



**Internship Report**

**On**

**JITA- A Social Business**

**Bangladesh Ltd.**

**‘Proposal Development for**

**Acquiring Donor Funding’**

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**On**  
**JITA- A Social Business Bangladesh Ltd.**

**'Proposal Development for Acquiring Donor Funding'**

Date of Submission: May 16, 2016

Submitted to,  
Rahma Akhter  
Lecturer,  
BRAC Business School,  
BRAC University

Submitted by,  
Kazi Tamanna Mahin  
ID: 11104136

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## Letter of Transmittal

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May 16, 2016

Ms. Rahma Akhter  
Lecturer, BRAC Business School,  
BRAC University

Subject: Submission of Internship Report

Dear Madam,

I feel great pleasure in presenting to you my internship report, 'Proposal Development for Acquiring Donor Funding' of JITA – A Social Business Bangladesh Ltd., which was assigned by you during our Internship Advising. This report is a partial requirement of the Internship Program and a pre-requisite for the completion of my undergraduate degree.

JITA- A Social Business Bangladesh Ltd. is dedicated to empowering women through an extensive network of enterprises, creating employment opportunities and improving access to market. JITA began its journey as a Rural Sales Program (RSP) of CARE Bangladesh in 2004 and after seven years in 2011 CARE International and Danone Communities invested in the RSP to turn it into a sustainable business venture. Today JITA is working with the aim to reach the Bottom of the Pyramid (BoP) consumers of rural Bangladesh with health, hygiene and nutrition products, services and messages to alleviate their standard of living.

The report revolves around JITA's Proposal Development Department, which is dedicated to acquiring international and national grants in order to facilitate market creation and activation activities of health, hygiene and nutrition products and services.

I have tried my level best to complete the report with respect to the requirements. However, if any explaining is required, I would be honored to oblige. Kindly accept this humble effort to express my understanding of the organization and their contribution in creating an empowered rural Bangladesh.

Yours sincerely,

Kazi Tamanna Mahin  
ID- 11104136

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## Acknowledgement

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This internship report is based on JITA- A Social Business Bangladesh Ltd. The aim of this internship was to provide a practical knowledge in correlation to the theoretical knowledge I gathered during the Bachelors in Business Administration (BBA) Program at BRAC University. I have successfully completed the internship and have assembled this report to reflect my learning during the internship.

I would like to express my sincere gratitude to my internship advisor Ms. Rahma Akhter, Lecturer, BRAC Business School, who dedicated her valuable time and guided me through this journey. I would also like to thank the Office of Career Services and alumni Relations (OCSAR) of BRAC University for their continuous support in grooming and helping me obtain this internship opportunity.

In addition to the support of my advisors, I would also like to extend my gratitude to Mr. Saif M M Islam, Proposal Development Consultant, JITA Bangladesh, and Mr. Ridwan Rahman, CEO, JITA Bangladesh who have mentored and nurtured my academic skills and enabled me to effectively and efficiently implement my learning in the Proposal Development field.

Furthermore, I would like to thank all my colleagues at JITA Bangladesh for accepting me and making me a member of the JITA family. They have shared their experiences with me to teach me about the organization and its contribution to the society in order for me to perform more effectively and efficiently.

Therefore, my time here at JITA has been a valua addition to my career journey and it has been a great learning experience for my approaching future.

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## Executive Summary

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Till date, 3 billion people in the developing world still use the traditional cookstove and it is causing 4 million premature deaths annually. The traditional cookstoves impose a life risk among its users, specially women and children. However, the billions of people using the traditional cookstove are not aware of the harm it is causing. Extensive studies have shown that the Bottom of the Pyramid (BoP) consumers cannot be persuaded by highlighting the health risks arising due to the use of traditional cookstoves. The lack of customer demand can be attributed to product gaps, ineffective marketing, high prices, and limited distribution networks. Therefore, Global Alliance for Clean Cookstoves (GACC), has created a platform to bring all stakeholders of the improved Cookstove industry into one platform to facilitate and increase the adoption of improved clean cookstoves around the world.

JITA – A Social Business Bangladesh Limited has applied for two grants at the GACC, Clean Cooking Behavior Change Communication Fund, which aims to bring behavioral change in the lives of the rural population of Bangladesh and promote the use of Improved Cookstoves to increase the rate of adoption. JITA proposes to help create a clean cooking lifestyle in Bangladesh through a multi-level behavior change communication intervention by creating a brand platform for the improved cookstove and fuel category through the rural door-to-door distribution network.

The second grant is The Women Empowerment Fund – Empowering Women Entrepreneurs in Bangladesh's Clean Cookstove Value Chain. This grant will allow JITA to adopt a gender-inclusive, market-based approach to engendering social and economic empowerment of women along various strands of the clean cookstove value chain. JITA will help develop a business model for the distribution of clean cook stoves through women energy entrepreneurs called Energy Ladies and local enterprises, where the target consumers will be women, execute an effective package of women empowerment approaches and activities to improve gender mainstreaming and lastly, generate learning and create an evidence base for how investments in enhanced participation of women in clean cookstove value chains can facilitate social and economic empowerment.

JITA envisions helping women identify economic opportunities and become decision makers in their households. Through these two funds and JITA's sustainable operations, JITA will reach the approximately 100,000 households in the North and North – West region of Bangladesh with the Improved Clean Cookstoves.

