Launched by the UK Prime Minister in March 2011, and funded by the Department for International Development (DFID), the ICS pilot was delivered by a consortium of six agencies led by VSO. Between them, these agencies provided 1250 volunteer placements for young people in 2011/12.

ICS consortium members:

Volunteer Sending Agencies	UK Strategic Recruitment	National Volunteer Strategy
International Service	Catch22	International Federation of the Red Cross



Latitude Progressio Raleigh International Skillshare Restless Development Tearfund VSO	Islamic Relief	
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PART – 3 (VSO ICS)

1.3.1 VSO ICS:

VSO ICS is a UK government funded programme that gives anyone aged 18-25 an once-in-a-lifetime opportunity to spend three months volunteering abroad in Africa or Asia. Working alongside young in-country volunteers, you will contribute directly to genuine development projects. It’s an opportunity to experience another culture, challenge yourself and develop transferrable skills to bring back with you. The three months volunteering could be part of post-school or college skills development, or a career break. You don’t need cash, skills or qualifications to take part in VSO ICS – just the ambition to make a difference.

1.3.2 VSO ICS Impact:

VSO ICS measures its impact by the capacity of local development organizations, young adults from the UK and the host countries, and people from selected developing countries, to tackle the Millennium Development Goals (MDSs) and wider social issues is increased. The UN MDGs are a set of specific targets to be met by 2015. The goals were created and aged by 189 world leaders at the Millennium Summit in September 2000.

The eight MDGs to be met by 2015 are to:

Goal 1: Eradicate extreme poverty and hunger, **Goal 2:** Achieve universal primary education, **Goal 3:** Promote gender equality and empower women

Goal 4: Reduce child mortality rates, **Goal 5:** Improve maternal health, **Goal 6:** Combat HIV/AIDS, malaria, and other diseases

Goal 7: Ensure environmental sustainability, **Goal 8:** Develop a global partnership for development

1.3.3 VSO ICS Outcome

VSO ICS works to achieve three outcomes:

1. **Positive development and project impact:** We only work with projects that have specially requested our help – and where the energy and skills of young volunteers can make a direct impact.
2. **The Volunteers personal development:** 7,000 ICS volunteers from the UK and 7,000 volunteers from overseas developing countries will develop their skills, knowledge and understanding.
3. **Increased global citizenship:** The long term impact of the personal development of UK and in country volunteers will result in 14,000 active citizens with clear leadership skills and development awareness who are engaged in their own communities over the long term.

Chapter – 2 The Project



2.1 Origin of the report:

Internship program is the most important period for a BBA student. The duration of internship program is 3 months, which carries a best learning process to know about the organization as well as the project and cope up the environment in such a way like professional foreign employees. The experience that got by an intern during the internship period will make them more smart and professional in their future job sector. I was started my internship in ICSE Project organized by VSO and supported by DFID, CHT region, Khagrachori from 12th October, 2014 and ended in 8th January 2015.

2.2 Background of the report:

I have worked as a Team Leader in this ICSE Project with my counterpart. In this report, I will try to make an overall analysis on all activities of ICSE Project cycle-1 specially focuses on my responsibility as well.

2.3 Objective of this report:

The first objective of writing this report is to fulfill the partial requirement of the BBA degree.

2.3.1 General Objective

The general objective of this report is to fulfill the requirement of internship report.

2.3.2 Specific objectives

- To acquire practical experience in International project based work.
- To gather knowledge about the development sector in Bangladesh.
- To know about the CHT areas people, norms their values.
- To achieve personal development.

- To give some recommendations regarding the project for cycle 2 and 3.

2.4 Methodology:

The report is descriptive in nature. To prepare a report gathering data is very important. The information was collected from both primary and secondary sources of data. Regarding the information required was collected within the ICSE team and VSO team.

2.4.1 Primary data

- Practical work in the field.
- Face to face conversation with the respective officers.
- ICSE team work and TL's work.

2.4.2 Secondary data

- Study on VSO ICS Volunteer Handbook.
- Online data from VSO, ICS, ALO, VSO ICS website.
- Published unpublished or personally collected data from various people.

2.5 Benefits of the report:

As a student, I have learned about development sector of Bangladesh, gained experience with foreign counterpart as well to know about the community people their lifestyle way of living ; I also have learned the report writing, as a great deal of theory is included in this report. It will be also benefited for the people who are interested to know about ICSE project and cycle 2 and 3.

PART – 2 (PROJECT BRIEFING)

2.2.1 Map:



2.2.2 Overview:

The population of Bangladesh is fast approaching 160 million and more than 4 in 10 people live on less than \$1.25 per day and over three quarters on less than \$2.00 per day (DFID, 2013). Approximately 75 percent of the poor in Bangladesh live in rural areas where agriculture remains the predominant profession. Despite this fact, the agricultural sector is unable to meet the demand for jobs, and 60% of the population is still landless or marginally landless (FAO, 2014). Consequently, the majority of the population is under resourced (2001-3 Labor Force Survey, Bangladesh Bureau of Statistics) and constant shocks, natural, manmade and political, combined with a competitive international trade environment impede livelihoods opportunities and growth.

2.2.3 Youth and the economy:

According to the US Census Bureau (2012), the population of Bangladesh is forecast to reach 190 million by 2025, of which 43% will be under the age of 30. Furthermore, every year 1.5 million young people are entering into the Bangladeshi job market but high rates of youth unemployment and vulnerable informal jobs put the future of Bangladesh’s economy under huge threat (HDI and GHI 2013). More jobs need to be created to meet the demand of the number of people joining the workforce. Improving labor force participation and productivity will be key to releasing the potential of the economy, especially as Bangladesh aspires to be a middle-income country by 2021. The government is therefore taking important steps to enhance the skills of the unemployed people, particularly women. Several initiatives through different ministries have been created (i.e. the Department of Youth and Sports) to develop the vocational and entrepreneurial skills of youth in different areas.



2.2.4 Women and the economy:

Whilst women play a central role in Bangladesh's economy, only 2% of land is owned by women – an asset which is a key source of collateral that provides financing for businesses (CIPE, 2013). The lack of land and asset ownership therefore means that women are more likely to operate in the informal sector, running small businesses in less productive sectors, and with very little growth potential.

2.2.5 ICSE and VSO Bangladesh:

This pilot project is part of our 5 year livelihood programme under VSOB's priority theme of **Sustainable livelihood rights** which targets 6,280 youth/women to increase their income and livelihood enhanced through the development of **entrepreneurial** skills and viable enterprises. The pilot will create innovation at the micro level which will later turn into small enterprises over the growth period of VSOB's country strategy plan III.

This project will also complement the work of the department of Youth development (under the ministry of youth and sports), which is working on small scale activities to develop micro/small entrepreneurs through training and financial support. Some NGOs like BRAC, Anando and Transparency International, Bangladesh are also working with young people to develop micro/small enterprises. Bangladesh's private sector engages with job employment through micro/small enterprise development. This is why we are focusing private sector engagement as mentor of the entrepreneurs.

This project will contribute towards achieving VSO global secure livelihoods development results (outcome indicator 6 'number of targeted individuals benefiting from livelihood services delivered by partner organizations supported by VSO) as VSO youth volunteers support organizations to improve service delivery in livelihoods through enterprise development support (VSO Global Secure Livelihoods Theory of Change and VSO Global results framework 2014)

2.2.6 CHT – Why this Community?

The Chittagong Hill Tracts (CHT) consist of three districts Rangamati, Khagrachari and Bandarban, which are located in the south-east of the country, near the Myanmar and Indian border and make up 10 per cent of the total land area of the country but only 1 per cent of the country's population. The estimated population in the CHT is 1.3 million, of which 90 per cent lives in the rural areas. CHT is home to at least eleven different indigenous ethnic groups (UNDP).

The World Bank Bangladesh conducted a detail survey on household income and expenditure in 2010-2011, considering indicators like wages, income, employment and market accessibility, which enable government, civil society and non-governmental organizations to identify the locations of poor areas with great accuracy. Along with the survey, a poverty map was also developed to highlight extreme poverty affected districts in Bangladesh and Khagrachari was highlighted as one of these districts. Recognizing the special inequity in growth and poverty has therefore allowed for more effective targeting of this ICS project.

2.2.7 Why this village?

VSO Bangladesh conducted general socio-economic surveys in 2010 to identify the most vulnerable villages living in extreme poverty. VSOB identified villages where marginalized people are living with social exclusion, poor entitlement, poor governance and who are vulnerable to climate change. Together with desk based research, VSOB identified the following villages as most in need of support:

Headmanpara: According to the Bangladesh Bureau of Statistics (BBS) Department survey (201), there are 137 households in Headmanpara. The number of people who are of working age (18-60) is 221 but only 124 of these have income generating jobs. 44% workforce is therefore unemployed, whilst the national unemployed rate is 35%

Khabangpuria: According to the BBS survey (2011) there are 120 households in Khabangpuria. The number of people who are of working age (18-60) is 158 workforce but only 45 of these are have income generating jobs. 71% of the workforces are therefore unemployed.

Source: The Bangladesh Bureau of Statistics (BBS) Department, 2011

This project will therefore target extremely poor or marginalized young women who are socially excluded e.g. young widows; single mothers; indigenous and religious minorities; and women headed families which earning less than 2 dollar a day.

Through day to day interaction with youth club member's in-community, as well as observations and focus group discussions, by VSOB staff, and partner/beneficiary engagement, the following have been identified as key issues facing this community and target group are:

- No access to financial and other resources to start their own businesses
- Limited/no skills, experience and contacts to the business, and markets
- Isolation; poor infrastructure; inadequate government services; prevalence of disadvantage people and vulnerable to climate change

2.2.8 Why handloom and waist loom sector?

This project is focusing on the handloom sector, as these types of enterprises can be developed with minimal start-up capital, it enables women to work flexible work hours and in the comfort of their own homes (which is considered a safer environment and a more socially acceptable form of economic engagement for rural young women in society). It also gives the women more freedom to manage their own businesses.

Handloom/waist loom is part of **indigenous tradition, culture, and local materials used.**

2.2.9 (How) will groups of young people on short-term placements add value to their work?

UK and national volunteers will work with 2 youth clubs in the community: Hill Star and Young Star, to support existing women groups (aged 17-35) engaged in handloom/waist loom activity. Volunteers and youth club members will support these groups to grow systematically and strengthen their business processes so that the enterprises become more structured.

2.2.10 Proposed number of teams:

3 cycles – 6 UK volunteers and 6 national volunteers per cycle (inclusive of 1 UK TL and 1 national TL)

2.2.11 Project level – Theory of Change:

In Bangladesh, 65 % of the total population are youths, and among this group (age between 18-35) 43% are unemployed, which is one of the main causes of social unrest. The proposed project will be implemented in Chittagong Hill Tracts area where 90% people are indigenous and living with poor access to entitlements, services and economic participation.

Whilst young women in this community have a home-grown skill in handloom production, they lack the necessary guidance, market knowledge and business skills to turn their potential into viable and profitable enterprises, which can in turn create additional employment for others.

Considering above situation, VSOB is wishing to turn their energy and ideas into business opportunities to increase their employment and income with decent work for themselves and others. This pilot will support small-scale innovative and context specific ways of livelihood development in the working areas

Inputs	Activities	Short Term Outcomes	Long Term Outcomes	Impacts
<p><u>INPUTS PAID FOR WITH DFID ICS FUNDS:</u></p> <p>Team coordination & project management</p> <p>1 project Manager will manage the ICS Enterprise project. 2 ICS project staff will work under the project manager; project staff will be based at the partner organisation in the community and project manager will be based in Dhaka at VSO</p>	<p>The targeted beneficiaries are traditionally producing Waist loom handloom products but they have minimum access to market, and no financial support. The project aim is to identify and improve the beneficiary needs in term production quality, market channel and financial opportunity. The planned key activities are under the following heading:</p> <p>Need Assessment, Proper targeting; and selection: (1st cycle)</p> <ul style="list-style-type: none"> • Potential entrepreneur selection • Producer group selection / 	<p>Entrepreneurs increase their skills</p> <p>Entrepreneurs have increased their access to finance to develop their businesses</p>	<p>Handloom and waistloom enterprises in turn create employment for other women in the Khagrachari</p> <p>Annual turnover of the handloom and waistloom enterprises increased</p>	<p>Strong profitable women-led enterprises, leading to reduced unemployment.</p>

<p>office</p> <p>Counterpart Team Leaders:</p> <p>1 UK and 1 National Team Leader per volunteer cycle will provide pastoral and learning support, working alongside the partner to facilitate project implementation.</p> <p>ICS youth skilled volunteers :</p> <p>3 cycles will be run from September 2014 - July 2015 and each cycle will have 12 volunteers (6 UK and 6 Bangladeshi) – these numbers include 1 UK TL and 1 national TL</p> <p>Materials</p> <p>For conducting events,</p>	<p>rearrangement</p> <ul style="list-style-type: none"> • Market demand assessment • Beneficiaries’ skill assessment considering market demands. • Enterprise business development Plan <p>Enterprise Training and coaching: (2nd cycle)</p> <ul style="list-style-type: none"> • Provide training on enterprise development to entrepreneurs. • On the job skill training on improved quality products (Waist loom handloom) <p>Identification and support of successful business people to act as mentors. (2nd cycle)</p> <ul style="list-style-type: none"> • Mapping successful business people • Linkage building with successful business people. • Engage them as mentors <p>Enterprise development & testing (3rd cycle)</p> <ul style="list-style-type: none"> • Equipment raw materials collection • Production starts up • Quality monitoring by mentor/buyer • Marketing • Cost benefits analysis. <p>Enterprise financing: (3rd cycle)</p> <ul style="list-style-type: none"> • Mapping micro finance institution • Negotiation for financing • Scale up plan preparation 			
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<p>trainings, workshops, small infrastructure development. (Stationeries, supplies etc)</p> <p><i>Will there be other inputs i.e. a micro funding facility or specific training/mentoring that will be delivered to the volunteers?</i></p> <ul style="list-style-type: none"> • Enterprise development and management training • Training on business management and finance • Skill development training on production quality • Start up of production by trainees <p>Exchange visit (both way)</p>				
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PART – 3 (PARTNER ORGANIZATION)

2.3.1 Assistance for the Livelihood of the Origins (ALO):

ALO is a non-government organization (NGO) based in the Khagrachari Hill District (KDT). It was established in 1997 by a group of dedicated, energetic, like minded social workers with the following aims:

- To promote the socio-economic status of poor and marginalized people
- To promote cultural and social advancement of CHT indigenous people.

ALO was established with the aims to work primarily for the Indigenous People. However, ALO has shifted its focus believing that sustainable development can only be achieved through a community/area-based approach. This includes working with long-time settlers who are still marginalized and who call KDT their home. ALO also works in partnership with the local government institutions, other NGOs (national & international) and networks.

ALO is non-political organization working with various groups regardless of religion and ethnicity. Today, ALO works with over 45,000 beneficiaries and communities living permanently in Khagrachari Hill District at multiple levels to address the causes rather than symptoms of poverty. Therefore, ALO's program seek to broaden livelihood opportunities and enable rural, poor, and marginalized individuals and communities to recover from disasters, improving people's access to adequate food, health care services, education and safe environment strengthening the capacity and ability of the poor and marginalized to exercise their rights and participate in decision-making process that affects their choice and way of lives.

2.3.2 VSO with ALO:

ALO is VSO's one of the core partner under CHT region and working since 2010. VSO has placed international volunteer management advisers, youth mobilizing advisers; livelihood advisers; market development advisers to build the capacity of staff and help the organization to deliver its services.

