Internship Final Report

Internship Organization: Cocoro Limited

Internship Duration: From 13th May 2014 to 28th August 2014

Submitted to:

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Acknowledgement

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1. Structure of the report

The aim of this report is to present what I have done and learn from the conducted research. Furthermore, I will express my growth story through the three months internship activities. I will describe the contents of the internship activities, the challenges I faced, my efforts to overcome the challenges, and learning from the experience. This will articulate the steps I took and growth I was able to gain from the internship activities.

In the Appendix, I have attached two of my deliverables; Literature Review of Social Entrepreneurs and iDE fieldwork report.

2. Introduction

(i)Background of the Internship

This three month internship is part of the study of Masters in Development Management and Practice(MDMP). There are mainly three reasons I picked up Cocoro Limited.

First, I wanted to see actual work on how business can be applied to development. As Muhammad Yunus raised the importance of social business, there has been growing number of private sectors embarked in this field. Cocoro Limited is a Japanese social enterprise that tries to bridge Bangladesh and Japan through business, so I found it was a good opportunity for me doing internship at Cocoro Limited.

Secondly, I wanted to see the real scene of development. I have accumulated knowledge and learning about various theories of development study at MDMP program, but there was no chance to utilize theses knowledge in a workplace and field. Through the internship activity, I want to find out how development studies contribute to poverty alleviation.

Last reason is that I wanted to understand the essence of how management in organization is run. It was my wish to know how organization works and what is the managers' role to expand its organization as a member of the organization. I also wanted to know the culture and structure of Japanese organization working in Bangladesh.

I expected that these values would add a new perspective to my awareness of the issues, and I believe this internship will have a huge positive impact on my life in the future.

(ii)Organization Profile

- **Overview of Cocoro Limited**

Cocoro Limitd is a social enterprise established in January 2013 by Japanese founders committed to support Japanese and Bangladeshi entrepreneurs, especially social entrepreneurs, who are developing business in Bangladesh. Cocoro works to bridge Japan and Bangladesh and has been working to develop an eco system to support social entrepreneurs in Bangladesh. There are many opportunities in Bangladesh for entrepreneurs in Japan and Bangladesh to work together for both business and social impact. However, due to various constraints and limitations, this cooperation has not taken place as expected. Cocoro is working to identify the issues and trying to fill the gap to enhance the collaboration.

- **Vision**

Cocoro envisions a society where business development and social development make harmonious fusion and improve the living standards of the people in Bangladesh.

- **Mission**

Cocoro Limited mission is to build eco-system for Japanese and Bangladeshi entrepreneurs and stakeholders to cooperate and share knowledge, information and resources. Cocoro will promote opportunities in Bangladesh to Japanese to motivate them to develop business with Bangladeshi entrepreneurs, connect people and organizations in Bangladesh, and support the actual business development.

- **Core Business**

Cocoro Limited has three pillars of core business; research, consultancy and organizing events & seminars. One of the ongoing projects is to build Japan International Cooperation Agency(JICA) Entrepreneurs Platform. JICA has initiated the Platform for Social Entrepreneurs in Bangladesh since 2013 and Cocoro has been appointed to design and implement the Platform.

3. Tasks Performed during Internship

3.1. Responsibility in the Organization

(i)Scope of the Work

My responsibilities are mainly classified into the four areas; writing report, creating business proposal, engaging in the networking activity, and managing of the office space. The detailed work descriptions are as follows.

(ii)Detail of the Responsibilities

①Report Writing

Through engaging in the Cocoro Limited activities, I have submitted various reports on each activity. These reports include; Report on fieldwork research, Meeting Minutes, Facebook Article.

②Creating Business Proposal

I have engaged in creating business proposal; including planning study tour and writing inception report of JICA project.

③Engage in Cocoro Limited Networking Activities

Unlike the deskwork of the above two activities, I had opportunities to be involved in various meetings as one of the members of Cocoro Limited. I had a discussion with people from NGOs, private sectors, social enterprise, and government agencies. I also have joined some events and exhibitions on growing industries in Bangladesh.

④Management of the Office Space.

In addition to the above three activities, I had a duty to manage the Cocoro Liimited office space. The aim of this activity is to cultivate a positive office environment and keep the organization running smoothly. I was working on building basic management knowledge to run the office properly and human resource development to motivate and empower local staff of Cocoro Limited.

3.2. Obsjective of Internship

There are five objectives of the internship:

(i)Understand social business that contributes to development.

(ii)Acquire competencies enough to overcome the challenges in workplace.

(iii)Contribute to poverty alleviation in Bangladesh through the activity in Cocoro Limited.

(iv)Contribute to the growth of Cocoro Limited

(v)Apply the theoretical knowledge acquired from BRAC University into the practical field and find out the difference and intersection points.

3.3 Summary of the internship activities and deliverables.

Work contents on report	Deliberables	May 10th~19th	May 20th~31th	June 1th~9th	June 10th~19th	June 20th~30th	July 1th~9th	July 10th~19th	July 20th~31th	August 1th~9th	August 10th~19th	August 20th~31th
Planning Studytour	·Proposal for the studytour program ·Settlement of Expenses ·Itinerary of the program		█	█								
Proposal for Phase 2 of JICA Social Entrepreneurs Platform	Cocoro Limited Brochure				█	█						
Inception Report for Phase 2 of Social Entrepreneurs Platform	Draft Paper of the inception Report						█	█	█	█		
iDE Field Work	Investigation Report of iDE project		█									
Meeting with BYLC	Minutes and the article for Facebook	█										
Meeting with Makoto Murase	Article for Facebook	█										
Meeting with Ashoka Bangladesh	Minutes			█								
Meeting with TORU	Minutes				█							
Meeting with Pi Strategy	Minutes					█						
Meeting with JICA	Minutes and the article for Facebook							█				
Joining the sining ceremoney of partnership with FBCCI	Minutes and the article for Facebook							█				
Meeting with Ambassador of Japan in Bangladesh	Minutes							█				
Design Faceboko Cover Page	Three Cover Pages				█		█					
Write a Office Map for guests	Office Map			█								
Attend Digital World 2014	Articles for Facebook				█							
Attend Eco-friendly functionalJute diversified products	Articles for Facebook							█				

4. Internship Activity

4.1. Report Writing.

4.1.1 Summary of the Activity

During the internship activity, I have submitted various types of reports in accordance with the organization needs. I have conducted fieldwork research on International Development Enterprise (see Appendix), written seven minutes, and six articles for Facebook. I will describe how I worked on the report writing in the initial stage and what were the challenges. I will then mention how did I work on the improvement to overcome the challenges.

4.1.2 Process of Report Writing in the Initial Stage

Figure1 describes my writing methodology in the first month of the internship. This includes four steps; preliminary research, conducting fieldwork or meetings, improving the reports through repeating writing, getting feedback, and modification. After this improvement process, I submit the final versions of reports. The more detailed contents on each step is as follows.

**Figure1. process of report writing**

- **Step1: Preliminary Research**

This was the beginning of the writing process. Once particular organization or project to be researched was decided, I started to collect the related information based on the desktop research.

- **Step2: Conduct Fieldwork and Attend Meeting**

After finishing the preliminary research, I conducted a fieldwork or going to attend a meeting to investigate the real activities. In this stage, I tried to collect as much first hand information as possible that was not available on the desktop research. I collected information through observing projects, asking questions during discussion and conversation.

- **Stage3: Writing, Get Feedback, and Modify and Revise**

After the step 1 and 2, I analyzed and assembled the collected information and started to write the report. In this stage, after writing the first draft, I
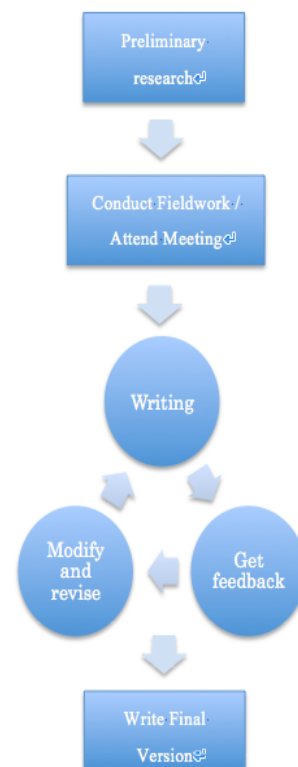
discussed with my supervisors to get feedback, and then modified the draft based on the instruction. After rewriting the reports, I discussed with the supervisors and repeated this cycle till I got an approval from the supervisors.

- **Step4: Complete and Submit the Final Version of Reports**

After repeating the cycle of modification, I submitted the final version of the reports, and finished the entire report writing process.