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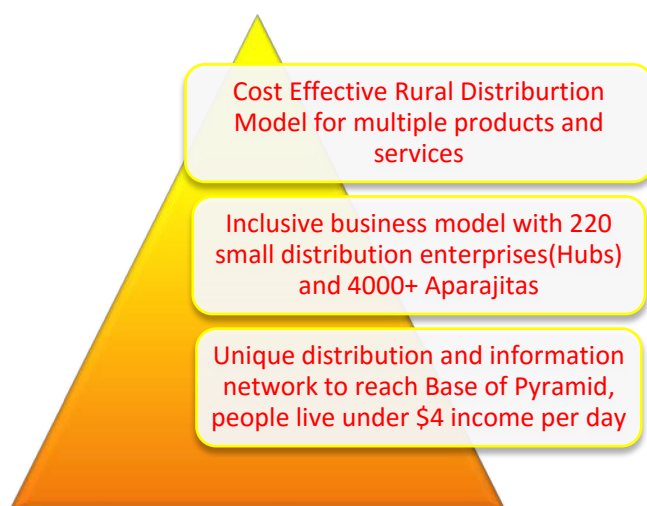
## Chapter 1: Introduction

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JITA - A CARE Social Business Bangladesh Ltd. is a Bangladeshi joint venture between CARE International and Danone Communities. JITA's journey began in 2004 as a Rural Sales Program for CARE Bangladesh. Over time it evolved and with investment from CARE International and Danone Communities, JITA was born in 2011. JITA is dedicated to empowering women through a network of enterprises, creating employment opportunities and improving access to markets for underprivileged consumers.

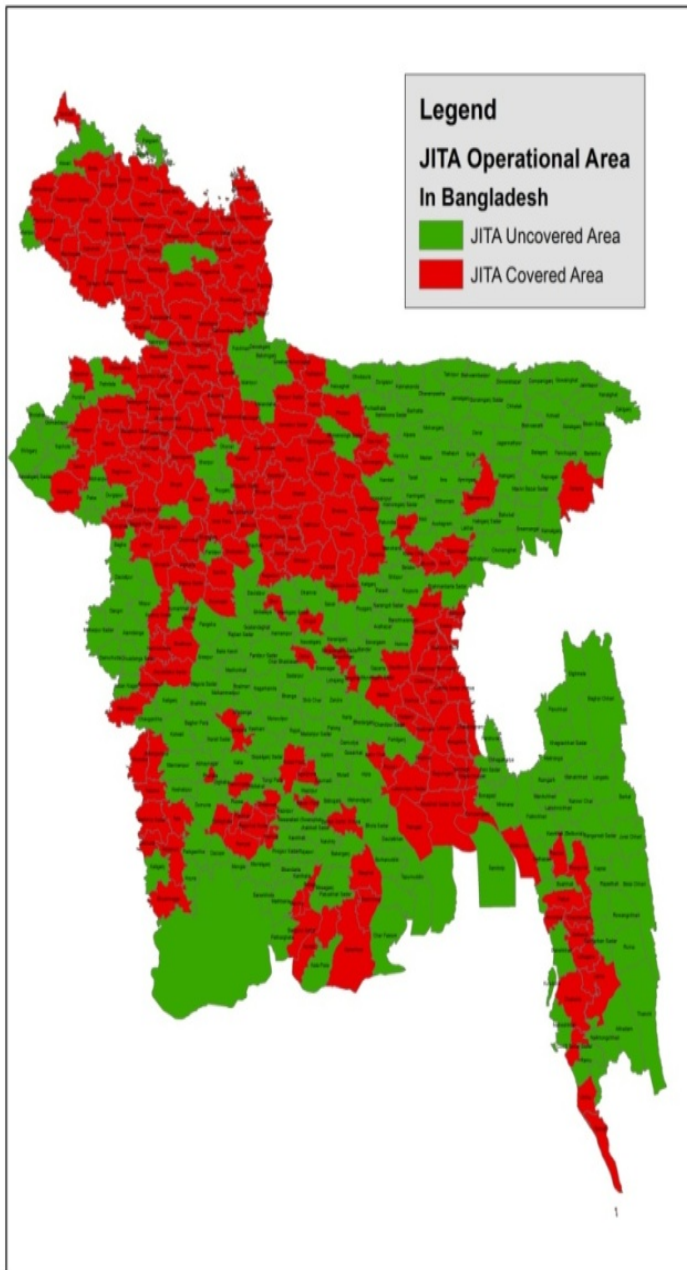


JITA has a unique last mile distribution model, powerful market research capabilities, an innovative market creation approach, as well as an excellent track record in development projects and multi-dimensional partnerships. JITA comprises of rural poor women as door to door sales agents called Aparajitas, and rural enterprises doing business with the private sector, as part of an innovative and commercially viable products distribution system reaching several thousand consumer households in rural Bangladesh. JITA's vision is to empower women by creating employment and economic opportunities, while improving access to markets for underprivileged consumers. JITA is achieving its vision through a rural distribution model that is unique in its core value system, whereby the focus is on empowering women by making them the principal agents for social impact on rural households.



## I. JITA at a Glance

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Covered Districts: 27  
out of 64  
Total Hubs: 195+  
Number of  
Aparajitas: 4000+  
Number of Service  
Persons: 195+

Fig: JITA's extensive Distribution Network



## II. Products & Services

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JITA delivers products that promote health, hygiene and nutritional awareness and brings about positive behavioral change with a basket of products such as: solar lamps, energy efficient cooking stove, sanitary napkins, shampoo, fortified yogurts, bath soap, laundry soap, hair oil, BiC Razors, detergent, tooth powder, undergarments and noodles. JITA provides rural market research, market creation and activation services for global and local private sector companies, public institutions and development agencies and charge advisory fees for such service. JITA has worked with Mitsubishi Corporation Ltd., BIC Shiseido Co. Pvt. Ltd., PROOF project, Mobile Movies Project Laser beam, CCEB Project, UN Global alliance for Clean Cooking and GIZ-LIDL SQP CARE-GSK health initiatives. Currently, JITA has five private sector partners and three more in the pipeline.