Volunteers are working with ALO's small team to build the organizational capacity and help them to better mobilize and manage their resources to ensure services for poor people and support the development of local volunteerism e.g. youth club for lasting change of the lives of the poor people.

ALO will be responsible for community mobilization; host home partnership; youth club management and overall budget responsibility for implementation. And in this regard; VSO will put an ICS project officer at the partner organization level to support partner organization as well as to ensure day to day project implementation includes volunteer management. The ICS project officer will be line managed by VSO project manager.

Chapter – 3

Roles and responsibilities of CO, Partner Organization, Project Officer & Coordinator, Volunteer Team Leader





PART – 1 (PRE-PLACEMENT RESPONSIBILITY)

Activity	Programme development			
	Country office	In community partner(s)/(FPs)	Project Coordinator/Project Officer	Volunteer Team Leaders
Partner selection and training	Identify potential partner and support to develop activities in line with programme objectives	Identify community stakeholders, community consultation relevant to ICS		
Youth club selection and training		Mobilize and communicate with Youth club and select the potential youth club	Provide training for mobilize youth club to understand ICS project objective and VSOB programme approach	
Complete partnership agreement	Develop partnership agreement in line with VSO and ICS minimum standards	Provide feedback on partnership agreement during partner meeting and sign agreement		
Base line survey	Developed tools and methodology for baseline survey	Facilitate the base line survey conducted, store data	Field test tools ,Analyze data and ensure available report for the team and partners	
Mobilize youth club members to build leadership skill	Develop training guideline on leadership development	Facilitate training with Youth Club in line with ICS requirement	Mentor and coach the YC team to mobilizing as a leadership attitude	
Recruitment of IDMVS Vol (ICVs)	Recruit IDMVS vols as per ICS project volunteer recruitment guideline BRAC and Dhaka University representatives	Attend as an interviewer or active facilitator – Executive Director	Facilitate recruitment process and identify potential volunteer	
Development of project, outcomes and indicators	Develop project plan and implementation plan as per ICS project guideline	Contribute to development of implementation plan through consultation with community and youth club.	Support country office and community partner to develop project plan and implementation plan	
Development and management of budget	Develop budget as per guideline of VSO ICS UK finance team	Manage budget as per guideline of ICS project	Support to budget development and	



			management	
Identification and risk assessment of host homes	Support partner to risk assessment and identify suitable host homes as per ICS project guidelines	Assess risk and identify host homes for volunteer placement according to ICS project standard guideline	Support to assess risk and identify host homes for volunteer placement	
volunteer placement orientations	Support national PS and partner to deliver volunteer placement orientation	Support delivery of volunteer placement orientation	Deliver volunteer placement orientation with volunteer placement officers	
Host home orientations	Support national PS and partner to deliver host home orientation	Support delivery of host home orientation	Deliver HHs orientation with National PO	
Relationship building with community and other stakeholders	Support with stakeholder relationship building where appropriate	Meeting with club, community and government officials, security authority to informing about ICS programme objective	Coordinating the meetings	
Team Leader recruitment and training (inc training of UK TLs)	Recruit national TL, organize contracts, induction to VSO, work plan and training plans	Support VSO with advertising and recruitment for national TL where appropriate	Facilitate the TLs training	
ICS compliance paperwork (Security plan, HH and VP risk assessments, country and programme briefings)	Ensure all compliance paperwork is completed by deadlines and submitted to youth enterprise advisor (Priya), Ensure compliance paperwork is reviewed and learning incorporated at the end of each cycle, develop country briefing pack and send to UK	Contribute to compliance documents where appropriate by providing relevant information		
NV recruitment, training and assessment	Recruit national NV, organize contracts, induction to VSO, work plan and training plans Update Job science database with volunteer information	Support to recruit and facilitate training to NV	Ensure NV complete	
Planning/ preparing for ICO (In Country	Lead on planning and delivery of ICO including arranging all	Support with delivery of ICO and In community sessions where	Support with delivery of ICO sessions where appropriate	Support PO if necessary



Orientation) and In community Orientation	logistics (venue, travel),	appropriate (e.g. technical training on project theme, local security etc)	Lead on delivery of In community orientation	once they arrive in-country
Pre-departure training for ICVs	Lead on planning and delivery of pre-departure training for ICVs		Support the delivery of pre-departure training sessions for ICVs	

PART – 2 (DURING-PLACEMENT RESPONSIBILITY)

Programme Support, Supervision, facilitation and Learning				
Activity	Country office	In country partner(s)/(FPs)	Project Coordinator/Project Officer	Volunteer Team Leaders
Receive volunteers and orientation on training pack	Receives UK volunteers from airport and ensures accommodation		Receive vol and orientation on training pack including allowance handover and local areas exploration	
Organizing In Country Orientation (ICO)/Induction	Facilitate and delivery ICO training Monitoring the quality of deliverable jobs/sessions	Support PO/TL to deliver the sessions	Support CO to facilitate and deliver the ICO training	Support CO + PO to deliver the session on ICO
In Community Orientation	Guidance and oversight from CO	Lead on planning and delivery of In Community training including arranging all logistics (venue, travel, food and accommodation)	Deliver session as appropriate Support to develop the team plan	Support to develop team plan
Budget Management	Organise partner grant or alternative method to transferring funds to ensure accessible for the partner	Submission financial report appropriately in line with VSOB ICS requirement	Effectively manage the project budget, submitting monthly reports country office.	
Host home and volunteer placement review meetings/ visits	Receive weekly updates from PO on host home and volunteer placements	Oversee and monitor host home relationships and volunteer placements	Visit each host home and volunteer placement at least one time each cycle, with additional visits where needed. Support HH, VP and volunteers to	Inform PO of challenges with host homes and volunteer placements and advice on action needed.



			overcome challenges	Support volunteers overcome challenges
Volunteer team meetings (community level)	Receive weekly updates from PO on team weekly meetings and advise on agenda items to include	Partner representative or ED will be present for team meetings twice a month where appropriate/ possible	Support TLs to plan and prepare for weekly team meetings (e.g. agenda setting)	Facilitate weekly team meetings
Safety and security	Give top most priority to ensure safety and security. Ensure all safety and security mechanisms are functioning well.	Advice/oversight to Country Office for volunteer safety and security	Ensure safety and security for all volunteers. Ensure volunteers are acting in accordance of the code of conduct. Complete all incident reports and send to PM, submit to UK to the proper authority with maintaining confidentiality.	Inform PO of any security or medical issues known about Support with risk assessments
Project management	Update project stakeholders on project progress, including the reporting of medical and safety and security incidents. To gather data and produce a project report in accordance with the programme M&E framework.	Support to prepare the report	Prepare the report and submission to the manager	Provide support to PO if needed.
Disciplinary action	Advice and support PO on disciplinary processes visiting community when needed. Ensure all volunteers sign code of conduct	Advice where appropriate	Conduct disciplinary meetings with volunteers and submit written warnings to CO. Consult with CO before taking disciplinary action	Advice and support PS when dealing with disciplinary issues where appropriate
MPR	Responsible for organizing and facilitating MPR Arranging logistics	Support PO/TL to organize & facilitate MPR	Facilitate MPR	Facilitate the MPR to review the team plan on practical knowledge and experience



Debrief	Responsible for organizing and conducting the debrief session , to create space for all vols to share their learning's	Participate in debrief as a facilitator	Support volunteers to plan and execute debrief	Support in facilitating and participating in debrief session.
Active Citizenship Days (ACDs), Community Action Days (CADs)	Receive reports and share with Youth Programme enterprise advisor	Engaging with local government officials, elites, civil society organizations etc. for their active support and participation.	Support Youth Club members and TLs to facilitate CAD, ACDs	Facilitate planning meetings with volunteers. Support in the delivery of ACDs and CADs. Follow up support with writing reports.
Volunteer supervisions (at least 3 per volunteer per cycle)	Ensure supervision reports are submitted on time and any issues arising from these reports are addressed.		Holds TL supervisions.	Holds volunteer supervisions
Volunteer references	Ensure all volunteer references are completed and submitted to CO at the end of each cycle		Complete references for all volunteers and submit at end of each cycle	Support PO to complete references for all volunteers and submit at end of each cycle

Monitoring and Evaluation				
Activity	Country office	In country partner(s)/FPs	Project Coordinator/Project Officer	Volunteer Team Leaders
Project Plan and overall M&E	Develop the project plan based on the baseline survey result and consultation with the partners finally submit to the regional youth programme advisor on time	Support to develop the project plan and baseline survey Support with reporting	Support to develop the project plan Ensure activities are in accordance with the project plan and outcomes.	Ensure activities are in accordance with the project plan and outcomes.



	<p>Orient project staff on M&E frame work and time line.</p> <p>Project reports submitted in accordance with ICS M&E framework</p>		<p>Ensure M&E tools are being completed.</p>	
Team Plan	<p>Ensure team plans are developed on time for each cycle.</p>	<p>Guide volunteers on team plan development</p>	<p>Assist where necessary and send final team plan to regional youth programme enterprise advisor 2 weeks after placement starts.</p>	<p>Ensure that team plans are completed and submitted to the partner and CO on time.</p> <p>Support volunteers to develop the team plan</p>
Baseline Collection	<p>Develop methodology and tools for the baseline survey</p>	<p>Share any existing data they might which could be helpful to this project.</p>	<p>Support volunteers to conduct a baseline survey before any activities start.</p>	<p>Support volunteers to facilitate the baseline survey</p>
KAP surveys	<p>Ensure all KAP surveys (KAP 1,2 and3) are completed for national volunteers.</p> <p>Complete KAP 1 at national volunteer training</p> <p>Ensure all completed KAP surveys by ICVs are uploaded on to Jobscience</p>		<p>Ensure all UK and national volunteers complete KAP 2 surveys at the Debrief</p>	<p>Provide additional support to volunteers to complete KAP surveys where needed</p>
Team Debrief	<p>Organize and conduct the debrief session to create space for all vols to share their learning and recommendations</p>	<p>Attend team debrief and actively participate and share their recommendations</p>	<p>Support volunteers to plan and help facilitate session.</p>	<p>Actively participate in debrief session.</p> <p>Write team debrief report with support from TLs and input from team (collect during debrief and HH and VP evaluations).</p>
Case Studies	<p>Guide volunteers to write project and personal development impact case studies</p>	<p>Assist with case study development if and when appropriate to ensure cultural</p>	<p>Support volunteers to write project and personal development impact case</p>	<p>Write/support volunteers to project and personal development impact case</p>



		sensitivities are taken in to account. Organize interpreter if needed.	studies as guided by CO and/or UK	studies as guided by CO and/or UK
Host home, volunteer placement evaluations	Ensure these evaluations are completed and submitted on time.	Support PO to conduct host home and volunteer placement evaluations for each cycle Organize and deliver host home and volunteer placement evaluation meetings for each cycle	Report validation and send to UK	Support PO to conduct host home and volunteer placement evaluation each cycle
Partnership review meetings	Review and assess the partnership and take on board learning and recommendations. Ensure ICS is represented during Annual partnership review process	Support CO to facilitate and actively participate in the process of partnership review meeting		
ICS quarterly reports	Submit country ICS quarter reports on time according deadline	Provide information to include in reports where needed	Prepare the report and submit to CO management for sending to UK	
M&E training for volunteers	Deliver training to vol on M&E tools ICS team will be familiar with M&E guide and all tools and able to support volunteers to understand and take ownership for these		Support CO to deliver M&E training on tools.	Understand M&E framework and tools comprehensively, and ensure that volunteers receive on-going support after the training.



Safety and Security				
Activity	Country office	In country partner(s)/FP	Project Coordinator/Project Officer	Volunteer Team Leaders
ICS compliance documents (ICS Country Security Plan, Host Home and Placement Risk Assessments)	Lead to complete the ICS compliance documents including country specific security information for volunteers, HH and placement assessment and send it to 2 months before to UK	Support with host home and volunteer placements risk assessments	Conduct the host home and volunteer placements risk assessments and ensure all are submitted to the CO	
Health and safety briefing for volunteers	Ensure all volunteers receive health and safety briefing during ICO and are aware of all security and emergency and non emergency procedures	Orient to the vol on specific health and safety issues in local context	Hold recap session on health and safety and volunteer code of conduct with team as needed	Support vol for evidence based role model for staying safe and healthy on ICS and support team with this
Incident reports	Review incident reports, implement learning and submit all reports to youth PDA	Support vol to completing the incident report	Complete incident reports and submit to the management	Support PS to collect info. for incident reports if appropriate
Medical reports and contacting UK medical unit	Review all medical reports and submit to the UK		Contact PM if the medical issue an emergency Complete medical reports and submit to UK	Inform PO of volunteer medical issues if disclosed to them
Emergencies	Orient vol emergency and non emergency flow chart	Orient vol emergency and non emergency flow chart	Deal with emergencies/ non emergencies in community and keep management update	Notify PO and partner organization of emergency and non emergencies affecting volunteers.



PART – 3 (AFTER-PLACEMENT RESPONSIBILITY)


	Returned Volunteer engagement			
Activity	Country office	In country partner(s)	Project Coordinator	Volunteer Team Leaders
Action at home projects	Support national volunteers to take initiative for Action at Home within 6 months of placement end	Support national volunteers to take initiative for action at Home with in 6 month of placement end	Support volunteers sharing ideas for Action at Home during debrief and supervisions	Support to complete action at home
Ongoing RV engagement opportunities	Engage RVs in ICS face book account, engage RV during National Level Sharing workshop, or on ICVs selection day,	Encourage national volunteers to continue to engage with VSO ICS and partner and inform them of opportunities	Encourage national volunteers to continue to engage with VSO ICS and inform them of opportunities	Encourage national volunteers to continue to engage with VSO ICS and inform them of opportunities


Chapter – 4





Team Introduction and Team Contribution during the phase of ICSE Project (cycle-1)



PART – 1 (TEAM INTRODUCTION)

Name	sex	University	Email	Picture
Men-Pong Mro	male	Chittagong University	Menpong.Mro@vsoint.org	

Name	sex	Cell Phone	Email	Picture
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Name	sex	University	Email	Picture
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Christian hayward	Male	University of Leeds	christian206_hayward@hotmail.co.uk	
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S.M. Al Mizanur Rahmen	Male	State University	mizu.mizan@yahoo.com	

PART – 2 (PRE-PLACEMENT)

4.2.1 TL Training:

At the beginning of the project we have got two days Leadership training. Where I, along with my counterpart NW's Team leader got this training by our management. In that two days training they have trained on a positive approach to working as a volunteer based on realistic and not excessive expectation, The ability to motivate and support young people both individually and as a team, and gain the respect and trust of others through leading by example. Good organization and facilitation skills. The continuing desire for others to learn and the humility for personal learning and development, Practical Problem Solving Ability, An adaptable approach to dealing

with new and demanding situations, The self-confidence to be sufficiently independent and to deal with people and circumstances with equanimity and humor, The social skills to work with others and to enable others to solve problems as well as persuading others to implement plans, An open and non judgmental approach which respects other people and cultures. Good listening skills and empathy.

4.2.2 TL Visited Host Homes:

After Getting the TL training, I, my counterpart and our project officer had a visit on the working area. We have gathered some information about CHT, our Host Homes, two youth club members and all necessary information that we need to share in ICO. It was a two Days visit in khagrachori where we have taken some picture of the host homes that can help other volunteer to know where they will be lived. On the other hand, we have talk to local community people about the condition of these places and visited ALO NGO, talked with the ED (Arun kanti Chakma).