3.1.3. Challenges.

Within the above writing steps, I faced quite a few challenges that kept me stuck in the step 3 of the modification process. Some of the these challenges are as follows;

(i) Overlook Important Information that Cannot be Regained.

I sometimes faced the problems that I could not write a report because of lack of necessary first hand information. Most of time, I found this problem during working on step3 because I did not realize the required information until I started the writing. This is critical and serious problem because the first hand information missed to collect during a fieldwork or meetings is almost impossible to regain. Especially detail data of projects is significant information but easy to overlook.

(ii) Mismatch between My Writing Contents and Readers Expectation

This can be called disparity of supply and demand. Even though I completed a splendid report, if it did not meet the readers demand, the efforts were in vain. As Table 1 describes, each of the three report types has the different objectives and characteristics, and it was challenge to differentiate and adjust my writing style and expressions in accordance with them. For example, the readers of Facebook are not interested in detail data. They would rather know briefly about the project uniqueness and interesting point, so it is important to consider more catchy title and exciting contents.

Table1. Report type, objective, and characteristics.

Report Type	Objective	Characteristics of the report
Fieldwork Report	Investigate and analyze social enterprise and accumulate the knowledge in the organization.	Combined pre-research data and first-hand information from interview and data collection on fieldwork that is not available with the desktop research. This report is more professional which could be used for

		consultancy.
Article for Facebook	Disseminate Cocoro Limited activities for the ordinary people to win fame and fortune.	Concise, clear, and attractive documents for ordinary people.
Meeting Minutes	Keep a meeting record as document for office use.	Straight-forward and fact-oriented documents excluding personal opinion.

(iii)Effectiveness and Efficiency of writing

Because of tight deadline imposed by the organization, it was required to enhance my writing effectiveness and efficiency to make it done on time. The limited time and resources of fieldwork and meeting made it even harder to complete a great report.

(iv)Lack of Writing Skills and Expression.

This type of writing style was totally different from University and new for me, so developing the basic writing skill, know-how, and efficient writing skill were challenge.

4.1.4 Efforts to Overcome the Challenges

To overcome the above challenges, I have developed the four steps; Preliminary Research, Attitudes for Fieldwork and Meetings, Output skills, and Scheduling. The first step is the preliminary research. This is to know what is the 'forest' we are entering into, what are the features of them, what goods we need to bring into. Without knowing the entire picture, we do not understand where we are and why we are here. After understanding the external appearance of the forests, then I will move into the step2 and enter into the forests. In this stage it is important to observe the internal scenes with my five senses and listening their voice. Then, in the step3, I will depict them by my own expression. The last step is scheduling to complete the writing. Even though the final result could be great, if it was not on time, then I could not receive a good assessment. The detail efforts are as follows.

(i)Knowing Forests; Revising and Elaborating Preliminary Research

After analyzing the cause of this problem, I realized I had to elaborate preliminary research. As my initial approach of preliminary research was focused too much on collecting information and researching organization itself in the internet and ignored the framework of the entire

research steps. This poor preliminary research often caused me overlooking information during fieldwork and meeting. This means I should have worked more on designing the framework and strategy and conducting the research based on the elaborated framework. Figure2 shows the three steps of preliminary research developed by my own failure story, and I found the many challenges I faced were caused by lack of this process. Elaborating this preliminary research design provides me with an overview of the report writing methodology and could solve the challenges. The three steps of the preliminary research are described below.

- **Analyze the Situation**

In the stage of analyzing the situation, I first have to get clear understanding about the meaning of the fieldwork or meeting by doing the following analysis.

· Set the Clear Objective and Goal

In the first place, it is significantly important to understand the reason of conducting the research and the main theme of the investigation.

· Identify the Beneficiaries and Expected Readers of Report

As the demands of beneficiaries differ, identification of the beneficiaries and their required information is significant.

· Analyze Available Resources

As part of the preliminary research, it is important to conduct a desktop research to find out available resources. This provides me with a basic understanding of the targeted organization and its projects and also with a perspective of what information I have to collect in the field.

- **Develop Plan and Strategy**

Based on the analysis, I develop the plan and strategy of fieldwork or meeting. This is to answer how to achieve the goal and maximize the result set by myself during the fieldwork or meeting. I have to clarify what the points to be focused and how to collect the information. If necessity, I prepare a questionnaire on this stage.

- **Implementation**

In the last stage of the preliminary research, I go to fieldwork or meeting. By completing these processes, I could finally make the fieldwork or meeting successful.

Figure2. Contents of Preliminary Research

Analyze the situation	Develop plan and strategy	Implementation

(ii) Entering Forests; Find First-hand Information.

It is not well enough just to get external information of the forests, and it is significant to enter into the forests and get the living information inside. The way to see things in the field is very important to make information living, and I have elaborated the methodology and points to be considered in fieldwork and meetings, which are developed by the learning from the challenges and failures I faced.

● **Point1. Observation with My Five Senses**

What is importance to get the living information in the first place? It happened that acquired information in a field was nothing different from the information acquired by desktop research, and there is no original first-hand information that supposed to be acquired only in the field. This is because I focused too much on taking notes like an industrial robot and did not know what first-hand information is all about. First hand information is not composed only by local staff information, and it often happens the information acquired by a local staff is already existed in the Internet. I realized the first hand information is combination of information acquired by local people including local staff, farmers, and other related subjects, and perspective by observing with my intensified five senses. Initially I focused too much on the local people information and ignored the importance of my five senses.

Since I realized the components of first-hand information, I have made it a rule to exercise my arms and legs to walk around the field, strain my eyes to see carefully the objects, bend my ear to the environment, smelling, and tasting. For example, in the iDE field work, which engaged in agriculture development, I should have tasted the local vegetables so that I could really understand the quality of the vegetables. And it often happens that the project coordinators

show only the positive aspects of the project, so it is important to walk around and try to find a something social problems.

- **Point2. Listening and Interviewing.**

In addition to observing the inside forest, it is also important to conduct an interview to hear the voice of the forest. There are basically two important aspects; identifying the key person and elaborating the good interview skill.

・Identify the Key Person

It is significant to identify the key-person of the organizations who operates the projects and the subjects who receive the benefits under the projects. The key person of the subjects means those who are most affected positively and negatively by the project. Most of the case, I focused too much on a successful subject because, during interview, the answerers are tend to be relatively successful subjects. This is because a failure tends to be passive and does not like to reveal their information. Therefore, it is sometimes important to walk around and find out person who is negatively affected by the project and then find out the causes of the failure to provide a solution.

・Points for Listening and Interviewing

Information elicited by myself should not be common and trivial information but has to be fresh and new information. The new numbers and statistics are very important and also it is good way to focus on 5W1H(When, Where, Who What, Why, and How). I also need to keep in mind not to focus only in hearing successful case but also focus on failure case.

- **Point3. Grasp any Chance for Interview.**

There is limited time on Fieldwork and Meeting, and it is always important to find an opportunity to conduct an interview. As for example, while on a journey by car to a destination, there is plenty of time talking with the organization staff.

(iii) Disseminating the Information of the Forests; Designing and Outputting.

After understanding the forests, then I start to disseminate the information by my writing. It is both important to elaborate the way to see and also the way to tell. Even if I had a professional research skill, I would not be in success without creating a good documentation based on it. I

learned the difficulty of forming inputted information into a document with my own words enough attractive to draw readers' attention. This requires more long-term improvement, and I try to train this output skill.

(iv)Completing Report Writing on Time: Scheduling

Besides the above, it is also important to deliver the report on time. To work effectively and efficiently, I set a daily goal and schedule to complete the assigned task. I count backward from the deadline, then construct schedule on a daily base. The importance is to focus on finishing daily task and not pending.

4.2. Business Proposal

4.2.1. Summary of Business Proposal

One of my internship activities is to create a business proposal. Although the activity of Report Writing is to find, know, investigate, and deliver information of 'existing forests', this activity is to construct a tree from scratch and expand it to the 'original forests'. Table2 describes the summary of my engagement on this activity. I have worked on writing two project proposals; study tour for Japanese and JICA Project.