*Bata*

**SQUARE TOILETRIES LTD.**



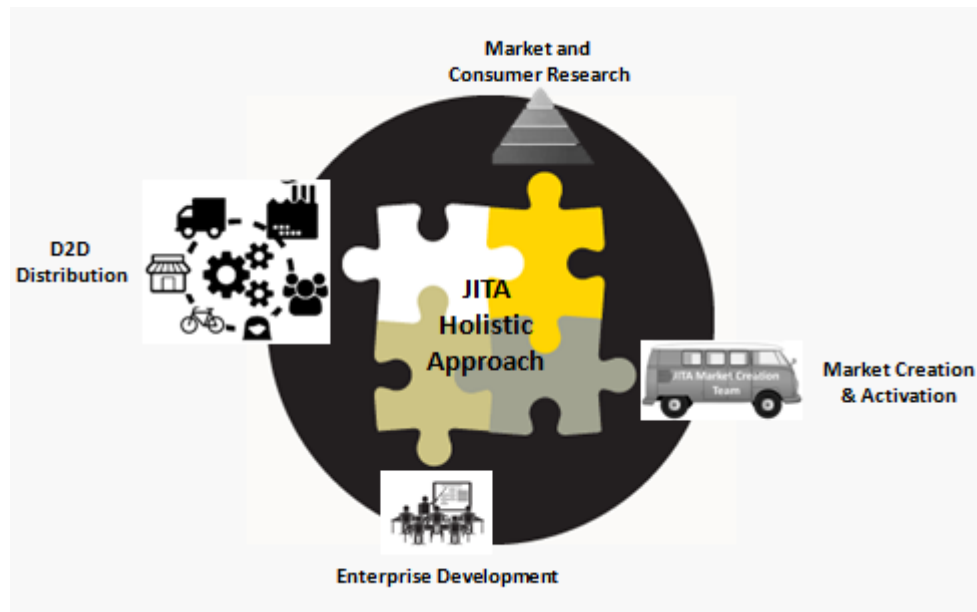
SHISEIDO

Fig: JITA's Business Partners

### III. Operational Overview

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JITA takes a holistic approach to reach the Bottom of the Pyramid (BoP) consumers group with the information and products of health, hygiene, nutrition and sustainable energy.



JITA's operation is based on a unique hub-spoke rural distribution model shown below.



Fig: JITA's Distribution Model

The model comprises of a sustainable commission structure, where small distribution hubs are created by small entrepreneurs who collect private sector's hygiene-nutrition-household-energy products and provide them to groups of local women trained as door to door sales ladies, called Aparajitas, for underserved communities. Hub managers lift products from the private sector and sell to the Aparajitas, who in turn sell to their customers at market rates and keep the difference as commission. Service providers deliver goods from the hub to the Aparajitas, and are paid a set commission directly by JITA. JITA conducted an impact study on empowerment situation of Aparajitas in 2013, which indicated Aparajitas involved in the business for more than one year have

more freedom of mobility, social status, contribute more in the decision making process, enjoy higher incomes and savings; compared to women involved for less than a year.

#### IV. JITA's Strategic Guiding Principles

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JITA's core principles and driving force are appended below:

- i. Women Empowerment
  - a. Higher incomes and food security
  - b. Capacity building
  - c. Strengthening local communities
- ii. Increasing opportunities
  - a. Access to products and services of need
  - b. Positive impact on health, lifestyle and living
  - c. Access to information and markets
- iii. Partnership
  - a. String of mutually beneficial relationships
  - b. Shared objectives
- iv. Sustainability
  - a. Sustainable business model
  - b. Social and economic benefits
  - c. Replicable and scalable

#### V. Human Resources and Staffing

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JITA's CEO, Mr. Ridwan Rahman, leads the organization with five Directors: Operation and Sales, Business Development, Community Mobilization, Finance and Administration and Human Resources. There are 18 employees working at the headquarters in Dhaka, while 47 are working in the regional offices in Tangail, Rangpur and Comilla Districts.

## VI. Social, Environmental, and Gender Impacts of the Business

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Through over 90 hubs, and several hundred Aparajitas, JITA reaches over 300,000 underserved Bottom of the Pyramid consumer households in rural Bangladesh with products and services essential for human development. For these households, JITA provides access to products that promote daily necessities, health, hygiene and nutrition. JITA stimulates rural entrepreneurship development and employment creation by creating an arsenal of distribution hubs and service persons; while it reaches its BoP consumers through a network of underprivileged rural women who earn sustainable incomes, and have become role models for millions of rural women with aspirations of economic and social empowerment.

JITA relentlessly tries to empower the most marginalized of the countries. They create job opportunities, enterprise opportunities and provide trainings to rural women to increase their possibilities of identifying an opportunity.



Fig: Aparajita Training Sessions

## Chapter 2: An Intern's Job at JITA

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My focus area of work was Proposal Development. The job entailed me to assist the Proposal Development Consultant to gather information, develop writing materials and assisting with any proposal development related work. I was reporting directly to the Proposal Development Consultant and the CEO of JITA. Generally, I assisted the Proposal Development Consultant with data mining and proposal development. For the Business Development team I helped write project completion and inception reports. I have also visited the regional office in Tangail and project office in Gazipur to conduct training on sales and marketing techniques to the rural women sales force, named Aparajitas, and Activation Officers of the Shiseido Project that JITA is involved in. I have also visited the regional office in Comilla with the Operations team to attend the monthly regional meeting. The field visits have helped me understand the work and involvement of JITA in empowering the rural population of Bangladesh.

### I. Job Responsibilities

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During my internship period at JITA, I have undertaken and written the following activities as per the instructions of my supervisor.