4.2.3 In Community Orientation (ICO):

Upon arrival, the UK and Bangladeshi volunteers will attend an in-country training course in Dhaka, giving an overview of VSO’s work in Bangladesh and helping to understand the ways in which your ICSE project placement will contribute to VSOB’s country strategy.

Volunteers will then depart to the host communities to attend a residential training course, in-community orientation, led by the Project Officer, and supported by the Team Leaders and our community partners, before departing to the host homes. During ICO volunteers will have the opportunity to get to know and support each member of your group. It is during this training too that you will receive more information about your work placements and have time to explore the benefits and potential challenges which might arise through our model of cross-cultural working.

4.2.4 Complete Project Brief:

At the last day of ICO we have completed our planning activities that we will do in the placement.

PLANED ACTIVITIES
<p>Activities to be delivered:</p> <ol style="list-style-type: none"> 1. Pre-placement enterprise identification: <ol style="list-style-type: none"> a) Discuss strategy with Youth Club members and assign teams responsibility for below tasks.

- b) Compile and conduct baseline survey (which also includes information for Needs Assessment).
 -Baseline survey will be done in the form of a questionnaire providing information on poverty status and skills related to entrepreneurship and handloom weaving.
- c) Research-gather information from experience of handloom/waistloom sector and compile list of criteria for ideal entrepreneur and production worker ie. Hardworking and responsible, availability of time, experience, basic skill, numerate, primary level education, popular in community.
 -input from ED of ALO who has experience in livelihood related projects and handloomsector.
 -input from Bangladesh Women's Chamber of Commerce trainer on entrepreneurship
 -find case study through the Khagrachari office of Bangladesh Small and Cottage Industries Corporation
 -use previous VSO handloom project as a case study
- d) Session introducing programme to youth club members, their parents and local elites. Introduce criteria for ideal entrepreneur and production workers.
- e) Follow session with sign-up mechanism for interested parties. Informal registration of interest through heads of youth clubs and TLs as points of contact.
- f) Rate according to knowledge about them and baseline survey results as well as observation during trainings.
- g) Job interview against criteria.

2. Needs Assessment:

- a) Baseline survey- questionnaire to be filled in by all youth club members from which existing skills within youth club can be identified. Baseline survey filled in at youth club or homes of youth club members.
- b) Market survey- where to sell products, spectrum of products in price already existing in market and any demands that are not currently being met by market. Qualitative research interviewing members of community. And scoping study done by youth club members within a sample size of selected shops in 3 markets.
 -market survey to be conducted in Kagrachari through a short questionnaire followed by qualitative probing questions. Conducted by youth club members and ICS team members
 -market survey of popular handloom products in Dhaka fashion houses. Short questionnaire followed by qualitative probing questions and purchasing of samples. Conducted by ICS team.
- c) Identify gap between market needs and capabilities within youth club.
 -Comparison of popular Dhaka samples with skill level of selected production workers.
 -Appropriate trainer hired accordingly.
- d) How to bridge the gap- identify and compile a list of training needs; machinery needs; materials needed etc.
 -purchasing of materials accomplished through PNGO
 -hiring of skilled handloom trainer accomplished through PNGO and BSIC.

3. Enterprise training & coaching:

- a) Identify the skills gap- as identified by the needs assessment detailed above.
- b) Identify sources of skill within three channels – volunteers, wider community, 3rd part experts (PNGO, BSIC).

- c) Case study- existing successful entrepreneur to share their knowledge and their business development journey.
 - Identify case study through PNGO
 - BSIC
 - previous VSO handloom project in Headman Para.
 - d) Form subcommittee- subcommittee takes responsibility for organizing the training session and includes youth club members. Selected youth club members for technical/skills training to accompany ICS team members on technology scoping trip to Rangamati.
 - e) Organizing training sessions – find out availability of participants, make them interactive and fun, make them retable to existing skills needed.
 - using baseline survey and training session initial names on sign-up sheet, assess likely average age and educational status of participants
 - design training accordingly
 - assess skills needed through design and technology scoping field trips to Rangamati and Dhaka.
4. Enterprise development & testing:
- a) Develop business plan with targets and timeline.
 - Identify case studies as prototype
 - Search for case study through BSIC, ED of ALO, previous VSO handloom project in Headman Para, existing handloom businesses in Rangamati.
 - b) Compare/test against a case study to see if feasible or not. Compare:
 - expected profits
 - costs
 - production capacity
 - production worker wages
 - market access
 - c) Rent showroom in Khagrachuri market. Product sales will be used to test product designs/styles in cycle 2.
5. Identification and support of successful business people to act as mentors:
- a) Find a potential client to share quality and design expectations.
 - Find potential client through market survey in Khagrachuri market
 - ED of ALO
 - establishment of a showroom in Khagrachuri market.
 - b) Identify the skills gap- as identified by the needs assessment- and find mentors who have expertise in these skills. Find mentors through:
 - ED of ALO
 - BSIC
6. Enterprise financing:

- d) Compile a list of sources of micro-credit
 - through knowledge of youth club members
 - through BSIC
- e) Work out entrepreneurs existing solvency
 - find out existing personal savings
 - household income and willingness for household to invest money
 - anticipated expenses based on Rangamati cost analysis and case studies

7. Other:

- a) Labour law knowledge

- consult National Labor Law, ILO, consult a lawyer, one of the volunteers has done a course in Bangladeshi labour law

Anticipated outputs

1. Number of enterprises to be identified – with 2 female entrepreneurs and 12 female production workers (1 entrepreneur and 6 production workers per enterprise).
2. 1 market needs assessment completed and findings shared with the women
3. 15 women or youth from each youth club receive 3 training sessions on livelihoods related topics, including professional development, computer use and English lessons. This will come to a minimum of 20 hours of training provided in total.
4. 2 entrepreneurs receive 3 training sessions on enterprise development, improved design and marketing and technical skills. This will come to a minimum of 42 hours of training provided in total.
5. 12 production workers receive a minimum of 2 training sessions on improved design and technical skills. This will come to a minimum of 27 hours of training provided in total.
6. 1 enterprise development plan developed.
7. 02 business mentors identified and linked to women. Mentors should provide a sum total of at least 42 hours of support through the training sessions.

8. A selection of at least 3 micro-finance providers identified

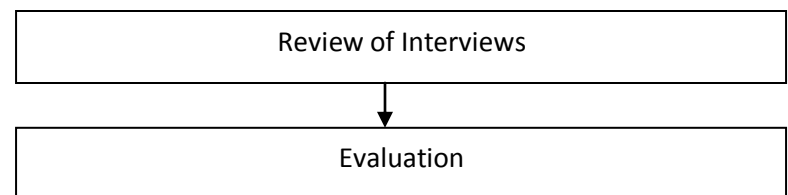
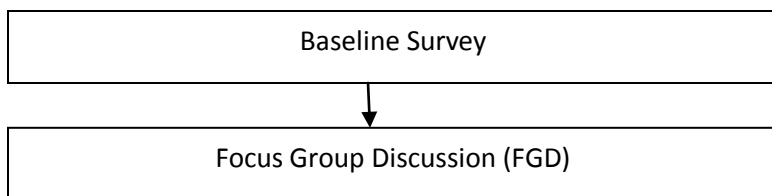
PART – 3 (DURING PLACEMENT)

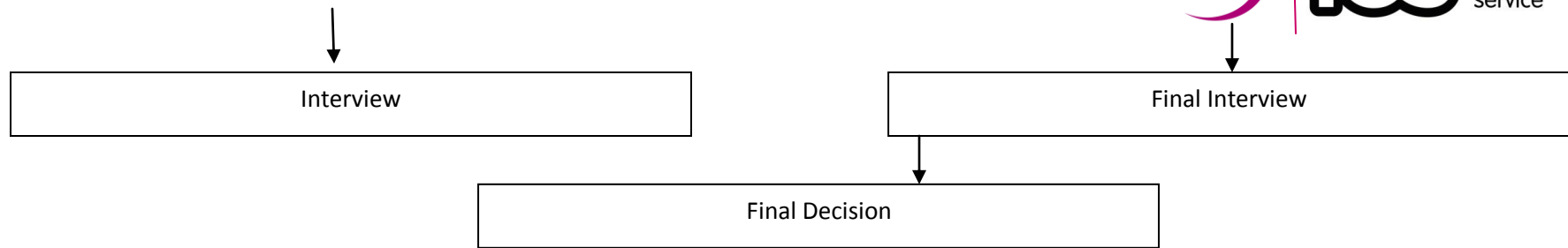
ICSE 1st cycle volunteers of VSO have done some splendid jobs on the project regard. The activities done by ICSE volunteers with the participation of 2 youth clubs are given below-

4.3.1 2 Entrepreneur Selections and the Procedure of selection:

The precondition of a successful business is an active, skilled and self-motivated entrepreneur. An entrepreneur always plays key role in a successful business. An ideal entrepreneur should have self-motivation, leadership skills, vision, professional behavior, strong communication skills and punctuality. In essence, primary education is likely to be required to be a good business person and it does not matter wherever his/her business is and whichever his/her products are. To be an entrepreneur in the apparel sector has been always difficult as it needs an entrepreneur to be productive and creative. Creativity is a key to adding value in apparel sector and thus a determinant in whether the entrepreneur makes extra money. The process of producing and selling the goods to the market are in many ways the same in every business.

Selecting an entrepreneur in short time is tough. Another fact is that whilst in theory the process of selecting an entrepreneur is easy; in practice it proved to be a lot more challenging. It is initially appeared easy to judge candidates on the basis of information they provided but judging whether to invest in an individual and allow them to control the destiny of project, a lot more thought was clearly required. The tools or processes we followed are following:





Baseline Survey: Ideally a baseline survey is a very basic tool of understanding a place, community or society. The baseline survey acts as an accompaniment to the quantitative and qualitative data. It helps identify major issues and provide some insight into the opinions of the community in relation to our project. Primarily a baseline survey at both Khabong Paria and Headman Para was conducted to take an insight of both communities. A combination of both quantitative and qualitative data was collected through the baseline survey. The survey says about the lifestyle and livelihood of two villages.

Focus group discussion: A focus group discussion (FGD) is a good way to gather together people from similar backgrounds or experiences to discuss a specific topic of interest. The main aim of a FGD is to find out the answer of some core questions which is somehow impossible to get from conventional survey or research. Two different FGDs were taken from two villages. Though it is known to us that for an ideal focus group discussion the number of participants should be between six to eight but, in our discussion more than fifteen participants were present in each village. Who has the capability to be an entrepreneur from your community and who they think has a goodwill and strong personal experience to make our businesses successful were our main discussion topics. Through a deep discussion participants gave us several names where there was a list of ten names from Khabong Paria village and a list of five names from Headman Para.

FGD with Hill Star Club Committee and Local Elites
 FGD with Young Star Club Committee and Local Elites



Picture 1: Focus Group Discussion

Interview: Our third step of selecting entrepreneur was taking an in-depth interview of proposed names which we got from baseline and focus group discussion. This interview was more focused on experience and business ideas. A range of question was included in the interview questionnaire where questions about waist loom and handloom products, their business experience, educational qualification and management skills were asked.



Picture 2: Interviewing Potential Entrepreneur

Review of interviews: To review of interviews we followed two different methods. One was analyzing the data in a qualitative way and other one was numbering. Based on our questions and the answers of the interviewees we scaled the number between 1 to 4 where the numbers reflect as following:

Scoring Scale: 1-4, Scoring key:

1= needs improving, 2= satisfactory, 3=good, 4= excellent

Analyzing the score we found that from Khabong Paria Riti Chakma has scored 15 out of 16 where as Eti Chakma, Milon Chakma, Amik Chakma, Shopon Chakma, Siddika Chakma and Ribika Chakma got 14, 14, 12, 11, 11, and 10 respectively. This shows us that Riti Chakma has most potential to be a successful entrepreneur than others.

On the other hand, from Headman Para Rupayan Chakma achieved the highest point 14. We had only five people suggested as potential entrepreneurs; from these we were able to interview four. Shuvashis Chakma, Tatomoni and Apona have got 12, 11 and 10 respectively. As a result we can say that Rupayan Chakma (Uday) has most potential to be an entrepreneur.

Evaluation: It is clear from our findings that Riti Chakma from Khabong Paria and Rupayan Chakma (Uday) from Headman Para are our first choice candidates. The seriousness on hand loom and waist loom, their business sense and confidence level were our main focus during our interview. We observed that Riti Chakma and Rupayan Chakma showed their high level of confidence and seriousness and they expressed to us frankly which indicates their potentiality. The combination of our analysis and observation reveals that they would be best. Our final stage of the selection process will be to pass our analysis to our local partner NGO ALO to allow them to take the final decision.

Final Decision: We have decided that at least ten potential entrepreneurs will take our advanced training session, so the final decision and the declaration of our two entrepreneurs name will be announced soon after the end of our training session.

Final Interview: With the project office and TL, ALO ED took an Interview of 3 potential candidates and among them he has chosen two.



Picture 3: Selected Entrepreneur

4.3.2 9 Mentors Identified:

Name	Expertise
Mr. Diponkar Chakma (Chief Accountant of ALO)	Book keeping and financial management
Mr. Arun Kanti Chakma (Executive Director of ALO, Khagrachuri)	Legal issues and business development
Mr. Sahidul Islam (BISIC Official, Khagrachuri)	Legal trade issues and business development
Mr. ASM Sahriar Reza (Deputy Director of the Department of Youth Development, Khagrachuri)	HRM and leadership development
Kosum Kumar (former owner of handloom business)	Handloom business management and HRM
???(BSIC)	Handloom machinery purchasing expert
Tenzing Chakma (fashion designer and owner of fashion label Sozpodor)	Design
???	Handloom weaving technique and quality control
Konica Chakma (Rangapani waistloom entrepreneur)	Waistloom weaving technique and quality control
Kochisona Chakma (Khabongpuria host mother)	Waistloom weaving technique and quality control

4.3.3 2 Baseline Survey's of Education, Skill and Economic levels of youth club members:

At the very beginning of project ICSE volunteers conducted 2 baselines survey of the 2 youth clubs this project is working with. This measured the education, skill and economic levels of youth club members. This was the primary step to finding our 2 entrepreneurs and 12 production workers. It also provided a baseline against which to measure the impact this project will have on the community.

4.3.4 Project Launching Ceremony:

On the 14 November, 2014, the project was formally inaugurated. The event was attended by the most senior member of BSIC's Khagrachari branch - the local councilor - Milan Dewan, the Executive Director of ALO - Arun Kanti Chakma The event and details of

the project received press coverage in The event was topped off by a Handloom and Waist loom Fashion Show and a Cultural Programme led by Young Star youth club members.

Objectives:

1. To inform local people and elites about ICSE project. Give a short orientation on ICSE women and youth entrepreneurship development project of VSO.
2. Make people aware of the concept and aim of Community Action Days
3. Create greater interaction between volunteers and youth club members
4. Engage local elites and community people with ICSE project
5. Create goodwill of ICSE Volunteers in local community.
6. Get to know local volunteers



Picture 4: Project Launching Ceremony

4.3.5 Market Survey:

2 market surveys on the Handloom and Waist loom sector have been conducted by the ICSE team. One of the surveys was conducted at Khagrachari market and another was in Rangamati market. Information has been gathered through the market surveys on handloom and waist loom production, products, pricing, raw materials and machineries.

4.3.5.1 Importance of Market Survey:

Conducting a market survey helps small business owners understand the roles of market trends that plays a vital role on small business. This then helps business owners tailor their business practice to suit their targeted demographers.