Table2. Summary of Project Planning

Project	Description	Deliverables
Study tour	**Background** of the project. Cocoro limited decided to conduct a study tour in Bangladesh for Japanese and I was in charge of planning a study tour.	•Draft Program Plans
	Title of the study tour: Learning Innovation in Bangladesh.	•Final Program Plan
	Concept of this program is to change the image of Bangladesh from poor country to country with full of potentials. Most of Japanese consider Bangladesh as one of the poorest countries, but there are so many possibilities in this country. By planning study tour, I focus on this into innovation and plan the study tour to achieve the goal.	•Settlement of Expenses
	Outline of the tour: combination of lecture, fieldwork, and discussion. (i)Know and understand the situation in Bangladesh Learning basic knowledge about Bangladesh and Social Entrepreneurs. (ii)See the social problems in Bangladesh Observing the organizations' programs that engage in solving the local social problems. Targeted institutions include BRAC, Center of the Rehabilitation of the Paralyzed(CRP), and Bangladesh Youth Leader Center(BYLC). (iii)Deepened the insight of feeling the possibility through learning some innovation cases that has solved social problems in Bangladesh dramatically. Targeted guest speaker is; Dr. Raihan from d.net, bkash of mobile banking, Solaric famous for nano-grid.	•Itinerary of the Program
JICA project	**Background**: The Cocoro Limited was appointed by JICA to conduct Social	・ Brochure of

Entrepreneurs Platform project. Cocoro Limited has done the feasibility study and phase 1 of the project. During my internship period, Cocoro Limited proposed the phase 2 of Social Entrepreneurs Platform project and inception report of it. **Contents** of the platform. In phase one of the project, Cocoro Limited has developed the concept of five contents; Social Entrepreneurs Story, Challenge to Opportunity Report, Business Data Base, News and Information, and Events and Seminar Information. **Strategy Building.** In the inception report of phase2, Cocoro Limited develops the action plan how to make the contents. I have contributed to make contents on the part of 'News and Useful Information' and 'Events and Seminar Information'.	Cocoro Limited in the proposal for phase 2. •Part of the contents in the inception report of phase2.

4.2.2. Challenges

It was quite challenging for me to write a powerful proposal from scratch. There are three stages, as described in figure3, to make the proposal successful including developing a new idea, transferring the idea into a professional proposal, and get approval from others. Details of the challenges I faced in each step are described below.

Figure3. Three stages to make the successful proposal.

(i)Develop New Ideas

Developing idea is the most important element to make the proposal successful because the idea of the proposal will not be ever changed even though the strategy or structure of the proposal will be changed after starting the operation. Some of the challenges are;

- **Outputting from My Brain**

First of all, idea comes from my brain, so I did a brain storming to spread out my ideas and combine the scattered ideas to form a project idea. However, I could not output enough ideas because of lack of experience and lack of resources in my mind.

- **Original and Innovative Idea.**

'What is the special feature of your idea? What is the difference between your idea and others? I was repeatedly asked this kind of questions, and I could not answer particularly because there were some similarities with other projects and not unique.

(ii)Create Competitive Proposals

In this stage, I needed to transfer the project idea into a competitive proposal and develop the powerful proposal. Some of the challenges are;

- **Customer Oriented Mind**

Most of the time my proposal was just to spread out my idea without considering the customers' needs. The objective should not be differentiation but it has to be based on customers' needs. This mind is new way of thinking for me, and it took time to understand this new perspective.

- **Feasibility of the Project**

'I understand your proposal, but is this really feasible. How do you think your proposed project benefit to Cocoro Limited? Did you consider our organizations' capacity? Is your study tour profitable enough to compensate for the expenses to sustain Cocoro Limited?'. I was asked these questions many times. This was also challenge to create a new project under the organization umbrella. The proposal is not for expressing my fantasy but is for making it real within the organization capacity.

(iii) Obtain Approval from Others

Once I developed an idea and made a feasible proposal, then next step was to convince the organization members to get the approval to initiate the project. To get approval, there was the big challenge for me.

- **Professional Writing Skill and Strong Presentation Competency**

Without convincing others with both strong documents and presentation, it is difficult to get

approval even though idea is great. It was challenge to acquire writing skill enough to appeal my proposal. However, My draft proposals failed many times because they were not well thought through, convincing, well structured, and logical. My presentation skill was also not enough to convince the member. I prepared a long introduction and spoke carefully, but they requested more simple, clear, straightforward, and convincing presentation.

4.2.3 Findings and Efforts to Overcome the Challenges

Because of these above challenges, I often failed to create a powerful proposal. I have had an effort to overcome these challenges described below.

(i)Enhance Social Entrepreneur Mind.

In the first place, what makes a project in Cocoro Limited success? Is that the amount of profits they earned from the proposed project? Or is that the social impact with the cost of organization's finance? Probably it depends on the organizations' vision, so it was essential for me firstly to define what was good or bad and what was benefit or loss for Cocoro Limited. As the organization is Social Enterprise, I started to learn Social Entrepreneur(See Apendix1). This helped me enhance social entrepreneur mind and make a decision; which way I should go.

(ii)Identify the Key Elements Required for Powerful Proposal and Develop Them

Figure4 describes the key elements composed of a powerful project proposal. I failed to develop a powerful proposal, so I analyzed the problems and identified the three significant elements from the learning of the internship activity; resources, logical thinking and strategy building, and originality and uniqueness. I have worked on improving and developing the three elements. The characteristics of the elements and application in the two projects are as follows.

Figure4. Created from my own experience during the internship.
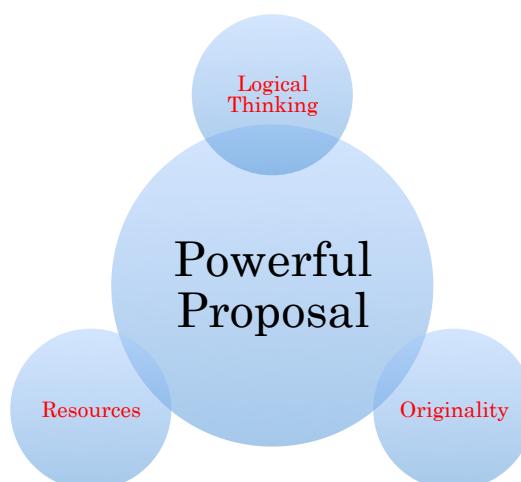
- **The Three Elements**

·Resources

Resources are required to start project and carry out the tasks. They can be people, capital, materials, body of knowledge, stakeholders,

time, channel to disseminate information or anything else capable of definition required for operating project activity. The lack of a resource will therefore be a constraint on the operating the project activity.

・Logical Thinking/Strategy Building

Logical thinking is very important to build a powerful proposal and persuade the persons concerned about the appropriateness of the projects. There were quite a few details that I could not think such as; determining all the resources I had, proper utilization of these resources, the capability of an integrated set of resources to perform the tasks, and the analyzing competitive advantage and disadvantage of the plan constructed. Lack of logical thinking will lead to failure of constructing a powerful proposal even though there are plenty of resources.

・Originality and Uniqueness

To differentiate the own project with others, the originality and uniqueness of idea is important. Even though a company has both a plenty of resources and person with a strong logical thinking, if the project does not have originality or uniqueness, it might fail, and vice verse.

● **Findings through the Two Projects**

I introduced the basic features of the three elements above, but there are quite a few components that constitute them, and I found some during working on the two projects. Table3 describes these findings on each element.

Table3. Findings through the two projects on the three key elements

Elements	Findings	
	Study Tour Planning	**Inception Report**
Resources	**The importance of Stakeholder**	**The importance of holistic knowledge**
	I realized the importance of partnership with stakeholders during this task. Even though I knew a lot of interesting institutions or entrepreneurs such as bKash, It was difficult to put the organization into the program because I myself did not have any connection with it.	As this project is to fill the information gap between Bangladesh and Japan and to inspire Japanese private sectors advance into Bangladesh to solve the social problems, it was necessity to understand social entrepreneurs and social issues in Bangladesh. I especially realized the

	Channel for advertising the study tour This is also important how to advertise the project as the company is small and does not have much channel to promote its activities.	importance of this when I tried to develop the contents of social entrepreneurs story because I had limited information about emerging and interesting social entrepreneurs.
Logical Thinking	**Feasibility of the project** ·Matching Demand and Supply Who is the targeted customers and is my plan really suitable to their demand? ·Balancing sales and expenditure. Even though the plan sounds great, if the sales could not cover the expenditure, then the project would fail. I developed the plan under the consideration of this matter. ·Considering the capacity of Cocoro LImited Considering the limited human resource of Cocoro Limited, it was difficult to expect large number of customers. I had to consider the capacity of customers that could maximize the benefit. **Oversight of the plan** There were a lot of details that seemingly irrelevant but significant issue. Some of the examples are as follows. ·Traffic Jam I created the itinerary without considering the time consuming caused by traffic jam in Dhaka. ·Availability of the guest speakers I also had to consider the other side situation. There might be possibility that the expected guest speakers are outside Bangladesh. .	**The importance of 5W1H(Why, What, Who, Where, When, and How)** When I developed one the contents of JICA Social Entrepreneur Platform; 'News and Useful Information' and 'Events and Seminars', I had to consider so many details that seemingly irrelevant and that I did not even notice. ·What types of News and Useful Information? When I said useful information for Japanese companies and investors, I had to define what was useful information for them and also why it was useful information. Without these logical thinking, I could not convince the person related with this project such as the person in charge from JICA. ·How to find resources and get information. This was also important to consider how to get information. Even though I could define the useful information for Japanese Companies, then how to reach to the source? Where are the resources? ·How to complete that amount of task within the project duration? I developed the contents without thinking the capacity of Cocoro Limited such as human resources. As the organization did not have much labor, I also had to consider who charged what?