1. Developing Activity Plans for projects
2. Writing Context for JITA
3. Gantt Chart for all upcoming projects
4. Developing a Creative Brief Format
5. Attending BCC workshop for Enhancing Demand for Improved Cookstove held by Global Alliance for Clean Cookstoves (GACC) and Sustainable and Renewable Energy Development Authority, Bangladesh (SREDA)
6. Data Mining
7. Created database of all JITA contacts
8. Background research on prospective projects
9. Field Visits to Regional Offices in Tangail and Comilla and Project Office in Gazipur
10. Developing and writing information for released 'Requests for Proposals'
11. Understanding Behavior Change Communication to be able to implement them for the GACC Clean Cooking Behavior Change Communication Fund
12. Created a 'At a Glance' Fundraising Table
13. Donor Scoping

14. Relationship Building with donors from Global Alliance for Clean Cookstoves (GACC), Catalyzing Clean Energy in Bangladesh (CCEB), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Infrastructure Development Company Limited (IDCOL), Improved Cookstove Manufacturers, Sustainable and Renewable Energy Development Authority (SREDA), CARE International and Danone Communities

## II. Job Description

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### ❖ **Fundraising**

The fundraising aspect of the job is multi dimensional. It entails looking for funds for the organization, developing fundraising programs, monitoring fund raising forces, develop and compile all fundraising materials and developing strategies to persuade new donors. Securing donations, updating the donor database, identifying and building relationships with potential donors, representing the organization at events, meetings, workshops and trainings, and writing reports and preparing documentations to communicate with potential donors are also a part of fundraising.

As an intern I looked into the following sides:

- i. **Funding Table:** Making a data base with the support of Finance Manager and Key Account Manager for all past, current and future projects of JITA. This database now provides all basic information regarding a project 'at a glance'. This will enable future viewers to promptly understand the status and position of the project. The database is updated quarterly.
- ii. **Project File (Physical):** Creating and maintaining physical copies of Project Files for each of the projects, both ongoing and completed projects, to ensure proper documentation.

Each file must contain:

- Top sheet of all the information in brief
- Signed contracts with donors
- EOI/RFP
- Main proposal
- Quarterly reports
- Financial Reports
- All formal communication with donors
- Any other important documents related to the project

iii. **Project File (Virtual):** A virtual (soft) copy of all folders should also be maintained.

iv. **Donor Scoping:**

Created and maintain a database for all potential donors for JITA. The list contains all important information regarding a possible donor. A Monitoring & Evaluation format was also developed for the donors. The database is updated quarterly.

#### ❖ **Grant Management**

As an intern, under grant management I had to undertake the following work:

- i. **Developing and Maintaining a Reporting Calendar:** An outlook based reporting calendar was created, where all the ongoing projects' reporting dates appears at least 3 weeks before. This reminder helps the Key Account Managers and others who are working together to generate a quality report. In this way a time line for draft and final report can be maintained and donor deadlines becomes easy to maintain.

#### ❖ **Donor Relation**

A Proposal Development Officer needs to support and help arrange various meetings with donors from time to time. New donors, prospective donors, previous donors are targeted for this kind of liaison meetings. As an intern, a part of my job was, *Networking*, to maintain the liaison with specific donor agencies.

#### ❖ **Other Duties**

- i. **Organizing Weekly Meeting:** Organizing weekly meetings of the Proposal Development and Business Development teams, in order to stay updated about which team is handling what and also other departments can find areas to support

each other's work. This helped the teams to coordinate and made brain storming and problem solving sessions more productive and efficient.

- II. **Data Mining to facilitate Proposal Writing**
- III. **Writing Content for Proposal**
- IV. **Editing and Writing JITA's objectives, mission and vision**
- V. **Editing and Writing Proposals for the Business Development Team**
- VI. **Managing all external and internal communications on behalf of the Proposal Development Team**



## Chapter 3: GACC Clean Cooking Behavior Change Communication Fund

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### **PROJECT DESCRIPTION**

The Global Alliance for Clean Cookstoves (GACC) requested proposals for the design and implementation of behavior change communication (BCC) interventions to accelerate market growth and drive adoption of clean and efficient cookstoves and fuels in households.

The BCC Fund is intended to support innovative approaches that will change behavior while contributing to a more systematic, coordinated and inclusive effort of increasing consumer demand for clean and efficient cookstoves at scale. GACC want large number of households to move from their current cooking practices to cleaner and more efficient practices, creating a culture in which households aspire to move up the energy ladder as far as they can over a period of time.

GACC want strategies that will drive increased purchase and consistent use, while advancing the state of the art for BCC in the sector. Interventions must integrate with other market development efforts, demonstrate scale and potential for replicability, and add to the evidence base. Ideally, the portfolio of Alliance BCC grants would lead to creative, impactful partnerships among organizations with behavior change expertise, cookstoves and fuels enterprises, governments, and civil society organizations – those with experience in the sector as well as those bringing a new perspective to the sector.

The intervention should be complementary to existing supply-side activities, demonstrating a likelihood that supply will respond to increased consumer pull in the target geographic areas. The interventions should seek to build the entire cookstove and fuels category. GACC encourages interventions that include BCC directed towards “small doable actions” – behaviors that mitigate the effects of harmful emissions by changing where, when, how, and by whom cooking takes place in the household.

GACC further encourages interventions which integrate the clean cookstove behavior change and market development programs in other sectors, leveraging the expertise and reach of those programs. This may include integration with health, nutrition, agriculture, education, women’s empowerment and humanitarian programs, among others.

## **KEY OBJECTIVES, APPROACHES AND LOCATIONS**

The overall objective of the project is to help build the clean and efficient cookstove and fuel category by increasing purchase and consistent use behaviors. The approach is to help create a clean cooking lifestyle in Bangladesh through a multi-level behavior change communications intervention based on the following two distinguishing features of the project's strategy:

- i. A unique brand platform and positioning pertaining to the clean cookstove and fuel category that departs from traditionally ineffective positioning strategies, and emphasizes the use of clean cook stoves as a lifestyle choice and 'key to a happy family' amidst rural households; and
- ii. JITA's door-to-door rural distribution network comprising hundreds of micro-enterprises called Hubs and trusted women sales agents called Aparajitas, already reaching several thousand consumer households in rural Northwest Bangladesh.

JITA undertook a consortium approach for implementation and will make use of the strengths of the three consortium partners; JITA Bangladesh, Tulodo and Bitopi Leo Burnett.