4.3.5.2 Way of data collection:

To conduct our survey we made a questionnaire initially, which included a range of questions. However it became clear that was really challenging to conduct a market survey formally with a questionnaire paper. That is why the data collection methods were informal interview and observation methods.

4.3.5.3 Survey Area:

Khagrachari Rangamati Cox's Bazaar

4.3.5.4 Entities and individuals that we have visited:

4.3.5.4.1 Khagrachari :

We have visited Boyon show room, Bain show room, Rain show room, Paharika show room, Banani show room,3 unbranded textile stores,3 footpath sellers, Handloom producer Monita Tripura

Findings from Khagrachari:

- No significant handloom products are produced and sold in Khagrachari
- Khagrachari is a significant market with much demand of handloom products
- The number of shops selling handloom/waistloom products is increasing indicating increase demand
- Provided that we can produce high quality products at sufficiently low cost to compete with Rangamati's products we would benefit from lower logistic costs and react more quickly to local demands.

Pricing and Costing:

Items	Prices	Cost
Three pieces	400-1200	300
Bed sheet	300-2000	240
Fatua	200-350	160
Towel	100-150	80
Canopy	300-500	240
Panjabi	300-750	240

Most popular Khagrachari:

The most popular handloom and waist loom products in Khagrachuri were 3 pieces and Penong Khadis for women; towels, lungis and fatua were popular for men. (It is worth noting that in Rangamati Panjabis were also very popular for men.)

4.3.5.4.2 Rangamati:

We have visited Bain textile mill and show room, Tantuz textil mill, Show room of fashion designer Tenzing Chakma, 2 unbranded raw material stores, 1 raw material footpath seller, 2 footpath waist loom sellers, 2 textile footpath stalls, 1 (basic unbranded) clothes shop selling textiles, 3 Rangapani waist loom production houses Organized a focus group discussion with NGO professionals and experts within the textile industry

Findings from Rangamati:

- Design is the key determinant of price for handloom and waist loom products
- The business structure varies between waist loom and handloom with handloom producers being employees, whilst waist loom producers generally are self employed selling either to markets or “middle men”

- Workers in handloom mills are paid largely by piece rate, with general daily earnings of 300-400tk per day, whilst experienced waist loom producers would earn an average of 375tk
- Traditional clothing has become more popular in the past few decades amongst educated indigenous people making the market more profitable
- The skills required for the waist loom take a long time to gain and are generally passed down in families, however there are fears that new generations are not gaining the skills so finding production workers may be a challenge
- The level of skill required for the handloom is significantly more achievable with training
- Many textile mills dye their own products but this is unlikely to be economic for a new small business

Pricing and costing:

The following information was gained from visiting a small scale waist loom producer in Rangamati

Production costs of two Penongs and Khadis: Raw material costs: 2279 BDT, Labour costs (wage of production worker): 8400 BDT

The final selling price of two Penongs and Khadis is 13,000 BDT

The middle man therefore makes a profit of 2,321 BDT

The time taken to make these items is 45 days, therefore production workers earn just 187 BDT per day, however the work takes place alongside other household work so do not work intensively

Items	Prices	Raw material Cost
Jumper	500-600	240
Cape	500-600	240
Thin Blanket	Up to 2000	450
Scarf (Maflar)	150-200	100

Canopy	600-1200	450
Waistloom Penong Khadi	4500-17000	1138-1175

4.3.5.4.3 Cox's Bazaar:

We have visited Burmese market.

Findings from Cox's Bazar:

- Once the local Rakhine community of Cox's Bazaar town produced their own handloom and waist loom products which were sold in the Burmese market;
- Rapid growth of the Burmese handloom and electric power loom production in Myanmar has squeezed out local production;
- Customers buy more Myanmar produced items than Rangamati produced items;
- Popularity of Burmese items is due to cheapness and uncommon designs. Quality is not necessarily better though.

Learnings from Cox's Bazaar:

- Entrepreneurs are at risk from shifting market demands if they do not constantly innovate their products;
- Uncommon designs are particularly important in order to compete with large scale cheap products from Burma

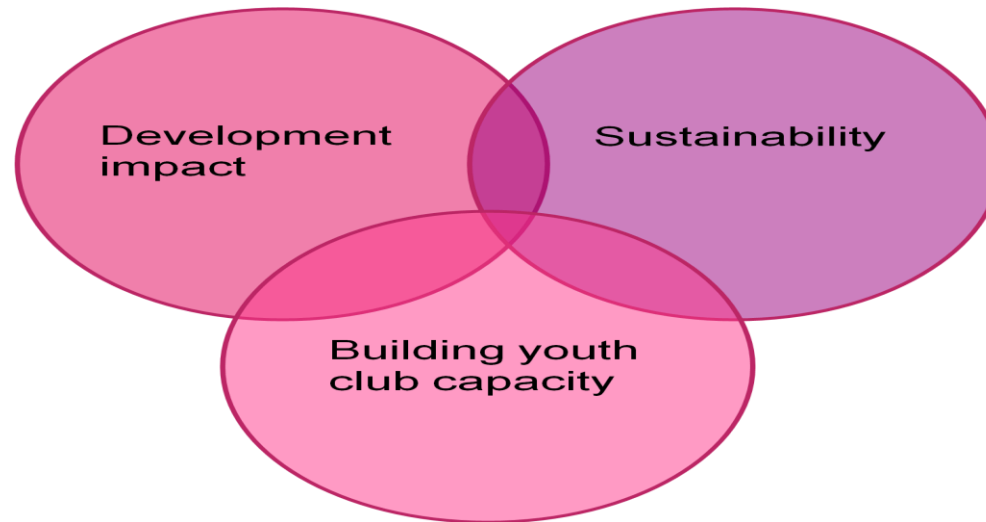


Picture 5: Market Survey

4.3.6 Community Action Day's (CAD):

1. To help solve the social issues in the communities in which we work, so as to improve the living standards of its inhabitants
2. To build capacity within the youth clubs in order that they can deal with the issues in a sustainable manner
3. To help solve the material problems in the communities in which we work, as to improve the living standards of its inhabitants
4. To engage with local communities and youth clubs with which we are working with in order to gain support for our wider project aims

4.3.6.1 CAD objectives:



4.3.6.2 Cycle one CAD's:



Project launching and health camp



Computer programme



GCD on the environment



Young Star club and toilet clean up



Clothes distribution



Education day

Picture 6: CAD Picture

4.3.6.3 How successful were they?

Significant development impact	Health camp & Environment lecture and litter pick	Education day	Computer program
Some development impact			
Little development impact	Clothes distribution		Club and toilet clean up
	Not sustainable	Somewhat sustainable	Very sustainable

4.3.6.4 Example of CAD reports (Education Day):

CAD: the importance of education

Objectives

1. To motivate the children attending the public school in Khabonpuria and to inspire in them a passion for education by showing the impact it has and giving them something to aspire towards.
2. To contribute to the long term improvement of educational standards in Khabongpuria by providing quality educational equipment to children from families who cannot afford it easily

3. To empower the Young Star youth club to feel that they have the capacity to run community programmes even without out the support of the ICSE team
4. To show the village of Khabongpuria a CAD ran by the local volunteers, with a relatively small budget, reasonable scope and yet with significant impact. This will be useful in terms of expectations for the next cycle of volunteers



Involvement

ICSE volunteers: organized by Pronay, Rob and Tahseen; assisted on the day by Christina; attended by Paula, and Rifat.

Young Star club volunteers: Milon, Ripon, Trishita, Hermanta, Panic, Rakhi, Kingshouk, Sonouk, Dolly, Sokos, Sima, Diganta, Kapil, Bidarshan, Suman

School staff: The head teacher and two other teachers, Citizen community members: Vubhonesser Chakma and Dhiman Kisha

School children: around 60 ,Local community members: audience of around 30 parents and family

Cost-9,240tk

The amount budgeted by the ICSE team was 15,400tk owing to the uncertainty over the costs of these materials. We are therefore grateful that ALO managed to purchase materials for a much more reasonable cost.

Achievements

1. **Inspiring a passion for education. Achieved (in a small way)** Attainment of this objective is difficult to quantify. It is possible to say that, however, the children concentrated throughout the day, did some fantastic work and listened intently to a number of speeches impressing upon them the importance of their education. The teachers were grateful for the efforts of the team and said it was useful to have the message given by members of the youth club who are much respected by the school children.

Awards for performance in educational competitions as well as the best results in the exams (from each class), clearly impressed that concentrating on your school work is something that should be praised, whilst the prizes given were also of educational (geometric sets).



Picture 7: Education CAD

2. **Improvement of educational standards. Achieved** The materials given to the school are obviously not going to last forever, however they will give the children quality resources to use for the next few months (writing pads, pen, pencils). Other resources given will potentially last longer (rulers). During this time the children will hopefully learn enough that we can consider that we have had some measure of impact upon the children's educational achievement.



- Youth club empowerment. Achieved** This can be considered the greatest achievement of the day, as the youth club members were involved in every part of the day. A strong core team of youth club members were heavily involved in organizing the day (Sonouk, Diganta, Trishita, Ripon). On the day some youth club members were given specific roles (Trishita gave a speech, Ripon created the maths test, Hermanta and Panic were in charge of running the test and controlling the two class rooms, Sima was in charge of making and writing the certificates, Diganta was in charge of photography etc.)

It appeared that the youth club members enjoyed the day. The success of the day made it clear to them that they can organize events for the benefit of their community without any assistance from external sources such as ICSE volunteers. Whilst I did create a structure and oversaw the planning and the day itself, the local volunteers were generally one step ahead, whilst the most successful part of the day (engaging with the school children educationally) cost just 800tk including snacks.

- Setting reasonable CAD expectations. Achieved** The 60 school children who were involved in the day are likely to inform their parents of the day, whilst the audience of family members will be aware of how the CAD worked in bringing together a large number of community members and volunteers to help more marginalized members of the community (Children from wealthy families and those who pass scholarship exams, generally go to better schools than the local Khabongpuria primary school. According to the head teacher, 80% of the children are from families who would struggle to buy writing pads).

This CAD will be a useful example for next cycle of volunteers to use. As the only other high profile CAD was focused (at least from the community perspective) on the cultural programme; the cultural programme arguably set unhelpful expectations about CADs.

4.3.7 1 Entrepreneur and Business Development Training:

ICSE 1st cycle arranged 'Entrepreneur and Business Development Training' with 11 entrepreneur candidates. In the training the trainees received training on business plan writing, book keeping, design, HR management & leadership, health and safety, legal issues etc. The training was held from 22 December, 2014 to 24 December, 2014.

Training Objectives:

- To develop entrepreneurial and business skills of eleven participants.



- To develop a list of long term mentors that the entrepreneurs can always go to for advice.
- To assess the enthusiasm of the participants towards learning and the project.
- To motivate all participants to pursue entrepreneurship.

Training Content Evaluation:

The program included eight training sessions that covered a range of topics we and our partner NGO ALO felt were vital for the development of our entrepreneurs. As well as the sessions the participants were also given the chance to take part in a focus group discussion with an existing local entrepreneur. The content of the training was concluded with a field trip.

Day One

The first two sessions were HRM and Leadership Qualities, these were discussion sessions given by Mr. ASM Sahriar Reza who is the Deputy Director of the Department of Youth Development, Khagrachuri. In these particular sessions the emphasis was on the motivation of production workers and how to manage and lead them effectively. The content also included advice on the inclusion of the production workers families in the form of recreational activities outside of the workplace in order to develop the relationship between worker and entrepreneur. It was evident from our participant feedback questionnaires that this session was a success because one of our participants mentioned that a positive of the whole training was that they were made more aware of the importance of worker and owner relations. Our third session was Business Plan Writing delivered by Mr. Sahidul Islam who is a BISIC Official, Khagrachuri. This session was a lot more interactive for the participants. The content included not only discussions on how to format a business plan but also every participant received a handout. The handouts consisted of a business plan template including sources of costing, budgeting, product name and all the other components. The session concluded with the participants being given homework to fill in the template and develop their business plans further. This session also proved a success with the participants and was mentioned as one of the positives of the whole training.

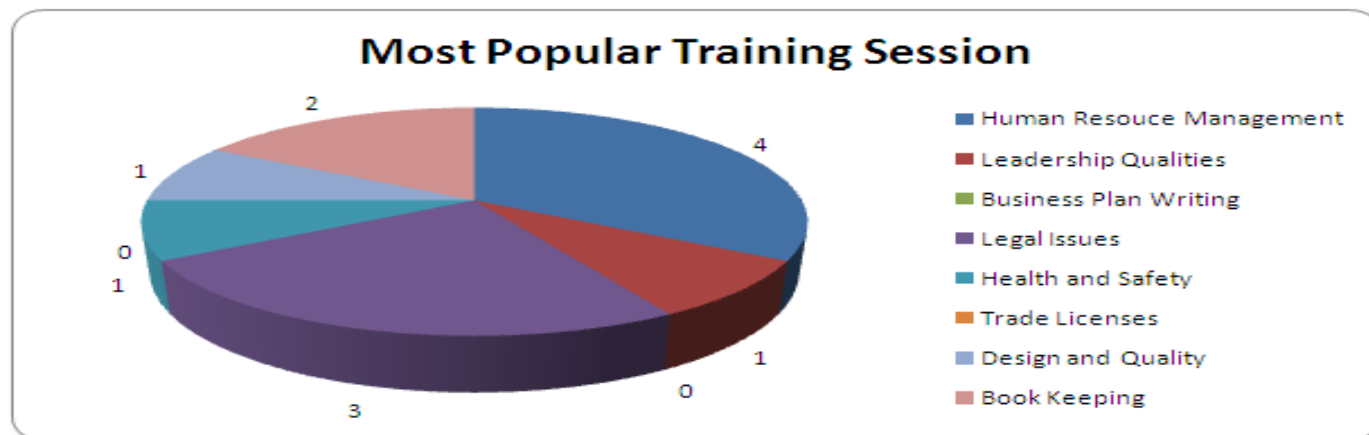
Day Two

The first session of the second day was given by Dr. Dhornista Chakma who is a MBBS doctor. This session focused around the basic health issues of the production workers especially women. From this session recommendations were given that pregnant workers should be given maternity leave three months before the birth and three months after. It was also recommended that workers be required to wear Power Glasses whilst they are working. From our feedback it was clear to see that the success of this session was rather ambiguous due to the quality of the trainer. This will be discussed further later. The second session of this day was delivered by Arun Kanti Chakma the Executive Director of ALO. The session was focused around Legal Issues and was supposed to be given by a

local lawyer but unfortunately there were not able to make the session at the last minute. The content consisted of basic rules including the International Standards of working hours for the production workers (eight hours). The session also included advice in terms of production worker holidays and in particular religious holidays. The content also included the importance for enterprises developing rules for their specific business. The last session of this day was advice about Trade Licenses and was delivered by Mr. Sahidul Islam as mentioned previously. In this session the entrepreneurs were given suggestions on how to manage trade licenses and where to get a trade licenses from. Most importantly the session included the conditions the enterprise needed to meet in order to get a trade license such as a stipulation fee and proprietor photograph. The licenses need to be renewed every year we suggest the entrepreneurs have more support with this process. It was stressed in the suggestion that timing is key, the earlier in the business the trade license is applied for the better. This will help avoid any potential legal difficulties once production and sales have started. The Khabong Paria trade license will need to be collected from Khagrachari municipality, the Headman Para license from Parachara Union Parishad.

Day Three

The first session of the day was delivered by Diponkar Chakma who is the Chief Accountant of ALO. The content was based around basic Book Keeping for small enterprises. The basic rules of accounting were presented to our entrepreneurs. In particular the session stressed the importance of keeping records and using stationary such as a record book and a log book. The final training session of the program was delivered once again by Mr. Sahidul Islam, this time he was delivering content on product Design and Quality. He stressed that when making the design of the cloth the entrepreneur should always consider the mentality of the consumer and the community background of the consumer.