Originality and Uniqueness	**Special Feature of the project**. Even though I planned study tour that seemingly sound good for me, I was repeatedly asked the special feature of the planned study tour. There are so many similar study tours conducted in Bangladesh before, and it was important to differentiate my plan from them.	This phase 2 of the project focused on the strategic plan, so It was not really needed to utilize my originality on this phase.

(iii)Practice Professional Writing and Presentation

As I mentioned above, writing professional proposal and presentation is significant to get approval of a project by the related members. However, it is not improved in a day, and I will need to do continuous efforts to acquire the professional writing and presentation. I will continue to write a proposal based on the consideration of the key elements above to develop the professional writing and presentation skill during the remaining internship period.

4.3 Engage in Cocoro Limited Networking Activities

4.3.1: Summary of the Networking Activities

During the internship period, I have engaged in Cocoro Limited Networking Activities including; attending various meetings with people from NGOs, Private Sectors, Government Agencies, and Social Enterprises. In addition to the meeting, I also attended a couple of events and exhibitions related to a Bangladesh growth industry.

4.3.2 Challenges

Unlike the report writing and business proposal that was conducted within the organization, this activity required more relationship development with people from outside the organization. Cocoro Limited is to try to bridge Japan and Bangladesh, so it is necessary to expand its stakeholders to achieve the vision. I have, therefore, joined this networking activity as one of its members. The unique feature that makes this activity challenging is that reputations of Cocoro limited are built or demolished based on how well I conduct myself during a meeting. There were a lot of challenges that I had to overcome, some of which are described below.

(i)Change Myself from Student to Professional Businessman.

Although my status was student intern in the organization, it was required to behave as a businessman as the member of the organization. In the initial period of the internship, I did not totally understand the difference between student and businessman and had a difficulty to behave properly at a meeting.

(ii)Difficulty of Communication in a Professional Occasion

Communication was also important at BRAC University lecture, but the communication in professional occasion is little bit different because the conversation passes more faster and there is limited time, and things sometimes are not going on as planned. Therefore I had to be more flexible to respond to unexpected situations. Because of this, there were a lot of times that I could not keep up with a discussion at a meeting. Furthermore, meeting is not just having fun of discussion. Both sides have its objectives and goals. Within the limited time of meeting, I had to maximize my goal, and this required more upper level communication skill. It was and is one of the biggest challenges for me.

3.3.2 Efforts to Get over the Challenges

To overcome these challenges mentioned above, I implemented some actions described below.

(i) Acquiring Basic Business Manner Etiquette

To break out of my shell to be a businessman, I started to change small things on myself such as changing my appearance through wearing business suit and changing my hairstyle. There are other business manner such as the way to exchange name cards, writing emails politely after a meeting, and the way to communicate. This seems very small things, but working on changing myself helped me enhance a sense of professionalism.

(ii)Be Prepared Myself, Pay Attention, and Participate Effectively

As long as time allows I started to do any background research to make sure I am up-to-speed on the subject of the meeting. At least, I tried to set the agenda and goal of the meeting, and conduct a basic preliminary research of the organization. It was not enough just preparing, I also tried to participate both physically and mentally through hearing and exciting a conversation while taking notes.

(iii)Transform Acquired Information into My Original Knowledge

It is important to prepare a meeting in advance, and I found it would be difficult to communicate with professional person without daily training. To improve my communication skill and acquire more diversified knowledge that is useful for interaction with people outside the organization, I have imposed myself to conduct the following trainings.

● **Step1; Be More Curious about Daily Life**

First of all, I try to be more open to learn a wide variety of the issues happening especially in Bangladesh and Japan. I should not shut down information just because I think it is useless.

·Be Curious about Organizations that I Have Engaged

Conducting following up research is important. As for example, the meeting with Bangladesh Youth Leadership Center(BYLC) provides me with the importance of increasing home-grown leaders in Bangladesh. Even though the meeting is short time, there are plenty of learning opportunities if I have a curiosity. Following up research such as leadership situation in Bangladesh would be an asset useful for next meeting and also for other occasions.

·Be Curious about Daily News

It is also important check daily news and hot trend to promote the good communication.

- **Step2; Input and Build up Information**

Not only having curious, it is also important to accumulate information in my mind. I make it a rule to try to get as much information as possible.

- **Step3; Construct and Organize My Idea into Intelligence**

Transform accumulated knowledge into my original opinion is significant. 'What do you think about this issue'. This type of question was often asked and it was required to express my own opinion on a particular issue. So I practice to transfer the accumulated information into my original opinion. I ask myself what do I think about this issue? so that these accumulated knowledge will be transformed into my opinion.

- **Step4; Convey My Opinion Logically during Conversation**

Meeting is not the place only to spread out my opinion. It is not always my turn to speak, but there is interaction between me and the opponent person. Therefore, I keep in mind trying to communicate under an interactive communication environment.

4.4. Management of the Office Space

4.4.1. Summary of Management of the Office Space.

In addition to the above three internship activities, I also had a responsible for management of the office space. This activity was basically divided into two components; managing office space and human resource development. The goal of the activity was to cultivate a positive office environment, ensure the efficient operation of the office, and keep the organization running smoothly. This work includes a wide variety of tasks such as creating cleaning schedule, monitoring staff work, detecting a problem and creating a solution, and improving their work performance. I worked hard especially in human development resources to foster a pleasant work atmosphere so that employees can enjoy coming to work every day.

4.4.2. Challenges

(i)Lack of Big Picture in the Office Space and of Basic Management Knowledge

・Basic knowledge and information about the office.

The basic knowledge and information of the office was important to understand the framework on which the organization works. I had to understand everything regarding to the office issues such as who was the contact person in case water stopped and what kind of bills this organization was supposed to pay, how much, and what date.

・Lack of mindset required for manager.

I failed to manage a lot of issues because of lack of the basic knowledge of management. For example, one of my tasks in this activity is to decide lunch menu, give servant money to buy foods, and get receipt. I did not realize that the servant bought relatively expensive foods everyday in the market. What I had to do is not only to give him money and receive receipt as a flow operation but also, as a good manager, should have grasped the market situation to avoid a problem. It was most important to consider the organization success and avoid any loss, but a lot of cases, my failure of management were directly linked to the loss of the organization.

(ii) Challenge for human resource development

In addition to understanding the office environment, engaging in Human Resource Development of Cocoro Limited was also important because improved management of the human resources will lead to improved performance of the organization. There are many

challenges I faced associated with the employee empowerment as described below.

・Achieve Employee's Satisfaction

The challenge was to motivate the local staffs non-financially in the organization and to create better environment for them that brings high mental satisfaction. It was challenging to identify their satisfaction away from money and motivate them for their satisfaction that will lead to the organization's high performance.

・Culture Difference between Japan and Bangladesh

There is language barrier between Japanese employees and the local staff who cannot speak English. The communication styles in both countries also vary. This culture difference made it much harder to manage.

4.4.3. Efforts to get over the challenges

Whenever I faced office management issues related to the above challenges, I repeated fail and improve. The improvement of management competency was one of the most challenging issues in the internship activity. During the three months internship, first I changed my way of thinking toward organization, and then secondly I started to improve my management skill. I will describe the ongoing efforts to overcome the challenges.

(i)Consciousness change in my mind

・Understand more about Organization

In the initial stage, I did not concern much about the organization, and rather I focused on my own work. However, I started to realize how I performed about the management issue either well or badly is directly related to the organization's benefit or loss. This casted me a question; what I worked for? Before I started the internship, I was studying or working for myself or for a team. However, since I have engaged in the management issues in Cocoro Limited, I realized the importance of organization in addition to the personal and team goal. This consciousness change gave me motivation to improve my management skill, and I started to be more active to consider the benefit of the organization. I started to be efficient and knowledgeable about every conceivable thing going on in the office to oversee the organization issues, and became trying to well understand about company's employees, staffing, equipment, and organizational needs.

(ii)Improve Interpersonal Skills

Besides understanding organization, I needed to change myself to contribute to the human resource development such as empowering and motivating the local staff. To improve the human resource development, I concentrated on the following issues.

·Improve Leadership and accountability

I always asked myself what kind of leadership was required to enhance the local staff productivity because, without enhancing my leadership ability, nobody listened to me. I started to engage in regular communication with my coworkers that helped me build good relationship. I try to listen and come up with satisfactory solutions for in the event of a dispute. I try to enhance the collaborative environment in a way not to push everything to staff but to take the initiative and act as a model. I also became accountable and own the problems the organization and its member needs to solve.