Under the consortium, JITA will take on the lead implementation role, covering overall technical and financial management, BCC strategy development and deployment, community mobilization, monitoring, evaluation, and sharing learning. Tulodo will provide technical assistance and advice in developing and guiding the BCC strategy pertaining to a clean cooking lifestyle. While all three partners will be engaged in conducting inception phase formative research to better inform the design and development of BCC strategies and communication materials and channels, Bitopi will take lead on managing all events and campaigns, both at the grass roots and national levels.

The partners have decided to implement the project in the Northwest region of Bangladesh. The region has a vast peri-urban rural population, is largely dependent on agriculture, with almost 40% people living in poverty, wherein millions still use traditional cook stoves for home cooking. Furthermore, JITA Bangladesh has a fully functional existing distribution network in the Northwest, with as many as 95 rural enterprises and several hundred rural Aparajitas reaching an approximate 280,000 households in the North and Northwest of Bangladesh. Lastly, most of the clean cook stove manufacturers and suppliers, including IDCOL, GIZ and VERC have set up their operations, distribution systems and human resources in the Northwestern region of the country, effectively making it a prime location for implementing this BCC project.

## Chapter 4: The 'Smart Chula' Concept

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Based on the audience's concerns, their aspirations, their inhibitions and their desires, JITA decided that rather than a utilitarian tactical communication, an emotional connection that is rooted in functional rationality is going to be the most effective way to reach the target audience. To determine the overall brand position factor such as convenience in cooking, less smokiness and blackness, symbol of social status, feel-good experience in use of ICS, low-fuel consumption and economic gains, and an overall 'smart choice', as central to effecting changes in purchase and utilization behavior were considered.

JITA and consortium partners will invest time and resources during the inception phase to research and better understand the targeted consumer market, including specific market segments that exist or can potentially exist, in order to further hone in on, refine and develop a Smart Chula brand platform. This will ensure it best resonates with rural consumer behavior, preferences and factors that are most likely to influence their decision-making. Associated key communication messages, dissemination means, and all pertinent communication materials and tools will also be subsequently developed and deployed in accordance, and attuned to the characteristic features of each major consumer segment. This could span a gamut from head of the household to mothers, to their young daughters, community youth, entrepreneurs, educated or semi-educated members of rural society, and even senior citizens who have historically had a strong say in rural kitchens and influencing their preferences may make way for significant spillover effects.

The Smart Chula concept will be a shift from the way ICS have been previously positioned in the minds of rural Bottom of the Pyramid (BoP) consumers. Most market and demand creation initiatives in Bangladesh have positioned ICS as a means to acquiring better health (reduced exposure to Indoor Air Pollution) coupled with basic economic benefits. Such campaigns have attached a component of fear relating to the use of traditional cook stoves. This has not been an effective means to changing consumer mindsets, and it resonates with similar positioning that has also not worked for other products targeting BoP markets – such as clean water, sanitary napkins, and condoms.

Through years of direct marketing experience at the BoP, both JITA and Bitopi have come to understand that significantly new thinking is required to influence rural consumers, and it is imperative that brand positioning is aligned to adding social and economic value to the Rural Way of

Life. This is the intent with which JITA and partners are proposing the Smart Chula Brand Positioning concept.

Embedded at the heart of the concept is the following set of fact based reasoning that is believed to speak better to the preferences and interests of the target consumer market at hand: a clean cooking stove is not just healthier with the promise of economic benefits from reduced fuel consumption (e.g. firewood, coal etc) – it is an overall Smart Choice, and even with a moderately high initial investment need, it most certainly can:

- i. Deliver the promise of enhanced Convenience and Durability of Use, which are towering factors of concern for consumers in rural markets;
- ii. Enriching the overall household cooking experience since clean cookstoves can allow users to regulate heat and therefore prepare food to different tastes and family preferences. This increases family affection towards the chef, who is usually always the lady of the house. Cooking is further enriched through ICS as it is safer than traditional stoves and also contributes to keeping the kitchen clean and tidy, which many be considered a symbol of sophistication;
- iii. Collectively the above can contribute to enhancing the social status of an Improved Cookstove(ICS) user and enhance a household's image amongst relatives, friends and community dwellers, since clean cook stoves look and have a modernistic appeal;
- iv. Make consumers/users/beneficiaries look better due to less smokiness, stench, or blackness, and protect their homes from damage due to smoke, and therefore also have them feel better and live in better homes;
- v. Contribute to households' time savings so that they have more hours and can do more in their lives, enjoy more time with family or friends, and use this time to engage in productive activity for higher earnings, increasing household incomes.

All these are different aspects of a happy Bangladeshi family. Hence, the concept relays in the minds of consumers the message that- use of clean cooking stoves provides convenience, makes you look and feel better, enhances your social status, and also saves up fuel, money and time which will bring happiness to one's family. In other words, it is "the key to a happy rural family life". Cooking is a significant part of the Bangladeshi and Bengali way of life, in all strata of society, and what the Smart Chula concept essentially emphasizes is that by using a clean cook stove a consumer is actually making a Smart Choice because it will turn cooking into a happier and more rewarding family experience!

So this is how the brand is positioned differently, innovatively, more in line with BoP consumer preferences, and more likely to influence their behavior therefore. It couples some of the most important factors that rural consumers take into consideration while making purchase decisions (JITA and Bitopi have knowledge of this from working in these markets) and projects it as Smart Choice- so 'Smart Chula, Smart Choice'!

The "Smart Chula" rub-off is actually on the person who is making this "Smart Choice". The project will therefore accentuate this reasoning through proposed activities so as to create market-wide awareness in favor of this argument and will serve to elevate the status of the target audience. Given the rise of digital-savviness across the country, a few words from English have made their way into the world of Bangladeshi rural lingo. Thanks to the increasing popularity of smart phones across the country, the word "Smart" has become such a word, and is something that target consumers will be able to readily relate to- as in the fact that it is used for its exact meaning and sometimes, even more – describing wisdom, capability, superiority etc.