Focus Group

The focus discussion

Discussion

group was delivered

by Sudorsan Chakma who is the owner of the only Mushroom Seed and Farming Institute in Khagrachuri. Sudorsan Chakma was particularly a good example for our participants as his business started in a similar situation to our entrepreneurs as initially he was given financial help from the UNDP. Throughout the focus group Sudorsan mainly focused on the Four Ps (Price, Product, Place and Promotion) and stressed the importance to our participants of identifying the correct marketing mix for their individual businesses. The session was very interactive and was a chance for the entrepreneurs to ask their questions and see a local success story.



Field Trip



The conclusion to the whole program came in the form of a field trip visit afternoon for all the participants. The first stop was to the BISIC Training Mill; here the participants could be exposed to a training environment. It was hoped that from this exposure it would inspire our participants to start thinking about training their own workers. This will be a positive impact for Cycle Two when production worker training is being organized as the chosen entrepreneurs will have relevant insight into how the workers can be trained. The last session of the whole program was a visit to the BISIC Industrial Zone of Khagrachuri. Here the participants were exposed to a variety of machinery that is involved in this sector. For example here there were two types of Hand Looms a Pig Loom and a Frame Loom. The participants were given a chance to speak to production workers and find out which machinery was the best both for quality and for the comfort and health of the workers. It was suggested that the frame was marginally more comfortable but the pig loom created better quality.

Trainer Evaluation:

In our trainer and mentor section we made sure we used lots of different avenues. Particularly it was important for us to involve the Department of Youth Development. This will make it easier for Cycle Two when they are looking for further mentors as some connections have already been made.

Mr. ASM Sahriar Reza (Deputy Director of the Department of Youth Development, Khagrachuri)

From our feedback questionnaire Mr. Reza received a glowing report. The participants noted him as a good speaker who provided them with clear concepts. It was to his credit that one participant noted that a positive of the whole program was that the trainers made relevant discussions rather than going off topic.



Mr. Sahidul Islam (BISIC Official, Khagrachuri)

It is a credit to Mr. Islam that his dedication to helping our project and helping the Indigenous community is vast. He provided a more interactive training environment for the participants. From our feedback the participants enjoyed the training when it was more interactive and less discussion based. It was noted though that he may not be the best speaker but his efforts to use other methods such as handouts were appreciated. A comment about his first session on Business Plan Writing was that it was “Super”.



Dr. Dhornista Chakma (MBBS Doctor, Khagrachuri)

Dr. Dhornista Chakma was very helpful to us in that she filled in for us at the last minute when our previously arranged doctor fell ill. It was to her credit that content she delivered was appreciated by our participants. It was noted in the positives of the feedback questionnaire that the participants were really interested in the Health aspects of this particular sector. Unfortunately it was also noted in the negatives of the feedback questionnaire that Dr. Dhornista Chakma was not a good speaker and this detracted from the useful content she was delivering. This was a cause for concern for us and is something we will evaluate in our future improvements section of the report.



Mr. Arun Kanti Chakma (Executive Director of ALO, Khagrachuri)

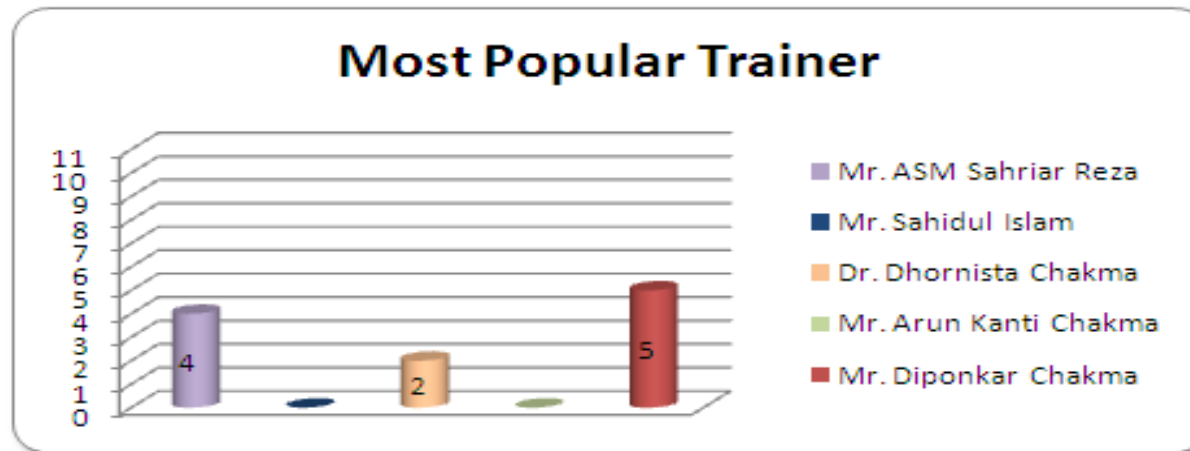
Similarly to our doctor our previously arranged Lawyer let us down at the last minute and we owe a massive thank you to Mr. Arun Kanti Chakma in that he carried out the session for us. In fact we cannot thank him enough the content of his session was the second most popular of the whole program and he also scored highly in the favorite trainers section of our feedback questionnaire. The participants noted that his delivery was clear and concise.



Mr. Diponkar Chakma (Chief Accountant of ALO)

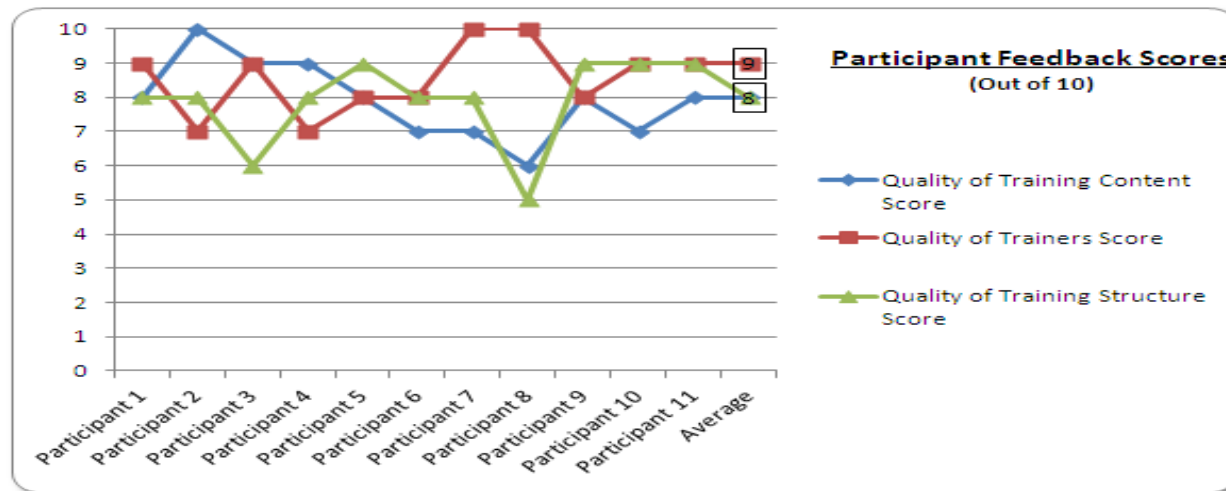


From our feedback results it is clear to see that Diponkar was the most popular trainer of our whole program. The participants noted that while Mr. Reza was a good speaker Diponkar was a good teacher and made sure the content was set in their brains. It is also a credit to Diponkar that he made a content that can sometimes be deemed tedious enjoyable and interesting.



Structure Evaluation:

To start on a positive, on average in our feedback questionnaire we received eight out of ten for our program structure. This for us is a positive sign. Delving more into the qualitative feedback it is clear to see that the participants were less than happy with the structure of the program. It was remarked in terms of the negatives of the whole program that some of the sessions were too long. Another comment in terms of timing was also made in regards to the Trainers who often did not turn up on time. It was also commented that there was not enough recreational activities included; the participants enjoyed the Team Building exercise that was given and would have liked more similar activities. In light of this feedback I would advise future volunteers to decrease training session times to less than an hour and a half. As well as arranging more recreational sessions I would also advise them to encourage the trainers to include more interactive sessions within their content so that the participants are more engaged and less likely to get bored.



Difficulties:

- In light of the feedback questionnaires the biggest problem of the training was the Health and Safety session. Even though the content being delivered was useful and well received by the participants the method of delivery was not as successful. We understand this may be due to Dr. Dhornista Chakma having to fill in for our previously arranged doctor at the last minute. We would advise future volunteers to ensure that trainers are capable speakers as well as being good in their chosen field. This will ensure that the content delivered is memorable to the participants for the right reasons. A suggestion to the next cycle would probably be to repeat this session maybe when covering Health and Safety of the production shed with the fire department.
- Another comment made in the feedback questionnaire was that the trainers did not always turn up on time. We as a team saw this as a problem too. All the trainers were given the schedule previously and were made aware of the time they were needed. For us unfortunately this was something that we could not control instead it was something we had to manage. We would advise future volunteers to be prepared for this outcome with time fillers some examples of ways we attained this are mentioned below in our achievements.
- A final difficulty that was faced was that as well as the doctor not being able to make the program the lawyer we previously arranged was also unable to make the training on the day. This was once again out of our control for future volunteers though

we would definitely advise that they always have a backup plan. This could be extra emergency sessions or read up on the topic their selves so that they can provide the participants with at least some information on the topic and the rearrange the meeting with a professional at a later stage. Luckily for us Mr. Arun Kanti Chakma was on hand to help us!

Achievements:

- The training program gave us an opportunity to see the entrepreneurs in a working environment. Prior to the training we had a preliminary idea of the two successful candidates who performed well throughout the selection process. Throughout the training though another of the participants really engaged themselves and shone throughout the whole program. Without the training this participant may have been overlooked luckily now though all three potential entrepreneurs can be assessed again and we can ensure that our chosen entrepreneurs are correct.
- The training has provided our potential entrepreneurs with some tools to be successful. In addition to this the training has also provided nine other community members with the same tools so that they too have the scope to be a successful entrepreneur if they ever are able to in this sector or any other sector.
- For us as a team a major achievement was overcoming some of the difficulties mentioned previously. A time gap arose on the second day while we were unsure whether the lawyer arranged was going to turn up. In order to keep the participants engagement high Rifat and Mizan delivered personal motivational stories to the participants that were of interest and inspiration. As well as this Christina involved the participants in a Team Building exercise, the participants had ten minutes to build the highest free standing tower out of only paper and paperclips. After the tower was completed the participants were asked to assess their performance as a team and consider how they could have worked better if they had the opportunity to do so again. It was a success for us because we overcame an obstacle and it proved to be a success from the feedback we received.

Improvements:

- From the feedback questionnaire it was clear to see that we misjudged the need for recreational activities in our schedule. If we could do the training again we would definitely add in more activities where the participants could have some fun and also gain an entrepreneurial lesson. We would also encourage the trainers to add some more interactive content into their sessions rather than just discussions.
- Another improvement we would make would be to ensure that the timing of each sessions were appropriate to the content. If we could do the training again we would advise the trainers of the more taxing sessions to keep the content concise so that the participants do not lose interest.

- In our feedback questionnaire we asked our participants what improvements they would make to the training, one suggestion was to include more design training. This is a valid point and is something that can be delivered in cycle two while the production training is being carried out. We also feel it was important to keep the training relevant to all sectors so that all participants could gain from it.
- A final improvement we would make to the training would be to ensure that all the trainers were good speakers and good teachers as well as just being good in their field. We could do this by assessing their previous training experience so that we can ensure that all trainers are as well received as Diponkar Chakma was.

Final Conclusions

- The most important conclusion is that we achieved the objectives we set before preparing the training. All participants are now equipped with robust skills to start their entrepreneurial journey.
- We can also conclude that the problems of this training will not be repeated. We will make a conscious effort to pass on the improvements and participants suggestions to the volunteers in cycle two so that they can be adhered too in future training.
- We can finally conclude that training on the whole was a success we scored highly in our quantitative feedback questionnaire and also in qualitative terms too. Two of the participants noted that the only improvement that could be made is for more good training to be carried out. Who can argue with that!

4.3.8 1 Basic Organizational and Business Development Skills Training:

This was the first training delivered by ICSE 1st cycle. The training was held from 26 November, 2014 to 28 November, 2014 with the participation of 45 youths from 2 youth clubs. In the training beneficiaries received session on important professional skills such as leadership, team work, business idea generation, CV writing etc.

Programme	Main subject areas	
Basic skills on business development and entrepreneurship	Leadership	Entrepreneurship
	Business Development	Basic Accounting, CV writing, sells and marketing

Impact of training on our project:

In essence, the impact of training on our project was great. We tried to give different knowledge based on basic skill on business development. The contents of our training session were like Team-building Exercise, Personal story and Motivation, Presenting Skills, Basic Accounting, Leadership, Project Management, Entrepreneurship Reality, Sales & Marketing, General Business. These topics have helped a lot understand the basic things of a business.

Team building exercise is quite an important aspect of a business. In business one has to work with a team where different people from various identities and culture work together. For a successful business entrepreneur it is a prerequisite of having the qualification of working in a team or group. Through our training we have tried our best to give this opportunity to our participants as a firsthand experience of working in a team. “We did not know how to work in a team or how to give importance on other’s opinion before taking part in this training, but after being trained we have known it clearly which will help us work with a team in our future life”, said a participant in a feedback sheet. Narrating the importance of team building a participant wrote in a feedback sheet, “Actually the importance of team building in our everyday life is vital but we did not realize it before. From today we will use this knowledge and I hope it will bring good result in our business and everyday life as well.”

To be an entrepreneur is always a challenging job. People sometimes fear to accept challenge in business but in business there is always a risk, to receive this challenge people need personal and motivational story which will teach them and encourage them to take the challenges and overcome the challenges. “I always thought that I was not the right person for business. Hearing the motivational and two personal stories from these two successful entrepreneurs I think I can be a good businessman in my future life”, said a youth club member who came from Headman Para.

Presenting skill for an entrepreneur is significantly necessary. To uphold one’s products on market or to the customer, it is a mandatory qualification for an entrepreneur being a good presenter. An entrepreneur has to deal with many people to sell his/her products or to catch the market better. Presenting skill brings extra benefit for a business person. Sooner after the session on

presentation skill a participant explained with joy, “I have never learned such a thing in my life. I could talk frankly before my friends and always feared to talk before strange people but having this training session I would have been able to present myself before new people.”

Almost all the participants were literate that reflects the basic primary education. It does not necessarily mean that they all know the basic accounting. Through our session on basic accounting participants have learned many things which are primarily necessary for a business person or an entrepreneur. “We have got a clear image of a business institution from this training and about the risk management, cost minimizing and profit maximizing” a participant from young star club said in her feedback sheet.



Picture 8: Training on Basic Skill on Organization and Business Development

Entrepreneurship Reality shows an insight to people who are potentially going to be an entrepreneur in future. In a business like business in clothes sector it is quite challenging for a new entrepreneur to enter into a established market. To break this barrier or make the way easy a entrepreneur should have considered or seen the reality of entrepreneurship which ultimately helps him/her to understand the situation better. Being known the entrepreneurship reality a participant said she had been impressed seeing the reality of entrepreneurship. Though it is challenging and risky but inner sight of a business or especially for an entrepreneur is interesting.