·Maintain a positive attitude.

This is important to stay smiling or using humor even in a difficult situation or after any failure for overcoming a variety of office situations. I try to speak Bangla with the local staff and using humor in the workplace to fill the gap.

·Keep dignity and maintain proper distance

However, the question here is what is good relationship in workplace in the first place? Is it to have fun together and stay friendly? It would be good to stay smiling at any time and become friendly with coworkers, but this sometimes brings the cause of laziness and decrease the level of entire work. It made it a rule to maintain the certain level of distance and to consider the balance between the good friendships and the tense relationships.

(iii)Identify the real problem and consider the sustainable solution

I found this is the most challenging issue in human development resource; where is the actual problem existed? and what is the sustainable solution? This is complicated because I have to understand the human behavior and also the system surrounded the problem. It is easy to just say 'please wipe this dirt' and this probably could solve the problem temporarily but not sustainably. I have to understand their motivation and also have to consider the system that will empower him to find out independently the dirt and work on it by himself. My ultimate goal

was to allow the local staff to make their own decisions and that affect positively the entire company.

(iv) Reporting, contacting, and consultation to my boss

Especially in this activity, I realized the importance of internal communication within the organization and learned Japan's fundamental business communication technique called Ho-Ren-So(Report, Contact, and Consult). These are the three main pillars of the Japanese communication strategy. In these, the members of the organization ensure that all the essential information needed to make a sound decision is present. When a problem occurs, I have to report the issue, and not keep it to my pocket. Instead of assuming that I can fix it by myself, I need to consult with bosses to get their advice to minimize risks and maximize the possibilities. I tended to report when the case is finished and never report any trouble, but after experiencing the internship, I have tried to improve this communication system.

5. Reflection

5.1 Summary of the Four Activities.

My internship activity was composed of the four activities; Report Writing, Business Proposal Writing, Engage in Cocoro Limited Networking Activity, and Management of the office space. In this internship program, there was no role model and manual useful for the internship activities. I always had to consider how to start work and how to complete. This working environment provides me with countless new challenges. Every time I faced a challenge, I repeated a reflection and improvement that helped me enhance my competencies in a various ways.

5.2 Application of Theoretical Classroom Knowledge

First, I would like to make it clear the relations between the academic and practical fields and also the intersected areas. Secondly I will describe the applied knowledge of MDMP lectures into the internship activity.

(i)Relations between MDMP program and Cocoro Limited

Both academic and practical fields have different features in knowledge, management, and behavior mode. Table4 describes the difference and relations between MDMP program and Cocoro Limited.

Table4. Relations between MDMP Program and Cocoro Limited

Competency	MDMP Program	Cocoro Limited	Relations
Knowledge	Input-oriented Construct body of knowledge about poverty alleviation including; concepts and theory provided by textbooks and lectures by a professor.	Output-oriented Use the body of knowledge in the business situation such as meeting with stakeholders and beneficiaries, and creating business proposal from scratch.	The hedge in knowledge between MDMP and Cocoro was lowest. There were many cases that I could use the accumulated theoretical knowledge from MDMP into the internship activity.
Management and Team Work	Horizontal Relationship Other than the relationship with professor, there were no	Vertical Relationship The team of Cocoro limited was composed of different grades, so it	I learned the importance of Teamwork both in MDMP and Cocoro Limited. But, in the internship, this was first

	different ranks between the students.	was important to develop the good vertical relationship including relationship with boss and subordinates.	experience for me to interact with boss in such a close cooperation. I also trained a local staff for management. This horizontal relationship was unique in the internship activity.
Behavioral Mode	Studied for myself My success or failure came back to myself in the form of grade. And this made it possible to study at my own pace.	Worked for myself and the organization My success or failure came back to the organization. This let my working pace adjust to other members because my delay was linked to the organization's loss.	I believe there is the most huge disparity between the MDMP and Cocoro limited in this areas. Developed time management under the condition and gradually became think how to finish the work quickly.

(ii)Applied MDMP knowledge into the internship activity

As describes in Table.4, there are some differences and similarities between the academic field and practical field, and there are mainly 4 lectures of MDMP program that were highly applied into my internship activity.

MDP621 'Poverty, Livelihoods and Food Security' provided me a comprehensive overview of the different conceptual aspects, methods, tools and indicators used for understanding poverty, vulnerability, livelihoods and food security. This conceptual framework strengthens my basic idea for poverty alleviation. I gained the knowledge of analytical framework of sustainable livelihoods and market for poor(M4P) from MDP625 'Sustainable Livelihood-Cocepts, Institutions, and Policies'. Especially the theory of M4P is useful when I conducted a research on iDE(See Appendix2). Intensive readings helped me enhance my work efficiency provided by MDP629: Global Issues in Sustainable Development. The different perspective of Jeffery Sachs and Paul Polak, founder of iDE, also gave me new insight in this field. Paul Polak strongly argues against Jeffery Sachs's development theory represented by millennium village projects, and he puts the emphasis on business development. This comparison study broadened my perspective on Development Studies. Lastly, learning from MDP631 'Communication, Negotiation and Leadership for Sustainable Development' helped me establish better communication environment both with my supervisors and coworkers. In the communication

modules, I learned various types of leaderships such as organizational leadership, situational leadership, and servant leadership, all of which were useful when I tried to empower the local staff.

5.3 Acquired Skills, Competencies, and Learning

Table 5 describes the summary of skills, competencies, and learning that I learned from the internship activities.

Table5. Attributes of the activities on the 6 areas and expected acquisition through the activities

Activity	Components of Activity	Learning/Acquired Skills
Report writing	Fieldwork Research	·Way of looking at things
	Minute	·Acquired knowledge from pre-research and analysis.
	Facebook article	·Writing skill in Japanese and English·
Business Proposal	Study Tour Planning	·Concepts of Social Entrepreneur ·Four Elements composed of the powerful proposal; Resources, Logical Thinking, and Originality.
	Proposal for JICA Project	·Transfer knowledge and idea into action plan ·Be careful and focus more on the details ·Think out of the box ·The importance of 5W1H
Networking Activities	Attend meetings	·Basic business manner etiquette.
	Join events and exhibitions	·Attitude for a meeting; prepared, paying attention, and participating effectively. ·Transforming acquired information into original knowledge
Management	Managing office space	·The importance of organization
	Human Resource Development	·Basic idea of management ·Leadership ·Identify the real problem and consider the sustainable solutions. ·Reporting, contacting, and consulting.

5.4 Future Plan of Using the Skills/Competencies

I will continue to do internship at Cocoro Limited until December 2014. I acquired a lot of important competencies but the level of the improvement is not still enough on each activity.

Cocoro Limited will continue to develop the JICA Project and other activities. There will be a lot of similar challenges described in this report, so I am planning to use this internship report as a guidebook for further improvement in the second half of the internship activities. I will try to minimize the errors that I made during my previous assignment.

5.5 Evaluation of the organization and challenges.

The internship program provided by Cocoro Limited focuses on growth of an intern with the intensive four activities. I faced so many challenges, but, thanks to the deeply supports thanks to the support by the organization, I could find a way to improve by myself and learned. I believe the competencies acquired in the internship could be applied in all the fields, and I am full of confidence.

The challenges of the organization would be human resources to expand its business in the first of all. It would be tough to find a experienced person because of various risks for him or her such as geographical distance from Japan. Another challenge would be accompanied risks caused by legislation system, investment regulations, and bribe for foreign people and organization. As Cocoro Limited is Japanese company and help Japanese companies advance in Bangladesh, it would face so many challenges. However, as Cocoro Limited is expanding and is winning distinction gradually, I believe it will be the pioneer for Japanese and there will be more interactive harmonization between Bangladesh and Japan.

6.Conclusion

The three months internship at Cocoro Limited provided me with quite a few challenges that I had to overcome and at the same time opportunities to grow myself. Through the challenges and improvements, I acquired splendid competencies that can be applied in all the fields especially in development field.

The initial expectation by myself for this organization was to understand the application of social business into the development field, experiencing the Japanese workplace engaging in development field away from classroom, and management issue of organization. By engaging in management issue at Cocoro Limited, I acquired the basic knowledge of management. I faced the difficult challenges especially in human resource development, but it was good experience to learn the essence of empowering people. Furthermore, through the intensive writing report, business proposal, and networking activity, I learned the real workplace in development field. As for understanding the application of social business into development field, I need much more time and I am planning to use the remaining internship period to get the solid understand on this area.