## Chapter 5: Cookstoves, Fuel Technologies & Suppliers

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### **COOKSTOVES AND FUEL TECHNOLOGIES TO BE PROMOTED**

The primary focus of the proposed intervention will be on implementing a successful category marketing campaign to build a clean cooking lifestyle in Bangladesh. Targeted activities will bring about a mindset shift among rural consumer households on the adoption and utilization of improved cook stoves and fuels. Hence, no single cookstove or fuel technology or brand will be promoted under the proposed intervention – not even the clean cook stove brand currently being developed by JITA. A separate team will be working in parallel to promote the JITA brand; however, this will be managed separately by JITA.

Coordinated and innovative consumer-centered BCC activities will be implemented to help stimulate demand and support the growth of all available clean cooking brands, products and businesses. Better measurement of behavior change communication effectiveness for improved cook stoves and fuels as well as sharing of best practices will likely improve the return on investment for players across the sector, and make way for greater adoption and use in Bangladesh.

### **SUPPLIERS CAPACITY TO RESPOND TO AN INCREASED DEMAND IN THE NORTH AND NORTHWEST REGION**

JITA has analyzed the market for clean cookstoves and fuel in Bangladesh and is confident that suppliers can and will respond to increased demand in the proposed intervention region and nationally. The following summary of the market was developed based on recent consultations with Grameen Shakti, Rahmiafrooz, RSF, IDCOL, GACC and CCEB. The market for clean cook stoves in Bangladesh was created in 2001 when BCSIR installed 300,000 ICS models as part of their ICS Program. However, supply then stopped until it was picked up again by GIZ in 2004 through their ICS Program which is still operational.

The current total market potential for cleaner cook stoves in Bangladesh is estimated at greater than 30 million households, 83% in rural areas. Current market penetration is less than 2%, which provides a strong justification for prioritizing and accelerating industry-wide coordinated efforts towards stimulating markets. 30 million households use biomass as the primary fuel but 67% use more than one stove. Assuming these people only own two stoves, this could potentially increase the total market size to 50 Million stoves. There are indications that the market is growing, for

example the number of rural households buying fuel wood is increasing, from 40% in 2004 (World Bank) to 63 – 68% in 2011 (BRAC).

The current supplier market in Bangladesh consists of a variety of players – large and small NGOs, market development programs, SMEs and social businesses, as well as government led initiatives.

Provided below is a brief synopsis of the major players in the sector:

1. **Grameen Shakti:** With offices in all major divisions of the country, including our proposed Northwest region, Grameen Shakti is one of the major ICS suppliers. Since 2006, Grameen estimates sales of 480,000 stoves through 188 established sales centers and boasts a growing monthly sales figure of 25,000 cook stoves.
2. **GIZ:** Active in the market since 2004 and emphasizing an entrepreneurial model of cook stoves sales, training and marketing. GIZ has 200+ partner organizations to manufacture and sell stoves through a rapidly widening network of 5,800 sanitary shops. These efforts have been further bolstered since 2007 under the Renewable Energy and Energy Efficiency program, where GIZ has developed skills for the construction of stoves for these 5,800 shop owners, while more than 1,200 women volunteers and 500 promoters are encouraging the wider uptake of the energy-efficient, improved stoves in targeted communities. This extensive network has so far resulted in the installation of over 1.58 million stoves, while in a recent partnership with the Department of Energy, under Ministry of Power, Energy and Mineral Resources, GIZ intends to sell approximately 30 Million clean cook stoves by 2021.
3. **IDCOL:** In 2013 with funding from World Bank, IDCOL, a non-banking financial institution catering to the market for clean energy products, launched their ICS Program. IDCOL is working with a range of partner organizations (up to 50) to provide finance, product standardization, market development and sales. IDCOL plans to install 1 million ICSs by 2016.
4. **VERC:** this national medium sized NGO has operated an ICS program for over a decade, VERC has installed 42,000 clean cook stoves through a network of 93 NGOs and has a 5-year plan to sell 500,000 clean cook stoves through an expansion of their network of rural entrepreneurs;
5. **Private sector and NGO suppliers:** Other major NGO players in the ICS market include BRAC, Rahimafrooz's Rural Services Foundation, RSF (one of the fastest growing suppliers with an active presence in the Northwest region), Bright Green Foundation (10,000 ICS installed since 2012), Hilful Fuzul Samaj Kallyan Sangstha (18,000 ICS installed since 2008).

6. **Private Small and Medium Enterprises:** The ICS in recent times, is witnessing a rise in Enterprises including Life Engineering, VENUS, ECO STORIES, MUSPANA, JITA Social Business and Agni Shikha operating rapidly growing cook stove brands such as EcoZoom Dura, Envirofit Z3000, Prakti LeoChimney, Greenway Smart Stove, Alpha Renewable Energy Eco Chula and Shikha. Many have growing institutional support from the Government as well as major industry stakeholders such as GACC, IDCOL and CCEB. These private players use their own rural distribution systems: ECO Stories has distribution networks set up in 6 districts of the country; VENUS boasts 48 rural sales outlets with 10 distributors and 110 dealers; while Life Engineering current has 35 distribution points to sell ICS door to door in rural markets. Recent IDCOL data suggests an approximate additional 50 private sector and NGO suppliers are either currently functional or making investments in the ICS market, with around 20 of these players operating in the two Divisions of the Northwest region of the country (*as indicated in the table below*):

<b>Organizations in the Northwest Region</b>
<b>GIZ</b>
Al-Falah Aam Unnayan Sangstha (AFAUS)
ASHRAI
AVA Development Society
Bangladesh Centre for Village Development (BCVD)
Centre for Mass Education in Science (CMES)
Dishari Unnoyon Sangstha
Ghashful
Gram Bikash Kendra