The most important part of a business is sales and marketing. Starting from buying raw materials to production an entrepreneur or business person keeps his/her eyes on selling the products on market. Today with the pace of time the things have been changed largely. Marketing or in other words proper marketing is significant for a successful business. For an entrepreneur it is more important to have skill on sales and marketing. Participants showed their own sales and marketing skill through a game which was conducted just after the session on sales and marketing.

4.3.9 Global Citizenship Day:

Topic: Climate change and the environment

Date: 13th December 2014

Attendees: Climate change presentation- 25 youth club members, ALO deputy ED; clean up- 22 youth club members over both villages and 20 local children over both youth clubs

Cost: 7,800tk

Objectives:

1. To increase awareness of the issues surrounding climate change, particularly important as Bangladesh is the country most vulnerable to its effects
2. To increase awareness of environmental issues in the local environment
3. To clean up the villages where we are working
4. To increase engagement in the village of Headmanpara
5. To organize a successful event together with club members of the two youth clubs

Progress on objectives:

1. **Achieved:** Using a presentation prepared by Angali (VSO volunteer based at ALO) and Rob and presented by Zahid, we gave a basic introduction to the topic of climate change, its causes, effects and ways to reduce its impact. With in depth discussions and a speech from a senior employee at ALO, the topics were explored in more detail. Both presidents of our youth clubs made significant contributions, whilst Mizan spoke of his experience in the North West of Bangladesh and the need for improved defenses against the effects of global warming.

We asked the youth club members the same two questions at the start of the day and the end of the day:

How will Bangladesh be affected by climate change?

What can I do as an individual to slow/reduce climate change?

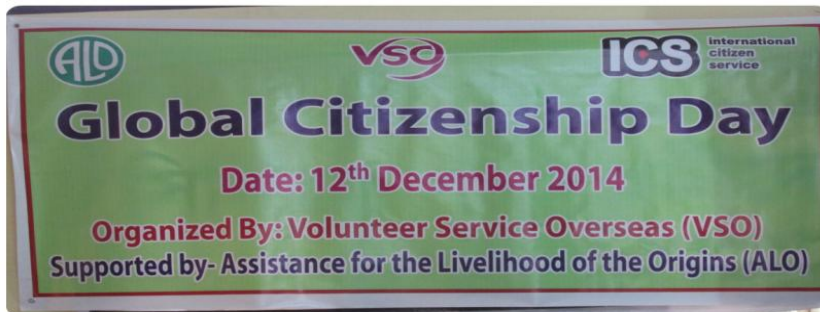
There were significant changes in the responses given, before the presentation and clean up the biggest impact was considered changing seasons and the actions suggested were being careful about the environment. Following the day people considered the more specific impact of rising sea levels, increase frequency of cyclones, but also of drought.

- Achieved:** Both the discussion at the training centre and the clean up highlighted the importance of the local environment. Littering is a key issue in both villages, with insufficient systems of waste management, there is no coordinated method of collecting waste, some households bury their waste, and others burn it, whilst a number just throw it out in to secluded areas such as bushes near the river bank. Along the roads and near amenities such as schools, youth clubs and shops there are no bins, so waste such as confectionary wrappers and cigarettes build up. By the end of the day the youth club members were more enthusiastic about avoiding littering and more informed about waste management, particularly the damage that burning their waste (especially plastic) and understanding the need for the community to interact with government entities to make the local environment safer and tidier.
- Partly achieved:** Given uncertainty over the local amenities in relation to waste disposal in the local area, despite extensive talks with senior officials from the municipality, the clean up involved picking up only plastics. As a result from an aesthetic standpoint the areas were still not cleaned in a manner which would be preferred, however the most damaging waste in the area is the plastic so the clean up should be considered a success.

Less impressively we had intended to obtain a number of bins for the local area from the municipality in order to make the clean up more sustainable. Despite a commitment from the Mayor, he provided only one bin so this is an activity which could potentially be taken up by future cycles.

4. **Partly achieved:** The engagement with the village of Headmanpara has not been as successful as Khabongporia due to the fact that we live in the later. The location of the Hill Star youth club means that when we visit we do not interact with the village at large. The clean up therefore allowed us to go to new areas of the village, interact with new people and create a link with the local children’s home. It is anticipated that the community action day with the Hill Star youth club will now be for the benefit of the children’s home.

5. **Achieved:** Tahseen organized two members of each youth club to invite the members of the youth club to the discussion section of the day and create a banner for the day as well as co-ordinate the youth club and involve school children in Khabongporia and a children’s home in Headmanpara for the clean up in the afternoon.



4.3.10 2 Venn diagram:

Picture 9: GCD

Two venn diagrams, one in young star club and another one at hill star club, were done by youth club members. In the venn diagram youth club members mapped local institutions which are important for business.

4.3.11 Mid Phase Review (MPR):

Over a weekend period, around week five or six of our 12 week programme, the team will stay together in a residential setting. The purpose of MPR is for you to facilitate reflective learning sessions and set action points for the remainder of the programme. It was an opportunity for us to share our work and experiences with the other volunteers, hear how everyone else is getting on, and plan for the rest of the programme. It's a fantastic opportunity to strengthen and improve team dynamics, take time to consider your personal development and participation and to relax!

PART – 4 (AFTER PLACEMENT)

4.4.1 Final Debrief Presentation:

Finally before departing, we had also take part in a two day Debrief organized by the team, wherein we will evaluate team, individual and project outcomes. We will use this opportunity to prepare relevant and appropriate material from our projects to hand over to the next ICSE team. All three workshop events have been highly valued by volunteers in the past as they provide time for reflection outside of the community, build relationships across our team and have some fun.

Chapter – 5

My Contribution as a Team Leader during the phase of ICSE Project (cycle-1)





PART – 1

5.1 Leading the team:

Being a team leader my core responsibility was leading the team. Adhere to the VSO ICS code of conduct, acting as a role model to volunteers at all times. Complement staff welfare visits, offering day to day support to volunteers. We went to ALO office to demonstrate an understanding of the programme aims and objectives. Support volunteers and participate in the planning and design of community events and sessions. We need to act as a facilitator so whenever any volunteer needs anything or faces any problem they told us and we helped them on that matter.

5.2 Managing Team Meeting:

Another important task was managing team meetings. Each and every week we sat for a debrief, where volunteers notified us what they have done during this week. What kinds of problem they have faced, how they can manage these things. However, I and Paula collect weekly plan from the volunteers what will they do in the next week based on priority. If any volunteers don't understand anything we helped him make his or her weekly report. These team meeting were so formal, we fixed an agenda every time and at the end of the team meeting we asked for AOB.

5.3 Financial Planning and Controlling:

In these 12 weeks of ICSE programme, we need to operate most of the finance issues. In every CAD's, GCD, Training, field trip, and Team building activity we need to plan a budget and if volunteers have done it then they showed us. Then we submitted it to our Project Officer or in accounts of ALO. We collect all the money and distributed it properly. Volunteers need to give us the receipts and we checked it gave it to the PO. Also, we need to do some planning how we will expense our money as because it was lots of money in small area. However, if we cannot expense that money it will go back to UK. So, some people or the community may not be getting the

benefits from ICSE. For Example: These are the post MPR budget and we need to disburse it properly, so we had done planning on it, how will we manage these money.

Khagrachari Hill District

SL	Activities	Expend (BDT)	Remarks
1	Basic Skill and Business Development	71420	
2	Team Building and Picnic	12000	
3	Launching Ceremony andd CAD	27000	
4	Learning Visit at Rangamati	47400	
	Total=	157820	

Cycle 1	Allocated Budget	1057200
	Expended	157820
	Unexpended money	899380

NB. this is a rough figure

5.4 Writing Weekly Reports:

During this phase of time I and my counterpart team leader Paula willamson has written weekly reports. That includes day to day works, our role, team building, Learning of this week, Challenges that faced, medical issues, recommendation. Though this is confidential, we have worked together on it at night. Here is an example of week 2’s report that how we did it.

Weekly report

Report has to submit first working day of next week **Name of Geographic Region: CHT** **A. Programme:**

SL . N o.	date	Planned activities	Present status of the activities	What was your role	Comments
1.	03.11.14 Monday	-Baseline survey -CAD budget planning -redoing of lost baseline surveys	- The majority of baseline surveys were completed. -a potential project participant was identified. -volunteers drew up a budget for the CAD. -Pronay redid one baseline survey	-Paula accompanied Rifat in meeting this potential project participant. -Pronay redid one baseline survey.	-Useful information and leads have been generated from mixing with the local community sociably. -The potential project participant was not a youth club member and is not connected to the youth clubs through family member. She is skilled, driven and in financial difficulties. She is a good candidate for this project. She was encouraged to join the Youth Club. -5 baseline surveys were lost. It is unclear how this happened. Such important documents are now being kept in a document box in Young Star Club. -Although one father was initially angry that volunteers were asking baseline related questions a second time, Pronay placated the father and won him round by explaining that this visit was in order to talk to youth club member parents and inform them about our project.
2.	04.11.14	-Hills club	- Volunteers spent the	-TLs are redoing	-although it was a shame to lose the baseline surveys, the

	<p>Tuesday</p>	<p>baseline surveys</p> <p>-Redoing of Young Star baseline surveys.</p> <p>-a baseline survey was conducted with a potential new Young Star club member.</p> <p>-team lunch with one of the host mothers.</p>	<p>morning and afternoon doing baseline surveys at Hill Star club.</p> <p>-Volunteers introduced the programme to Hills Star Club members.</p> <p>-Pronay and Paula re-conducted one baseline survey together.</p> <p>-Rifat and Paula visited the potential new youth club member and conducted a baseline survey with her.</p> <p>-The whole team were invited to lunch at the home of one of the youth club members.</p>	<p>lost baseline surveys.</p> <p>-initially the lunch invitation had only been for the UK volunteers and Bengali volunteers were excluded. Paula contacted the host home's daughter, who she is friendly with, and asked if it would be possible to invite a mixed group of UK and volunteers so that the Bengali's don't feel hurt at being left out. As a result all ICS team members were invited.</p>	<p>chance to revisit some of the homes of youth club members turned out to be a blessing in disguise. The lost baseline surveys had all been done by the same ICS volunteer. The delivery style of this volunteer had perhaps not been sensitive enough. Some of the interviewed family members had therefore been left feeling concerned. Pronay was able to reassure dispel concerns by making a special effort to talk to the parents of youth club members.</p> <p>-10 youth club members turned up to take part in the Hills Star baseline survey. Baseline surveys were filled out in the club rather than at youth club member's homes. This was an unexpectedly large turn-out and is a promising suggestion of the enthusiasm of Hill Star youth club members towards this project.</p> <p>-Most of the Hill Star club members are too young to be entrepreneur or production worker candidates. Many do however have family members who have wasitloom skills. Unfortunately, because baseline surveys were completed in the club house, volunteers did not have the chance to meet these potential candidates for the project.</p> <p>-TLs or other team members can visit these skilled family members to promote the programme to them.</p>
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					<p>-Mizan had previously been less involved in project activities. However at the meeting with Hills Star club members Mizan gave an impromptu motivational speech. He clearly has inspirational presentation skills that are useful for drumming up support for this programme.</p> <p>-the ICS host home lunch was a great success and broke the ice between the Bangladeshi volunteers and the host family in question. It also turned out that the host mother is a skilled waistloom weaver. The volunteers admired her handicraft and the Bangladeshis in particular expressed admiration of her craft, winning her over with their praise. Tahseen in particular has excelled in making friends with the Chakma parents of youth club members.</p>
3.	05.11.14 Wednesday	<p>-Finalizing of training topics and identifying sources of potential trainers.</p> <p>-inviting doctors to CAD health camp.</p> <p>-planning for fun ice-breaker with</p>	<p>-Volunteers came up with 12 topics and identified a number of locally available sources for trainers.</p> <p>-Rifat contacted 3 different doctors who might be interested in taking part CAD1's Health Camp.</p>	<p>-TLs encouraged volunteers to be productive. Those who were currently free were asked to work on the training session.</p> <p>-TLs reviewed required tasks for CAD1 and worked with volunteers to delegate</p>	<p>-Some of the doctors expressed concern that permission may be needed from the medical council before they would be allowed to take part in the youth camp. This information was communicated to Menpong Da. As such official matters can take time to sort out, it was decided that it would be best if the ED of ALO made the appropriate inquiries as he is a senior and well connected member of the community.</p>

		<p>both youth clubs.</p> <p>-meeting with Marketing trainer.</p>	<p>- Pronay talked with the Marketing Trainer and gained information on the previous types of training this community has received.</p> <p>-it turned out that the Marketing Trainer had helped develop the ICSe CHT Project Planning tool. Pronay gained lots of useful information on large handloom markets and production areas in CHT.</p>	<p>responsibilities amongst themselves.</p> <p>-Pronay talked with Marketing Trainor.</p>	
4.	06.11.14 Thursday	<p>-development of CAD promotional materials</p> <p>- Volunteers sat down with Menpong Da and</p>	<p>- volunteers designed a poster promoting the Youth Club.</p> <p>- Menpong Da gave more economical suggestions and the budget was</p>	<p>-Pronay met with senior stakeholders and listened to their concerns. He then discussed these concerns with</p>	<p>-the poster was initially designed in English. It was then decided that it would be more impactful if the poster be redone in Bengali. This frustrated the UK volunteers as they felt that there have been a number of similar occasions were their work has been done in vain.</p> <p>-the talk on conduct was of a serious nature and while some</p>

		<p>reviewed the CAD budget.</p> <p>-serious meeting on team conduct with ICS volunteers</p> <p>-planning for Friday's Youth Club ice-breaker session</p>	<p>reduced as a result.</p> <p>-Menpong Da helped volunteers draw up a list of elite members of the community to invite to take part in the "Project launch and CAD 1" event. He agreed to coordinate with ALO in inviting these people.</p> <p>-ALO and Young Star Club senior persons expressed their concerns with ICS volunteer conduct to Pronay.</p> <p>-an ALO representative and senior members of Young Star Club communicate concerns over ICS volunteer conduct with TLs. This was regarding the ICS team not involving youth</p>	<p>Paula.</p> <p>-Paula and Pronay conducted a serious meeting with volunteers and communicated the concerns stakeholders have. The issue of individual conduct was also mentioned, as there have been some complaints from locals that ICS volunteers have not been courteous enough in their dealings with locals.</p> <p>-Pronay was heavily engaged in working with volunteers to</p>	<p>volunteers received comments constructively one volunteer resented the tone of the talk and felt that she was being attacked personally. She was reassured that she as an individual was not at fault. But the conduct of individuals reflects on the group as a whole and therefore it was important that the group be aware of how the relate with locals.</p> <p>-some volunteers approached TLs and expressed that the conduct issues of individual members needs to be addressed immediately by TLs as it is unfair if the mistakes of an individual negatively effects the whole group. TLs acknowledged that they could have dealt with the individual concerned sooner, for example, by making him clear of the code of conduct at the first incident.</p>
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			club members enough in the project.	develop a fun filled ice-breaker, working late into the night with some volunteers.	
0 5.	07.11.14 Friday	<p>-ice-breaking session with Young Star club.</p> <p>-forming of sub-committees for the CAD1 & Project Launch event with Young Star members.</p> <p>-Ice-breaking session with Hills Club.</p>	<p>-12 Young Star volunteers took part in the ice-breaking session.</p> <p>-all 12 Young Star members volunteered to join various subcommittees for the CAD1 & project launch event.</p> <p>-15 Hill Star volunteers took part in the ice-breaking session.</p>	<p>-Pronay and Paula gave speeches along with other ICS team members to welcome youth club members to the ice-breaker</p> <p>-Paula and Pronay congratulated the ICS team on the success of the ice-breaker. Tls encouraged ICS volunteers to continue to further involve youth club members in the project.</p>	<p>- The effort put into the ice-breaker sessions was clear in their success. Only Christian was not involved due to ill health.</p> <p>-All Youth Club members engaged in games. There were some games where individual performances were required. Some volunteers were shy, particularly the younger youth club members and girls.</p> <p>-The ice-breaker has already served to forge new bonds between the volunteers. Young Star Club members are now a frequent present in the club house where most work and planning happens.</p> <p>-The hope is that ICS volunteers will be able to forge similar bonds with Hills Star members, despite the inconvenience of ongoing hortal. Hills Star members have been invited to attend the Project Launch and CAD1 event.</p> <p>-Tls are encouraging team members to offer an English lesson to youth club members. Tls hope that there will be more</p>