In conclusion, I got confidence that I could contribute to poverty alleviation in Bangladesh through the activities at Japanese company, though it was small contribution and short period. Moreover, the learning from Cocoro Limited became the asset for me that can be applied in my life forward. I would also like to mention that knowledge acquired from MDMP Program is also my asset. I would like to grow more through applying the combination of the knowledge from MDMP program and the practical experience from Cocoro Limited.

7. Appendix

7.1 Appendix1: Background concept related to this internship: Concept of Social Entrepreneurship

(i)Historical Perspective of Social Entrepreneurship

For decades, eradicating poverty has been a challenge tackled by public interventions, international development organizations, NGOs, but there are growing number of the world's toughest problems such as poorest of poor, mal-nutrition, inequality and environmental issues all over the world. In the last decade, a dramatic confluence of economic, technological, political and spiritual shifts appears to be shifting global consciousness on social issues such as poverty, education, human rights, environment, and basic human needs. We are now entering a new global Era for Social Awareness and Innovation never before experienced. These innovations turn new leadership styles, business models, processes, technologies and products/services into forces of good to address the world's most challenging needs. As some problems have proved difficult to eliminate and have actually increased in size and scope in many countries, the limits of the non-profit-or citizen sector-to fully complement government in stemming these social problems have become evident. As a result of the ineffectiveness of such interventions by the public and citizen sectors, societies around the world are increasingly relying on business and social entrepreneurship to help alleviate poverty.

(ii)Definition of Social Entrepreneurship

· Spectrum of Social Entrepreneurship

Social entrepreneurship has been defined in many different ways in diverse environment. Many researchers agree that social entrepreneurs operate across a spectrum of enterprises, from the purely charitable to the purely commercial and many of the most interesting experiments take place in the middle ground where hybrid organizations pursue new forms of blended value. According to, Bill Drayton, founder of Ashoka, Social entrepreneurs are the idea champions; people who advance change, working within, between and beyond established organization. According to RogerL. Martin the professor of Stanfor University, entrepreneurship has the following three components: (1)identifying a stable but inherently unjust equilibrium that causes the exclusion, marginalization, or suffering of a segment of humanity; (2) identifying an opportunity in this unjust equilibrium, developing a social value proposition, and bringing to bear inspiration, creativity, direct action, courage, and fortitude, thereby challenging the stable

state's hegemony; (3)and forging a new, stable equilibrium that releases trapped potential or alleviates the suffering of the targeted group, and through imitation and the creation of a stable ecosystem around the new equilibrium ensuring a better future for the targeted group and even society at large.

·Difference from other entities.

While social and business entrepreneurs are similar in their skills and temperaments, they differ markedly in their primary objectives. For business entrepreneurs, the objective is usually to maximize profits or build a lasting, respected entity. For social entrepreneurs, the objective is to maximize some social impact. Yunus acts on the assumption that human beings and entrepreneurs respectively have two sources of motivation, mutually exclusive but equally compelling: a) maximizing profit and b) doing good to others (Yunus 2012). Each type of motivation translating into a separate kind of institution, he calls the first profit-maximizing business and the second social business. The profits in social business are used to expand the company's reach and advance its products or services(Kerstin 2011). Phillip H. Phan states in his writings of 'theory and empirical research in social entrepreneurship' that the focus on income makes it possible to distinguish social entrepreneurs and two other value-creating activities namely social service provision and social activism. Social activism is concerned with indirect action such as influencing government or raising awareness, which do not provide income. Social service provision does not take the entrepreneurial risk of investing resources for opportunity exploitation with the aim of income generation, but instead relies on gifts or public sector subsidies.

(iii)Social Entrepreneur and poverty alleviation

Muhammad Yunus, founder of the Grameen Bank and father of microcredit, provides a classic example of social entrepreneurship. Yunus confronted the system, proving that the poor were extremely good credit risks by lending the now famous sum of $27 from his own pocket to 42 women from the village of Jobra. The women repaid all of the loan. Yunus found that with even tiny amounts of capital, women invested in their own capacity for generating income and paid back the loan. This breakthrough by Yunus changed the course of international development assistance from aid-oriented development to market-driven development for empowerment. A Samaritan's dilemma emerges where the help offered by the helper results in a reduced effort of the helped activity participating in their own development. The helped farmers may actually lose skill and motivation over time(Gibson. 2005), and this spoil would distort their incentives

and create dependence. Social entrepreneurs such as Paul Polak have done extensive field research in the contexts of the poor in many Asian and African countries. He perceives commonality across the rural poor he has interviewed-poor farmers need more income. Toward this end, his international development Enterprises(IDE)have sought to boost the marketing effectiveness of poor farmers. It appears that market-based approaches to poverty alleviation will likely grow in importance in the coming years. Polak says 'When I started in Bangladesh 26 years ago, business was seen as the evil cause of poverty. There have been major changes over the years, and the concept of social entrepreneurship has taken hold. There is a whole social venture capital movement now'.

Under this context in which people realize poor is not only passive beneficiaries any more but also can be entrepreneur and earn money, a variety of structure have emerged for social enterprises in the current era of sector convergence consist of the public, nonprofit and business sectors. There has been a growing trend and chance in which an increasing number of social entrepreneurs have been producing solutions to many of the world's toughest problems and transforming the way we think about social change.

Appendix2: Fieldwork: International Development Enterprise (iDE)

Table1. Descriptoin of fieldwork research of iDE

Date	May 18th to 22th 2014	Place	Barishal	
Participants	Name		Name of Institution	Position
	Yuzo Komabashiri		JICA	Project Investigator
	Yukar Suzuki		Cocoro Limited	Managing Director
	Taku Furukawa		Cocoro Limited	Chairman
	Kenichi Inaba		Cocoro Limited	Assistant Manager
	Ryoma Kato		Cocoro Limited	Intern
	Md. Nurul Amin		iDE	Director-operation
	Conor Riggs		iDE	Portfolio Manager
	Md. Asaduzzaman		iDE	Expert
	Enamul Haque		iDE	Project Manager
Deliverables	Fieldwork Report and Articles for Facebook			

Background Information

(i)Overview of IDE

iDE is an INGO working in 12 developing countries with a mission to empower farmers to increase their income and improve quality of the life. iDE goal is to help them to make informed choices and decisions about how to improve production capabilities and invest in the future. Whether that means developing farmland with new technologies, starting new businesses, or developing the skills and networks needed to access profitable markets, iDE always places people at the heart of its work and see rural smallholders as potential entrepreneurs. iDE creates and implements market interventions that leverage the power of business to bing about large-scale change in consumer and producer practice. iDE tools are market based and designed to improve income and quality of life for the poor without using capital subsidies or donations.

(ii)Paul Polok's view behind the concepts of iDE

Paul Polak is the founder of iDE and famous for his book: Out of Poverty. Global poverty alleviation efforts must focus on small plot farmer. Polak states in the book 'Out of Poverty' that most of the extremely poor people can earn much more money by finding ways to grow and

sell high-value, labor-intensive crops- and that by doing so, they can lift themselves out of poverty. He believes the way we tackle poverty needs to change based on this idea, to have a major impact. This is why he strongly argues against the traditional subsidized oriented approach taken by international development community and against their top-down approaches to poverty. He states in the book that *'if you are going to provide things on a subsidized basis, they are unlikely to be scalable. But if you're going to market products at a fair-market price and make a profit doing it, then you need to understand what the customer is willing and able to pay for the product'*. For Polak, it comes down to prioritizing extreme affordability, his shorthand for customer-focused products that are cheap, pay back the customer's investment in months, and can reach at least million customers.