<b>Grameen Shakti</b>
Institute of Development Education for Advancement of Landless (IDEAL)
National Development Programme
Palli Kallyan Shikkha Society (PKSS)
Resource Development Foundation (RDF)
<b>Rural Services Foundation (RSF)</b>
Samaj Unnayan Palli Sangstha (SDRS)
Sinnomul Mohila Samity (SMS)
SKS Foundation
Uttara Development Program Society (UDPS)
<b>Village Education Resource Center (VERC)</b>

Additionally JITA has invested in the design, testing and development of its own brand of ICS, accredited by IDCOL, during which significant time was spent to gain comprehensive knowledge of the market in Bangladesh. JITA conducted several market assessments, held numerous consultations with key stakeholders, as well as studied most available secondary data from sources such as WashPlus, Winrock, USAID, CCEB, GACC-Accenture, BRAC, and others.

## Chapter 6: Proposed activities to imprint the 'Smart Chula' Concept in the minds of the Bottom of the Pyramid (BoP) consumers

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The Bottom of the Pyramid (BoP) market is defined as approximately the 4 billion marginalized consumers who are earning less than USD 4 per day and are deprived of goods and services as the organizations deem them as a market which is hard to tap. However, JITA Bangladesh's objective is to bridge this pressing gap between the BoP consumers and their accessibility to goods and services of health, nutrition, energy and hygiene. There are many barriers that a marketer needs to overcome while developing communication materials and techniques while reaching the BoP.

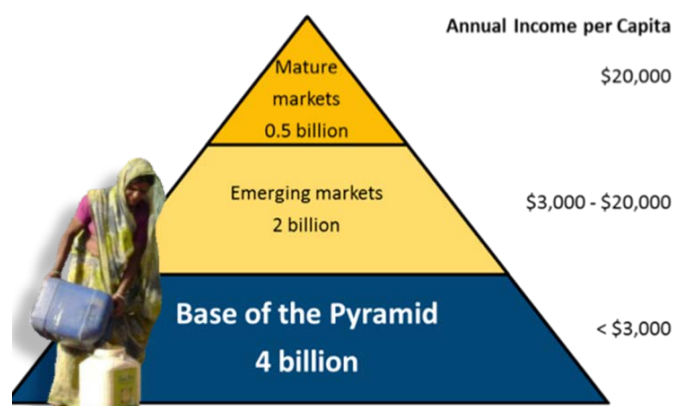


Fig: Bottom of the Pyramid Market

JITA has years of experience in communicating with the BoP market of Bangladesh, therefore, JITA proposes the following activities to reach the BoP:

- i. Project Inception and brand platform development: The consortium partners will spend the first 3 to 6 months refining the brand prototype and platform, and conduct baseline and formative research to understand current market conditions for ICS in the targeted geography. Key factors including current barriers, key drivers for changing purchase and utilization behavior, supplier side constraints, enabling environment considerations, stakeholder roles, and the like will be studied in order to further hone in on and refine the interventions proposed, exact locations to implement, identify and be able to lucidly describe and understand prevalent and most influential market segments (such as educated youth, influential elite, housewives making direct use of stoves in the highest frequency, school children, husbands and in-laws with household purchase decision making

responsibility, etc) as well as develop and deploy the most effective communication messages, materials, and channels, based on the brand platform 'Smart Chula'.

- ii. 'Aparajita Smart Hour': At the heart of the project's BCC strategy will be the use of over 500 rural sales agents (comprising young semi literate women coined Aparajitas, a Bengali word for relentless) as change agents in rural areas, in order to implement the BCC strategy, deliver key messages and conduct periodic demonstrations of ICSs in among rural households. Notably, JITA reaches several hundred thousand households in the targeted geography with products, and are in day-to-day contact, thus having already established a fairly large consumer base. JITA's sales ladies have been selling products of need to these households for half a decade now, and are trained in the art of selling and salesmanship, and furthermore enjoy considerable loyalty and trust amidst these households. The project will provide improved BCC training to select cohort of sales ladies based on the brand platform developed, and have them reach consumer households with key messages to influence behavior. One to one marketing, stimulating word-of-mouth, organized courtyard sessions, role plays, ICS demonstrations, and the like will be adopted as major strategies to enable sales ladies promote the 'Smart Chula' category brand. JITA will compensate sales ladies from the project in order to have them spend (to be further confirmed and determined after formative research) a couple of hours about 2 to 3 times a week each week for this purpose.
- iii. Supporting activities at the Grass Roots Level: In order to strengthen the core strategy above, and create a social movement for widespread adoption and internalization of the Smart Chula brand, the project proposes the following activities at the grassroots level:
  - **Guerilla Marketing Installments at Haat-Bazaars**: Install a display demonstrating the daily consumption for a traditional cooking stove versus the amount required for the clean cooking stove at Haats, which are rural temporary markets with thousands of people gathering each day, sometimes even two times a day. The installations will be placed right in front of the stores that sell firewood at the local haats. The goal is to hit the audience with the product USP at the place where it would be the most effective.
  - **Tea Stall Activation**: The project will install Improve Cookstoves at the most prominent tea stalls of the bazaar for a certain period of time and at same time provide free fuel supply so that people who hang-out at the tea-stall will get to see the functionalities of ICS. The project will incentivize the owner of the tea stall so that he acts as an advocate

of ICS and informs people about ICS, its use and benefits. Exact strategies pertaining to selection of tea stalls, engaging them in ICS Promotion, and incentivizing them will be informed by outcomes of the formative research conducted during inception.