					<p>formal interactions planned with Hills Star members in particular.</p> <p>-the most senior active member of the Young Star Club was so impressed with the ice breaking session that he invited all volunteers to a picnic on Sunday and offered to contribute 400 TK of his own money towards food.</p>
06.	08.11.14 Sat	<p>-lunch in host mother's house</p> <p>-fashion show planning</p> <p>-market survey</p> <p>-team meeting to reorganize team working.</p>	<p>-after the success of the first host parent lunch party, all volunteers were invited to the home of another host parent for lunch.</p> <p>-three youth club members and three ICS volunteers planned the fashion show for the coming Friday's Project Launch event.</p> <p>-a market survey questionnaire was written up and three ICS members and two youth club members went to</p>	<p>-TLs called Young Star club members to join the ICS in the youth club for planning. Some youth club members turned up to the club house of their own accord.</p> <p>-TLs support the new team structure and are encouraging team members to take more responsibility and to take more initiative with</p>	<p>-volunteers are concerned about doctors gaining permission from the Medical Council to attend the Health Camp. The success of the CAD is at risk if the doctors are unable to attend.</p> <p>-Rob reported that the two youth club members quickly became bored with the market surveys. He suggested that older youth club members or volunteers interested in becoming the projects entrepreneurs would likely be more interested in conducting market surveys.</p> <p>-Rob expressed that ICS volunteers want more authority as this well as responsibility. Hopefully the new team structure coupled with the completion of week plans will mean that volunteers will have authority over what they do while TLs can monitor what is going on in a more hands-off way.</p> <p>-Christina suggested that daily debriefs should be dropped in favor of weekly team meetings.</p>

			<p>Kagrachuri market to carry out the market survey.</p> <p>-2 businesses were interviewed for the market survey.</p> <p>-Christian led a team meeting where he suggested that the team could be organized better. This led to an active discussion where various issues were aired. The team then split themselves into three groups according to the three biggest tasks.</p>	<p>their work.</p> <p>-TLs, however, have insisted that each volunteer make a weekly plan where they detail the tasks they will do, proposed dates for set tasks, as well as who they will work with, including the names of youth club members they will work with.</p>	<p>-Rob quietly asked that TLs leave the room while the volunteers organized themselves. TLs feel this was a good and insightful suggestion. If TLs are less present, volunteers listen to each other more and feel more comfortable to make executive decision.</p> <p>-TLs are happy to test this more hands-off approach, while still insisting on team members all submitting week plans for monitoring purposes. TLs can try to work away from the team more, so as to avoid getting drawn into team discussions and to better allow the team to manage themselves.</p> <p>-TLs are thinking of having formal weekly 1-2-1s with volunteers to check up on how they are doing. TLs are thinking of conducting these 1-2-1s as a pair, so as to better convey the impression that they are a united team.</p>
07	09.11.14 Sun	<p>Off Day</p> <p>-Picnic with Young Star club members</p> <p>-Fashion show</p>	<p>Off Day</p> <p>-Young Star club members and ICS volunteers will work together to prepare for a picnic.</p>	<p>Off day</p>	



		rehearsal			
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Date: 03.11.2014 to 09.11.2014

Report Submit to: Tangina Mehnaz

1. Progress of the week:

(Short description of the week e.g. progress of ICS pragmatic activities, issues relevant to team building, Host home, Medical, Security and Others)

Team Building

SL. No.	Team building issue	Present status of the issue	What was your role	Comments
1.	-By the end of the week there has been a notable improvement in the way the ICS team interacts with youth club volunteers.	-Despite the inconvenience of hortal, engagement from Hills Star club volunteers has been consistently high. -Engagement from Young Star club volunteers has seen a noticeable increase. This has encouraged ICS volunteers and moral and engagement from some ICS volunteers is noticeably higher.	-TLs gave a serious talk on the importance of engaging youth club members and the risk of not allowing local stakeholders to feel ownership of the project.	-important stakeholders and youth club members seem happier. -some ICS volunteers are fully convinced of the importance of working with Youth Club members, others less so.

2.	-there has been a change in the way the team organizes itself and the way Tls manage the team.	-Paula acknowledged a tendency to micromanage. She explained it was because she would panic when she saw volunteers sitting about and not doing anything. She apologized and agreed that she should take more of a step back and trust volunteers to manage and deliver their assigned responsibilities.	<p>-Tls encouraged Christian to share his concerns with the team as a whole.</p> <p>-Tls agreed with Christian's observations and suggestions.</p> <p>-Tls left the room at the end of the meeting on the suggestion of Rob. This was so that volunteers could feel that they have complete authority in organizing themselves.</p>	<p>-Tls are happy to test this more hands-off approach, while still insisting on team members all submitting week plans for monitoring purposes.</p> <p>-Tls can try to work away from the team more, so as to avoid getting drawn into team discussions and to better allow the team to manage themselves.</p>
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Medical:

SL. No.	Medical issue of volunteer	Present status of the issue	What was your role	Comments
1.	Christian has been suffering from a bad bout of diarrhea.	Christian felt fit enough to join in with group activities on Saturday. He looks a bit gaunt but seems in much better spirits.	Tls have been regularly checking on Christian and giving him counseling support.	



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2. Learning's of the week:

(Please explain the key learning's of the week relevant to programme, team building, Host home, Medical, Security and others)

- volunteers need to engage youth club members every day
- TLs need to be more hands off. Separating themselves from the group physically will help with this.

3. Findings /challenges found in the visit:

(Please mention if there were any challenges, in the week relevant to programme, team building, Host home, Medical, Security and)-

- some volunteers want more authority and responsibility over the project.
- some volunteers find it difficult to work with other particular volunteers. TLs can see that volunteers are trying hard to manage these personality clashes. TLs hope that weekly 1-2-1s with TLs will give volunteers the chance to vent their frustrations in a formal and confidential setting, avoiding the risk of volunteers infecting other team members with their negativity.

4. Recommendations /Suggestions:

(If you have any recommendation/suggestions to Management team or country management Team please mention)

-When Tangina visits, it would be good if she could stress the importance of involving youth club members in *all* project activities. Hopefully she can underline the importance of youth club member engagement to those ICS volunteers who are less inclined to involve others in their work.

Report submitted By: Paula Williamson and Pronay Sidker

Designation: ICSe team leaders

Date: 09/11/14



5.5 Volunteer Supervision Pack:

It's a chance to have regular one-to-one with volunteers PS and TL in order to share information on how they are feeling they are doing in different aspects of the programme so the PS and TL can support them. Its ultimate purpose is to have a positive impact on them as a volunteer, counterpart, team member and all the other roles they will play as an active global citizen! During this phase of time, Volunteers had supervision with me at the beginning of the programme. I had just re-visit these goals during regular supervisions at the Mid Phase Review (MPR) and Debrief (DB). As an example I have given ROB Papers Volunteer supervision pack below:

Aims Sheet

At the start of the programme you should fill out the left hand column titled aims. You and your Programme Supervisor will look at how you might achieve them. For example you may have an interest in languages you want to develop, build self-confidence, participation in a team, leadership qualities or skills for a future career. These may change during the programme, but this will provide a starting point to what you can achieve. You will also be asked to think about these aims in relation to becoming an active global citizen.

Aims	Action points	Achieved
<ol style="list-style-type: none"> 1. Gain experience of working in other cultures where English is not the first language 2. Increase my understanding of the development sector through actual project work rather than just the financial side 3. Have experience of living for a sustained period of time in a foreign country which is very different from the UK 4. Try gain some level of competence in a foreign language 	<ol style="list-style-type: none"> 1. Take full part in the project, gaining as much experience as I can by engaging with as many activities as I can 2. Take interest in the full project aims and consider whether there is a significant impact on the communities targeted and whether it is an effective use of development agencies' resources 3. Embrace the culture and try to interact with local people as much as possible (provided it is appropriate) 4. Take time to study the language and obtain help from counterparts, housemates and work partners as often as possible 	<ol style="list-style-type: none"> 1. Achieved 2. Achieved 3. Achieved 4. Not Yet



5.6 Personal Development Case study (Pronay Sikder):

I have written a personal development case study which will be put in the ICSE booklet after a certain period. Here it is:

“Unselfish and noble actions are the most radiant pages in the biography of souls.” David Thomas

By this quote I would like to express myself that what I have achieved last three months from ICSE, these are the most radiant pages in my biography. When I graduated from a private University of Dhaka, I could have never imagined what I was about to have. At that time, I felt quite confident to work with volunteerism, in International Development, in particular, had always wanted to see CHT cultures, norms and behaviors. I decided that this is the best time for me, as a young, enthusiastic person, I should do something unlike anything I had ever done before. It was then my University send me the links of VSO, for working ICSE project in CHT region and I applied almost instantly.

My name is Pronay Sikder and I am 23 years old from Dhaka, Bangladesh. I joined VSO ICSE October 2014, was placed in a team of UK and Bangladeshi Volunteers working on Livelihood Project for indigenous community CHT region. This Project involved working with a PNGO called Assistance for the livelihood of the origin (ALO).

During this three months journey, I have learnt a lot of things. Personal development is an important part of ICSE. As because of the Volunteer Team leader I gained an ability to speak clearly, persuasively, and forcefully in front of an audience – whether an audience of 1 or of thousands – is one of the most important skills which I have learnt. However participating in every team meeting, community action day, teaching on different topic with club members also increased my ability on Public speaking. This Project helps me to be self managed where success depends on effective action; effective action depends on the ability to focus my attention where it is needed most, when it is needed most. To be organized in every step, planning for every week and Proper documentation helps me to self-management. ICSE also assists me to think critically, good critical thinking skills immediately distinguish me from the mass of people these days. Thinking on every possible topics on a way that could be suitable for achievements such as entrepreneurship, market survey, training, leadership, controlling, Recruitment and selection. After everything else, **being able to take in the scene and respond quickly and effectively is what separates the doers from the wannabes.**

Before coming on the ICSE programme I thought I can able to cope up with new culture and UK volunteers and didn't need guidance and direction in life. Whilst on the ICS Programme I realized that my perception was wrong and I still need improvements in some particular sectors and now I am trying to improve this.

This ICSE project contributes a lot of changes of my career. Not only personal development issues but also gave me lots of other opportunities which motivated me to work hard.

One week is the week which stands out to me from my ICSE experience. That week planned for the most important tasks of this project, two entrepreneur selections from two communities. Hence, we have made some questionnaires for interviewing and after that based on it we will select 2 potential entrepreneurs. Initially I found it's really tough to decide two among the crowd of potential people. On the other hand, Community people were eager to know the last decision made by PNGO with the help of ourselves. It was really a good experience for me I have learnt how to be tolerant and adjust myself to situations, particularly challenging ones.

I have also learnt more about cultures, values and beliefs since everyone in our ICSE team were all coming from different places. I realized that I even don't know all CHT cultures when people started talking about their culture! I used this as an opportunity to learn more of CHT culture and that of our British volunteers. Adding to the above, I have learnt how to give advice, talk to and counsel people in times of difficulties.

We were working with two youth club volunteers in two villages. They were helping us in every possible works like Community Action Days, Global Citizenship Day, Training, Entrepreneur selection etc. On the contrary, Our ICSE volunteers also assist them for their personal development as well. We have given them the English lessons, Computer lessons and motivate them to work for the community and our country.

It wasn't just these young people that developed during our time volunteering – so did I. I'm very proud to say I have completed ICSE, and I have interned with VSO, supporting the ICSE programme. Since my return from Khobongoria I've been determined that I won't be the quiet one any longer. My placement has also given me a new confidence to share my opinions, and I also wanted to make sure that people in Bangladesh know that Indigenous people are much better than the negative news stories. I have the courage and confidence to solve problems, no matter how difficult it is, for which I've thought to work as a counselor in my career.

5.2.1 Challenges and resolution:

➤ **Team planning tool:**

Challenge: incorrect assumptions were made in the team planning tool. The initial planning tool stated that the beneficiaries would be members of the youth club, however these were clearly not the most marginalized individuals in the community. This is to be expected since this is a pilot project. However the team planning tool was also vague, i.e. the training objectives for cycle 1 were not clearly laid out, leading to much confusion over cycle 1's training budget. The management of the project clearly did not understand this document or the budget, During the MPR concerns were also raised about the safety of handloom and waistloom production. It would have been useful that both of these things had been researched ahead of the project starting

Resolution: After a month's work under that assumption that the beneficiaries were from the youth clubs, we spread the net more widely and managed to adjust our search for entrepreneurs and production workers. The way in which CADs were completed also went through some adjustment, with the key idea being helping the relatively fortunate members of the youth club to help the more marginalized in their communities. With regards safety, we have found that there are no acute dangers.

➤ **Big budget vs. poor quality intervention:**

Challenge: The budget was excessively large for the activities we are undertaking and has caused disruption for our team once the youth clubs became aware of the available funds. The large budget meant the youth clubs placed an unhelpful emphasize on expenditure rather than quality of intervention.

Resolution: We have had particularly difficulties with the Hill Star club, which may have had some impact on the unsuccessful CAD. We have looked for ways to invest for the next cycle in terms of a projector and machinery

➤ **Team dynamics:**

Challenge: Team dynamics have been a significant problem throughout the project. At team leader level and within the team there have been arguments, differences of opinion and communication breakdowns.

Resolution: This remained largely unresolved and if anything the relationships deteriorated as the project continued. The only real solution was for different parties to avoid each other, and allowing people to focus on only distinct elements of the project, this did however lead to even greater barriers to communication.

➤ **Poor selection of volunteers:**

Challenges: Poor selection of volunteers has slowed down project progress and had a significant impact on team morale. Several volunteers have little interest in development work, which has manifested in lack of motivation. Periods of extremely low team morale have arisen from: uneven sharing of workload, frustration amongst team members, miscommunication, open teasing, out of hours working for some team members. The PO felt unable to use his authority to make people work.

Resolution: Key team members have taken on extra responsibilities. Active team members have done their best to work around inactive team members. Team members have also made extra efforts with Hill Star Club.

➤ **Language barriers**

Challenge: Language barriers were a significant problem for the UK volunteers and meant that their ideas and opinions could get lost or misinterpreted as well as meaning that they frequently did not have all the information needed to understand a situation. From the other angle most of the team meetings were conducted in English, which meant that some of the Bangladeshi volunteers had this same problem. This is also likely to have fueled the previous two challenges as some people felt excluded from decision making and discussions, whilst others felt they were left out of the loop

Resolution: This was just an issue that relied upon patience and trust, which in many situations was easy, however in high pressure situations where time was short we still struggled

➤ **Internal politics and lack of engagement at one of the youth clubs**

Challenge: At the Hill Star youth club in Headmanpara, the leader of the youth club was so much more engaged than anyone else that we relied on him excessively, allowing him to control all our engagements with the youth club. As a result our communication with other senior members of the community was hampered and he had significant influence over our activities. This resulted in difficulties both for our CADs and entrepreneur selection. There may be difficult questions raised over why the youth club leader is our selected entrepreneur.