(iii)iDE's operation in the last 25 years.

iDE is dedicated to finding practical solutions to attack poverty at its roots, designing and pricing those solutions to meet the needs of the $2-a-day market, and scaling them to profitability. He works with small farmers in Bangladesh and elsewhere has already produced solutions such as small-scale, low-cost drip irrigation systems, and $25 treadle pumps, that have increased poor farmers' net income, lifting millions out of poverty. iDE has invested to help farmers to produce these high-value products for their net revenue increase. Figure1 describes the iDE's 25 years investment and it's achievement. The total amount of investment by iDE and other supporters was $ 78 million in 25 years. During the same span, farmers living with $1 per day had invested $139 on tools to increase their total net revenue. These investments had contributed to increase their total net revenue by $288 million. This data shows as the farmers increase the investment on high value-added agriculture products, it leads to their total net revenue increase. As polka believes that the framers need cheap irrigation, good seeds and fertilizer, and better access to markets to grow and sell higher-value products, iDE has provided the simple solutions as an affordable price. The typical example is foot pump. The price of the pomp is $8, and the total initial cost is $25 combining with the cost of establishment. Once farmers pay $25 and invest 2 to 6 hours per day, then they will be able to irrigate their farm. Figure2 describes the impact of foot pump in Bangladesh, and this shows the amount of total net revenue of foot pump purchaser came up to $150 million.
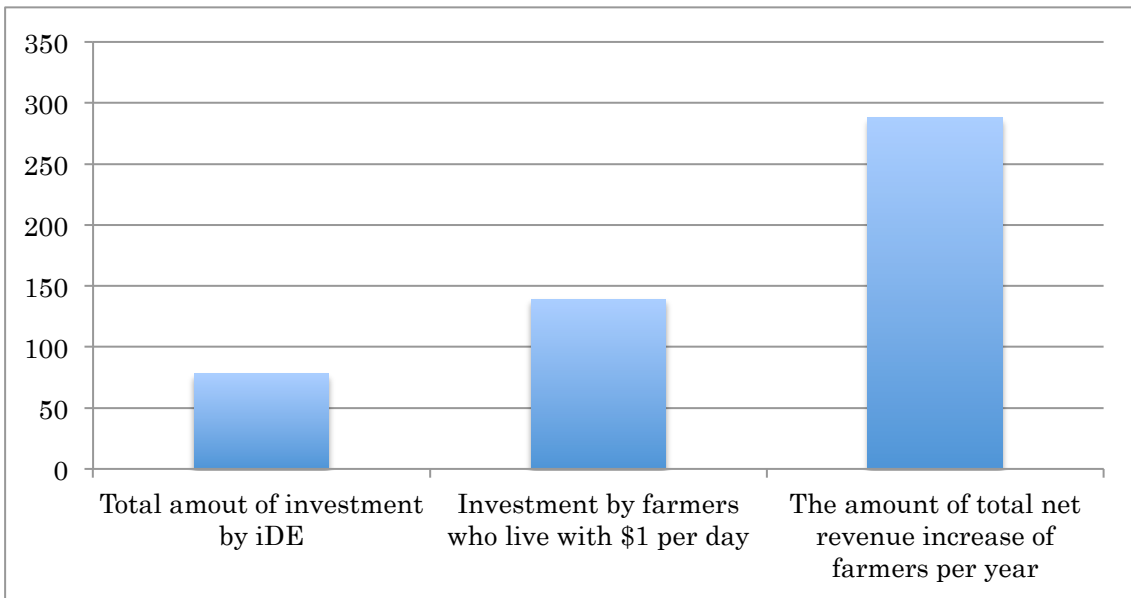
Figure1. Result of iDE's 25 years Activity.

Source: Created based on the data from Japanese edition of Out of Poverty.
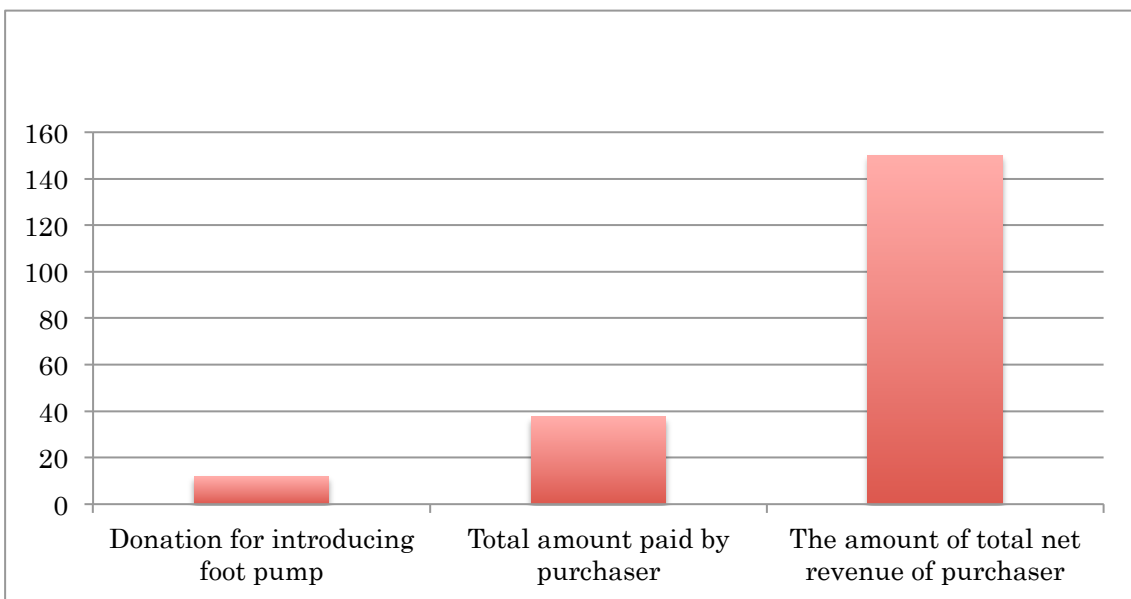
Figure2. Impact of foot pump in Bangladesh

Source: Created based on the data from Japanese edition of Out of Poverty

Summary of the 8 projects in the fieldwork

We have observed the eight projects operated by iDE; Nutritious vegetable production by PROOFS, Nobojibon project, Fingerling Business by ANEP, introduction of Axial Flow

Pumps(AFP) and Reaper led by CSISA-MA, Creating Entrepreneurs mind for Ultra poor led by WOTSHAB, WASH, and compost business. The summary of these projects is described in table2.

Table2. summary of the observed 8 projects in Barisal

Project Name	Brief Description of the Projects
Nutritious vegetable production led by PROOFS	• **Objective** The objective of the **Profitable opportunities for Food Security** (PROOFS) project is to improve food security and prevent malnutrition for farmers' households in rural Bangladesh. PROOFS aims to strengthen the local producers through teaching market, management, and finance knowledge to produce high quality crops so that the farmers can sell their production at a better price and improve their household nutritional status. The project operates in seven districts in Bangladesh, covering 80.000 Base-of the-Pyramid Producers and Consumers. • **iDE operation in Harta Village** The mission of iDE in Harta village is to develop the strong value chain composed of all the related stakeholders so that the high quality crops produced in Harta Village could be delivered to the local market. There are basically two operations conducted by iDE •Demand analysis of Harta village iDE conducts a research on all the stakeholders' incentive and motivation to achieve win-win situation. •Training and demonstration iDE provides training and demonstration based on the research.
Nobo-jibon Project	• **Objective** **Nobo Jibon** (meaning New Life) is a five-year integrated food security program to reduce food insecurity in the coastal zone of Barisal. The objective of Nobo Jibon is to solve the issue through enhancing productivity and income in 80,000 households in Barisal. • **iDE operation in Khailshar village** iDE develops the system that buyers at the local markets come to the village to buy the products. The operations are as follows. •Training and Demonstration iDE provides a training to make the local framers understand the market system to produce enough volume which is attractive for the buyers. •Develop the channel for Khailshar village to the local markets

	iDE negotiates with the local retailers, wholesalers, private sectors, and authorities to establish value-chain. •Put Collection Point iDE puts a collection point where the buyer and farmers get together for purchasing and selling their products.
Fingerling Business led by ANEP	● **Objective** **Agriculture and Nutrition Extension Projec**t(ANEP) is a multi-country program supported by the European Union(EU) to develop market linkages between rural and urban areas and promote exchange of expertise and technologies between agricultural and research institutions in Nepal and Bangladesh. The two objectives of ANEP are; (i)introducing innovative technologies to improve food security and nutrition; and (ii)establishing market systems to deliver sustainable development. ● **iDE operation at Mehedigonj Upazila** ·Forming Thematic Group ANEP helps the local famers to form a group composed of 15 people of different stakeholders such as fish farmer, fingerling seller and buyer, and bait company. The members of the thematic groups analyze the market situation, set goal a production quantity according to the each farm capacity. If the related stakeholders face a problem, the group members share the information and make a plan to solve the problem.
Introduction of Axial Flow Pumps led by CSISA-MA	● **Objective** The three objectives of **Cereal Systems Initiative for South Asia-Mechanization and Irrigation** (CSISA-MI) project are to; sustainably intensify and diversify agricultural production in Southern Bangladesh through surface water irrigation to increase household income; to sustainably transform agriculture in Southern Bangladesh through broad-based access to agricultural mechanization services; to develop new models for public and private institutions to support irrigation and agricultural mechanization in Southern Bangladesh. Collectively, CISISz-MI aims to deploy the technologies on 90,000 hectares of land, and the activities will benefit more than 450,000 households, and $12 million of private sector investment will be mobilized to support these aims.
Introduction of Reaper led by CSISA-MA	● **Introduction of Reaper in Madhabpasa village** In Madhabpasa village, CSISA-MI introduces Reaper that allows rapid harvest and subsequent replanting of the next crop within the recommended panting window. It also allows famers to save

	money on scarce and expensive manual labor, while freeing up women's time for other productive activities.
Creating Entrepreneurship Mind for Ultra Poor led by WOTSHAB	● **Objective** Women Onset Technologies for Sustainable Homestead Agriculture in Bangladesh (WOTSHAB) is a regional project supported by Department for International Development(DFID) to improve access to working capital to poor women in the coastal areas of Barisal. ● **iDE operation at Mehedigonj Upazila** iDE give a training of business for the extremely poor women in Moshang village. They form a group made of 5 women, and they started rice cleaning business.
WASH	This is three-years project to increase the access to hygienic latrines. The problem of traditional latrines is its durability. WASH project conducts all the process from research to design the latrines and sell. American Standard develops the prototype of the latrines and RFL plastics manufacture and sell the products in the local area. The cost of the Latrines is TK5.000.
Compost Business	ANEP promotes compost business in Kagasura village. The compost is made of cattle manure, mustard oil, calcium, and earthworm. Local NGO provides earthworm, so producing compost costs almost nothing.

Findings from the fieldwork

Combination of the background knowledge and fieldwork investigation provides me new findings of iDE and its operations. The findings through the fieldwork are classified into four; achievements of the projects, products features; the local farmers condition, and iDE employees operations.

(i)Achievements by the projects

Achievements of the projects are described in table 3 as follows

Table3. Achievements of the projects

Project	Achievement
PROOFS	•Now that more than 500 crops produced in Harta village is delivered to the local market. •iDE established the system through which FBGs could get high quality seeds and fertilizer from the private sectors. •Sales has increased by 5.0 Crore from 2.5 Crore. •Improved healthy and productive lives.

Nobo-jibon Project	•Cost and time reduction There used to be high transportation cost and time consuming for farmers to go up to the market from the remote village. However, after the project started, the transportation cost and time became almost zero. •Access to high quality products The established value chain composed of all the stakeholders expanded the channels for the better production.
WOTSHAB	One of the groups earned TK400,000 sales and TK50,000 profits in one year.
AFP	Achieved 70% higher volume by introducing AFP comparing to the traditional pump. Reduces 40% of fuel consumption by diesel engine equipped AFP. Reach over 300m distance which cover 40 Acers. Mr. Hassan one of the LSPs increased his income by 20% and earned TK. 30,000 which could pay off the price of AFP TK 26,000. There are three problems regarding the traditional pump used in Rakudia village; bad and inefficient fuel consumption, time consuming to fill water, and lack of the volume. CISISA-MI introduced AFP imported from Thailand.
Reaper	By handwork, it takes one day with 8 labors. However, introduction of Reaper made it possible to complete the same amount of work by one hour with one labor. Harvesting by handwork costs TK. 3000, but it costs only TK. 1500 by using Reaper. The owner of reaper earned TK 135.000 in one year which covered 70% of its expenditure cost. The owner said if he provides the service in the neighbor village, he could get more profits. TK. 3000
Compost	The initial fee is TK. 8000, and local farmers produce 150kg compost in 15 days and earn TK. 3600 profit per month.

(ii)Products

·Simple design and affordable price

One question in my mind before the fieldwork was what type of products was in demand for the local farmers. During the fieldwork, I observed three products; Reaper, Pump for irrigation, and latrines for water sanitation. Figure3 shows Reaper in Madhabpasa village. From the interview, I found products have to be simple, functional, and affordable for the local farmers. They should

also be light weight, with no extra function, and colorful design. This is made of combined HONDA engine and KUBOTA's body, both of which are Japanese companies. The price is TK18,500 and there are 30 Reapers in Barisal and 200 in Bangladesh.

Figure3.Reaper introduced in Madhabpasa village.

· New product

Farmers who utilize the irrigation technologies are able to grow much more high quality crops year-round whilst reducing water, labor, and energy inputs. As described in the above section, foot-pumps brought low-cost irrigation system to small plot farmers in Bangladesh. The foot-pumps cost $25 and increased farmers' incomes by an average $100 a year. However, in the field research, I found a new irrigation technology equipped with diesel engine as

Figure4. New irrigation machine equipped with diesel engine

described in Figure4. This machine costs TK. 30,000 which is much more expensive than foot-pumps, but this technology increased farmers income by 20%.

(ii)Farmer

· Improvement in living standard

As I described in the achievements, most of the local farmers' condition are improved through the iDE operation. One of the most important findings in this area is that almost all of the farmers can payback their loans and increase their living standard.

· Strong self-reliance, self-esteem, and entrepreneurship mind

Some of the factors that hinder market system functioning

Figure5. Farmers with full of self-confidence in collection point

are; lack of entrepreneurship mind required to stand up to get over the bad situation, lack of information, and lack of finance access in remote areas. However, during the fieldwork, I found most of the local farmers were full of adventure and they were enough confident to earn money. Through the fieldwork , I found a lot of farmers were independent. Figure6 shows the meeting of thematic group in the fingerling project. This meeting is conducted only

Figure6. Farm leader holds a meeting in thematic group

by the farmers, so the members set the date and agenda and facilitate the meeting without help of iDE. These system provides the local farmers with improved self-esteem, more regular work and income. They proved to be much more effective in improving the adjustment of people who were chronically mentally ill.

(iii)IDE

①Marked Development

・Develop Value Chain. .

The main operation is to develop market system. As I found out in some of the projects such as PROOFS and Nobo-Jibon, iDE firstly conducts stakeholder analysis to investigate the current local system to establish elaborate value-chain. In this value-chain, there are all the stakeholders include the local farmers, private sectors, financial institutions, and the local governments. After conducting the stakeholder analysis, iDE investigates the production system in the area. This aims to find out the main crops of the area and to select a leader in the village. Then, iDE develops a system where the local farmers could start their business. As for example, iDE

creates Farm Business Groups(FBG) and Farmers Business Advisor(FBA) in PROOFS project. FBG produce crops, and FBA as a catalyst delivers the products to the city markets. FBA also gives advice to FBG based on the market situation and provide services such as high quality seeds and fertilizer. This division of roles made it possible to deliver the products from the remote areas to the city markets.

Figure7. Mr. Nurul, director operation of iDE, talking the importance of communication.

・Keep Value Chain Functional

Developing value chain is quite important, but it is also significant to keep the local farmers within the market system. iDE experts stated that most

important work to keep the system is <u>long term communication</u> within the value chain because their incentive and motivation always change. The experts of iDE visit the charged Village three times a month to communicate with them.

②<u>Promote independence of local farmers</u>

iDE's ultimate goal is to let the farmers independent even after a project completes so that they will keep doing business, so iDE put most emphasis on helping the local famers independent.

③<u>Expand Access to Finance</u>

Without access to finance, local people can not even start business, and iDE's effort to expand its finance channel to the remote area made it possible to increase this improvement. iDE developed the network with United Leasing Company(ULC) to give the local farmers access to finance, and now even the ultra poor women of WOTSHAB project have access to loan.

④<u>Designing full-package approach with scaling strategy</u>.

iDE puts emphasis on scaling up after developing the market system. To achieve scaling up, in addition to the market development, iDE conducts demonstration, training, and introducing new technologies.

(iv)Challenge

One of the biggest challenges in development is that the scale achieved by the few approaches that do work is still pitifully small. Polak mentions that *'iDE has helped something around 20 million one-acre farmers move out of poverty. That, from some perspectives, is a real accomplishment, but from my perspective, it's a drop in the bucket. There are a billion people who live on less than a dollar a day, and we've helped 20 million of them. How do you reach 500 million?'*.

3.2.4 SWOT Analysis

Summary of SWOT Analysis	
S	**W**
•Strong vision for sustainable development through market development. •Accumulated know-how to develop market system and value chain in a remote area. •Large number of stakeholders and partners Self-reliance and entrepreneur ship mind of the farmer concerned. •Profitable business model for BOP. •iDE has access to finance institution even in remote areas	•There is around 1.3 billion people living below $1 per day. iDE does not cover these ultra poor because the model is for farmers living with $1 to $2 per day. •Lack of care after projects complete. •Lack of variety of vegetables introduced and low production •Lack of experience collaborating with foreign private sectors.
O	**T**
•90% of the world population can be customer •More than 80.000 BOP Producers and Consumers are included. •Huge Opportunities for private sectors to invest mainly in agriculture sector such as technology, aquaculture business, water sanitation, and seeds, fertilizer. . •They could pay off TK30,000 within one or two years.	•Lack of knowledge to maintain machines. •Disaster and natural calamity. •Introduction of technology would decrease the local job opportunities which would cause them to migrate into urban cities. Infolowing of old and low quality products by subsidy or grant hinder farmers to buy high value-added products Absence of Intellectual property right might lead to replica.

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