Resolution: The problems related to this relationship with the youth club and the community only became apparent at the end of the project, however we realized that we need to work much more closely with the partner NGO. It may also be useful that volunteers are

placed in that village rather than just Khabongpuria. The team leader and ALO will put together a risk management strategy to protect ALO's reputational risk.

➤ **Poor use of project funds:**

Challenge: A number of stakeholders - ICS volunteers, the PNGO and youth club members – were unhappy with use of project funds, for example purchasing of poor quality materials for a CAD. Poor use of project funds arose from general mismanagement and disorganization as well as a laissez faire attitude to the development objectives of ICSE

Resolution: ALO is unwilling to give ICS team members control of project funds in cycle 2. This is not an ideal resolution. While the reasons are understandable, this will slow down team progress even further.

Chapter – 6

Recommendation and conclusion



6.1 Recommendation:

- That projects are only started where there is a clear need and that they are fully researched, this project appeared to have been hastily put together to chase funding rather than a project that was really needed. This approach will not result in VSOB being successful in the long run
- When interviewing the volunteers make sure that they are truly passionate about helping others and are taking part for the right reasons
- Resolution of poor management, in terms of understanding the project, promoting a culture of hard work and enforcing standards of behavior
- In order to strengthen the relationship with the Headman Para community we suggest that, as the team in the second cycle is bigger, some of them are placed there to live.
- In terms of CAD's the biggest impact the volunteers can make is to empower the youth clubs to organize them themselves. This builds community development capacity and can ensure the CAD is appropriate for the area.
- Time is kept for the team to enjoy themselves as a team away from the youth clubs as this might engender more of team spirit
- Someone with authority sets out rules for working, which if broken, disciplinary steps are taken, as both teams have shown that enforcing standards of behavior within the team is not possible
- PO's are able to raise concerns with management without feeling any threat for their job
- Specific CHT ground rules, more thought and research should go into CADS. PO should be empowered to enforce discipline
- For Higher authority, be more involved in community placements, visit at least twice a month. Clearer idea of project, Read our project and proposals

- Food suggested menus, closer living between host homes and volunteers
- Less volunteers per home so more contact with the family

6.2 Conclusion:

During my time, I have participated in a range of activities and draw on the support from a range of people and organizations. I have been a part of a team up to 35 volunteers from both UK and the local community. Where possible, I aim to ensure each team reflects the diversity of each country's population, in terms of social, ethnic, religious, and regional background.

Working as part of such a team isn't always easy and can take some time to get used to, particularly when the team as a whole needs to make big decisions that will affect all of us. Different individuals from different background may have very different perspective on the issues our team has faced during the programme, and getting everyone to agree on a course of actions can be a slow and challenging process. However, our team has also be a great source of support, and has been there to help me get through the tough times and celebrate the goods.

VSO ICS has given me a scope to know about myself. Now I can understand in what kinds of situation, what kinds of approach I need. During my 12 weeks volunteering time might sometimes feel like it's flying when things are exciting and I have learnt many new things. Other times, it might feel like time's standing still and things aren't going quite as expected. Whatever the situation was, I have tried to make the most of my experience- it's a once-in-a lifetime opportunity.



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Appendix:

Baseline Survey Questionnaires':

VSO Bangladesh

ICS Project

Baseline Survey-2014

Name of data collector :

Signature of data collector:

Contact cell of data collector :

Date of data collection :

Organization:

I confirm that the participant has been made aware that the information collected from this survey will only be used for research purposes.

1. General information of household:

SL	INDICATOR	CODE	REMARKS
1.1	Name of respondent and address:		
1.2	Sex of respondent		
1.3	Name of household head		
1.4	Relation to the household head:		
1.5	Age of household head:		

1.6	Sex of household head:		
1.7	Educational qualifications of household members, names and sex: <i>(Code: 1-10= 1-10 class, 11=Secondary School Certificate, Higher Secondary School Certificate, 12=HSC/Alim/Diploma, 13= Graduate/ Fazil, 14= Post graduate/ Kamil, 15= MBBS/ PHD, 16= technical education (if so what), 0= No education)</i>		
1.8	Marital status of household head: <i>(Code: 1= Married, 2= Unmarried, 3= Widow, 4= Divorced, 5= Separated)</i>		
1.9	Number of family members:	Total: Male: Female:	
1.10	Number of earning members:	Total: Male: Female:	
1.11	Are there any disabled members in the family? <i>(Code: 1= Yes, 2=No)</i>		
1.12	<i>If yes, which type of disability?</i> <i>(Code: 1= cannot move, 2= Cannot see, 3= Cannot hear, 4= Cannot speak, 5= Less IQ, 6= Mentally ill, 7= affected with severe disease, 9= Other(Pls mention)</i>		

2. Livelihoods:

SL	Indicator	Code	Remarks
	Income Related		
2.1	What is the main income source of your family?	Manual Labour 1 Domestic Work 2 Own Business 3 Service 4 Government Worker 5	
2.2	What is your yearly household income?(in taka)		
2.3	Are there any months where household income is not sufficient?	Yes 1 No 2	
2.4	If yes, how many months?		
2.5	Do you have any savings?	Yes 1	
2.6	If yes, how much?		
	Special Entrepreneur		
2.21	Do you use a waist loom/ hand loom user in your family members? If yes, who?	Yes 1 No 2	
2.22	How much money do they earn from this in a year?	Person one: Name; Earnings Person two: Name, Earnings Person three: Name; Earnings	
2.23	Where did you learn how to use a waistloom/and loom?	Yes 1 No 2	



3.Skill level

Example skills:Business skills, team work, numerical, handicraft, marketing, English, decision making, management, leadership.

- Please state specific skill: _____
What is your skill level: (PLEASE STATE EXAMPLE)

Basic: _____

Intermediate: _____

Advanced: _____

Training received (and length of training): _____

- Please state specific skill: _____
What is your skill level: (PLEASE STATE EXAMPLE)

Basic: _____

Intermediate: _____

Advanced: _____

Training received (and length of training): _____

- Please state specific skill: _____
What is your skill level: (PLEASE STATE EXAMPLE)

Basic: _____

Intermediate: _____

Advanced: _____



Training received (and length of training): _____

- Please state specific skill: _____

What is your skill level: (PLEASE STATE EXAMPLE)

Basic: _____

Intermediate: _____

Advanced: _____

Training received (and length of training): _____

4. Enthusiasm and Market Knowledge:

Do you follow garment fashions?.....

If yes, where do you get your fashion inspiration from?.....

.....
.....

Are you interested in becoming a waistloom/handloom business owner?.....

Are you interested in becoming a waistloom/handloom producer?.....

Extensive Business Development Training, Field Trip and Budget

Purpose: To develop the business skills and ideas of our potential entrepreneurs and eight other marginalized community members.

Date:

Training - 22/12/2014-24/12/2014

Field Trip – 28/12/2014

Location: ALO Office Training Room

Participants: Two chosen entrepreneurs and eight candidates who were not selected

Schedule:

Time	Topic	Description	Mentor
<u>Monday 22nd December</u>			
<u>9.30 am</u>	Human Resource Management	Advice for the entrepreneurs to get the most out of their workforce. Modules for this morning could include Employer Motivation and discussions on what wage structure is most applicable to this type of business.	Mr. Razor Youth Development Officer
<u>11.00 am</u>	Snacks and Tea Break		



<u>11.30</u> <u>am</u>	Leadership Qualities	Advice for the entrepreneurs on leading their team. Content could include gaining the teams respect, disciplinary procedures and importance of team meetings.	Mr. Razor Youth Development Officer
<u>1.00</u> <u>pm</u>	Lunch Break		
<u>2.00</u> <u>pm</u>	Business Plan Writing	This is a chance for the entrepreneurs to learn how to format long term business objectives and set goals for where they want their business to be and when they want to have achieved them by.	BISIC Official
<u>3.30</u> <u>pm</u>	Snacks and End of Day Discussion		

Tuesday 23rd December

<p><u>9.30</u> <u>am</u></p>	<p>Legal Issues</p>	<p>Legal advice for the entrepreneurs. Modules could include on whether the wage structure discussed in the morning is in line with the local law. Other modules such as working hours, working conditions and employer holidays and leave could be discussed. This module is especially important in regards to pregnant women and mothers.</p>	<p>ALO Lawyer</p>
<p><u>11.00</u> <u>am</u></p>	<p>Snacks and Tea Break</p>		
<p><u>11.30</u> <u>am</u></p>	<p>Health and</p>	<p>Discussion giving the entrepreneurs advice on how to keep the work place safe in the short term to minimize accidents. Also in the long term though, minimizing long term illnesses within the work force such as back problems. Health and safety advice may also be needed in terms of pregnant and lactating women.</p>	<p>ALO Doctor</p>



<u>1.00</u> <u>pm</u>	Lunch Break		
<u>2.00</u> <u>pm</u>	Trade Licenses	Advice for the entrepreneur on Trade Licenses; mainly including how and when to apply.	BISIC Official
<u>3.30</u> <u>pm</u>	Snacks and End of Day Discussion		

<u>Wednesday 24th December</u>			
<u>9.30</u> <u>am</u>	Book Keeping	Advice for the entrepreneurs on how to manage the finances of the business properly.	ALO Accountant
<u>11.00</u> <u>am</u>	Snacks and Tea Break		
<u>11.30</u> <u>am</u>	Design and Quality Skills	Chance for the entrepreneurs to gain skills on how to distinguish their products from the rest of the market via design. Also a chance for the entrepreneurs to learn how to improve the quality of their products.	BISIC Design Mentor



<u>1.00</u> <u>pm</u>	Lunch Break		
<u>2.00</u> <u>pm</u>	Focus Group with local entrepreneurs	Chance for the entrepreneurs to meet with other existing entrepreneurs and discuss questions they may have. This may also be an opportunity for them to meet with a failed waist loom business owner who is willing to offer advice on the DO's and DON'T's of a waist loom business from his experience.	Local Entrepreneurs and possibly previous waist loom owner.
<u>3.30</u> <u>pm</u>	Snacks and End of Day Discussion		

<u>Sunday 28th December</u>			
<u>9.30</u> <u>am</u>	Experience Visit to Handloom Mill.	Experience trip for entrepreneurs to get a feel of a handloom environment. To provide ideas for their own business	<u>BISIC Training</u> <u>Hand Loom Mill</u>



		and motivation.	
1.00 pm	Lunch Break		
2.00 pm	Experience Visit to Waist loom House.	Similar to morning visit but for a waist loom environment.	<u>Local House Visit</u> <u>Khabong Paria</u>

Budget:

Item	Description		Cost (TK)
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Location			
ALO Office	Three days x 1500 TK		4,500
Total			4,500

Food			
Snacks	Twenty People x Two Snacks a day x Three Days x 60 TK		7,200
Lunches	Twenty People x Three Days x 250 TK		15,000



Total	22,200
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Stationary			
Pens	Thirty Items x 10 TK		300
Note Pads	Twenty Items x 50 TK		1,000
Marker Pens	Four Items x 40 TK		160
White Paper	One Item x 350 TK		350
		Total	1,810

Honorariums and Convince'			
Mentors	Nine mentors x 3000 TK (An Average)		27,000
Participants	Ten People x Three Days x 200 TK		6,000
		Total	33,000

Field Trip			
Transport	One Jeep x 1,000 TK		1,000
Lunch	Twenty People x 250 TK		5,000
Snacks	Twenty People x 60 TK		1,200



Participants Convince	Ten People x 200 TK		2,000
		Total	9,200

GRAND TOTAL	70,710
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Basic Organizational and Business Development Skills Training schedule:

Training

on

Basic Skills on Organization and Business Development

Schedule

DAY -01

Date- 26/11/14 - 28/11/14

Time	Topics	Method	Fesilitator
10.00 - 11.00 AM	Team-building Exercise and Introduction	Discussion & Group work	Pranab/ED-ALO/Fesilitator
11.00 - 11.20 AM	Tea Break		
11.20 - 12.30AM	Personal story and Motivation	Discussion & Group work	Beneficiaries
12.30 -1.00 PM	Presenting Skills	Discussion	Pronay & Tahseen
1.00-2.00 PM	Lunch Break		
2.00 - 3.00 PM	CV Writing and Development	Discussion	Pronay
3.00 -3.20 PM	Tea Break		

3.20 - 4.00 PM	Review	Presentation	Participant
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DAY -02

10.00 - 10.20 AM	Review on 1st day	Presentation	Participant
10.20 - 11.00AM	Personal story and Motivation	Discussion & Group work	Beneficiaries
11.00 - 11.20 AM	Tea Break		
11.20 -12.00 PM	Basic Accounting	Discussion & Group work	Hemonta
12.00 - 1.00PM	Leadership	Discussion & Group work	ED, ALO
1.00-2.00 PM	Lunch Break		
2.00 - 3.00 PM	Continued	Discussion & Group work	ED, ALO
3.00 -3.20 PM	Tea Break		
3.20 - 3.40 PM	Project Management	Discussion	ED, ALO
3.20 - 4.00 PM	Review	Presentation	Participant/Group

DAY -03

10.00 - 10.20 AM	Review on 2nd day	Presentation	Participant
10.20 - 12.00PM	Enterprenership Reality	Discussion & Group work	Sawman
11.00 - 11.20 AM	Tea Break		



11.20 -1.00 PM	Sales & Marketing	Discussion & Group work	Do
12.00 - 1.00PM	Do	Do	Do
1.00-2.00 PM	Lunch Break		
2.00 - 3.00 PM	General Business	Discussion & Group work	Do
3.00 -3.20 PM	Tea Break		
3.20 - 3.40 PM	Review	Discussion	Participant/Group
3.20 - 4.00 PM	Completion of feedback sheet	Presentation	Participant/ED ALO

Example of financial planning: Cox's bazaar trip & Project launching ceremony

Transport		Cost (TK)
Khagrachuri- Cox's Bazaar	Two Microbuses x 10,000TK	20,000
Cox's Bazaar - Dhaka	Two Microbuses x 15,000TK	30,000
Local Transport	Two Days x 10,000 TK	20,000
Chittagong - Khagrachuri	One Car x 6,000 TK	6,000
Total		76,000

Accommodation

Single Bed rooms	Two Rooms x Three Nights x 2,000 TK	12,000
Twin Bed rooms	Two Rooms x Three Nights x 2,500 TK	15,000
Three Bed Rooms	Two Rooms x Three Nights x 3,500 TK	21,000
Total		48,000

Food		
Lunch and Dinner	Twelve People x Three Days x Two Meals x 300 TK	21,600
Breakfast	Twelve People x Three Days x One Meal x 100 TK	3,600
Total		25,200

Grand Total	149,200
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Project launching ceremony budget:

Serial	Items	Cost
01	Decoration (Stage, clothing's and chair)	5,000/-
02	Sound System (Microphone, Sound Box/Mike, Ampliphire) Full Day	1,000/-
03	Stationary & Print (Papers, Photocopy, Colour Papers, Art Pen, Marker Pen, Gum, Screech etc)	2,000/-
04	Banners	1,500/-
05	Publicity and Announcement (Miking & Postering)	1,000/-
06	Doctors Honorium (2 persons)	3,000/-
07	Lunch-80 persons*150tk (Guests and Volunteers)	12,000/-
08	Miscellaneous (transport,contact, communication etc)	1,500/-
09	Total	27,000/-