- **School Activation:** School going students in villages and small towns tend to influence their parent’s purchase decisions as their opinions are deemed to be valuable, given they are often the first generation to get a formal education. The project will organize school activation campaigns for SSC and HSC students during Home Eco class, where the product will be demonstrated, its benefits will be communicated, and periodically their parents will be invited to these sessions in order for the entire family to witness ICS’s impact in improving their lifestyles and enhancing their social statuses (as schools are where mothers various social strata tend to assemble).
- **Smart House Campaign:** This is an innovative idea that will incentivize adoption of ICS in households by emulating households that have already adopted ICS. This will be done by investing in an initiative that will have the latter households painted in the colors of Smart Chula (to be determined during inception), and also have the project conduct a cleaning drive within the households. These events will then be communicated with the remaining households in courtyard sessions and gatherings, the reasons behind will be explained, and the cleanliness will be related to the fact that adopting ICS will help clean their household environment, get rid of smokiness and blackness and overall provide the house with a modern and sophisticated look and feel- key message to deliver, “You must have a Smart Chula to have a Smart House”.
- **Community Elite Engagement and Feast at the UP Members’ Residence:** Every Union Parishad (lowest tier of local government in Bangladesh) has its own female member who is the local representative. The UP Members are very highly regarded in their community. People look up to them and value their opinion with respect. JITA will get these members to endorse the Smart Chula brand. A selected number of people will be invited to the local Member’s house on a Friday / Saturday afternoon. A dish will be prepared in their presence using the new stove, ICS. After the lunch, the member will demonstrate the product and its different aspects – features, utilities and benefits to the local audience.
- **Enhancing Visibility of Smart Chula and Key Messages Pertaining to the Brand:** In order to enhance visibility of key messages pertaining to the Smart Chula category brand, the project will undertake a number of branding campaigns in and around select villages, targeting tea stalls, schools, billboards in places of public gathering like rural markets.

- **Supporting activities at the National Level:** In order to further reinforce the BCC activities sets at the grass-roots levels, JITA and the consortium partners propose the following set of activities with key stakeholders and technical partners at the macro or national level.
- **Celebrity Endorsement:** local celebrities have a huge reach and popularity and the project’s target audience holds their words in high esteem. The project will partner up with drama, movie, and cricket celebrities and engage them as parts of the myriad Smart Chula brand promotion and awareness campaigns, including having them endorse the brand in print, audio and visual media. However, formative research will unravel for this project, the key ways to engaging celebrities (in the past they have been seen cooking with ICS, yet people did not buy the stunt) to ensure that their words and actions are heard and copied, and no ineffective means of engaging them are adopted.
- **Community Radio Commercial:** In Bangladesh, community radios have gained tremendous traction in recent years. At present, 15 community radio stations are operating in different districts, broadcasting information on health, education, agriculture, human trafficking, early marriage as well as entertainment programs. During formative research, the consortium will assess the effectiveness and outreach of these stations, identify the most suitable ones, and invest in jointly developing and airing outreach commercials and promotional programs (some may feature celebrities endorsing Smart Chula brand) to reach out to a potentially vast consumer base within and beyond the targeted geography.
- **Motivating the City Dwellers:** A huge cross section (almost 1 in every 3 to 5 rural households), of the key earning members of the peri-urban and rural families, live and work in the cities, especially Dhaka- most are also Non Resident Bangladeshis (NRBs). A marketing campaign will be launched aimed at city dwellers and NRBs, with families in the rural and sub-urban areas. Simple messages like, “this Eid, take the best gift home for your family, take a Smart Chula” could be used to reach out to them and through them rural households. An activation campaign aimed at the RMG workers will be much effective as 4 million RMG workers are currently working in the cities and are in regular contact with their families in rural areas. Formative research will emphasize the need for developing a robust strategy for this intervention.
- **Capacity Building for After Sales Service of ICS Manufacturers:** There is reason to believe that a significant reason for distrust between rural consumers and ICS suppliers is that there is little or no after-sales-service that they provide upon sales of ICS. JITA and

its consortium partners believe that this area needs to be addressed objectively in order for BCC strategies to result in improved uptake and consistent utilization (without stove stacking) of ICS. The project will therefore invest in deploying a marketing specialist from the consortium, and in organizing workshops with ICS manufacturers to understand their current sales strategies, and eventually have them develop and implement (so their capacities will also be built on how to deliver the after sales services) a Smart Chula after-sales-strategy to adopt for the future. No one particular brand will be targeted, rather the ICS category banking on the Smart Chula brand platform will be used as base for developing such a widely adaptable and usable after-sales-service strategy by all current and impending manufacturers. The consortium will then leave the strategy and all relevant training modules with GACC to ensure scalable use.

- **SMS and internet.org (free) Based Smart Chula Promotion Campaign:** JITA will take lead on partnering with current partners from the nation’s telecom sector, such as GrameenPhone in order to develop SMS and internet.org based campaigns, given the current mobile phone subscriber based in Bangladesh has crossed 120 million people! JITA’s sales ladies will be used to collect mobile numbers of key influencers in rural areas and a database will be created for the SMS based campaign to target, with key messages pertaining to improving lifestyles and enhancing social statues, acquiring more convenient, clean and happy ways of cooking at home.
- **Influencing Policy Makers, Service Providers and Key National Level Stakeholders:** Finally, at the policy realm, JITA and the consortium will organize seminars and dialogs among key stakeholders such as policy makers (Ministries of Energy, Environment), manufacturers, ICS market development projects, technical experts (BCSIR), service providers (Department of Energy) and the like, at the national level to undertake policy reviews pertaining to the high potential ICS industry in Bangladesh and touch upon issues like incentivizing manufacture, standardizing products, making carbon financing more accessible, etc and in the end help develop a roadmap for fostering institutional support in favor of widespread uptake and use of ICS in Bangladesh.

<b>Activities Proposed and Associated Costs</b>					
<b>SL#</b>	<b>Activities Proposed</b>	<b>No. of Outreach Agents</b>	<b>Unit Reach</b>	<b>Est. people reached (2 years)</b>	<b>Cost per beneficiary</b>
1	Aparajita Smart Hour	120	720	86,400	0.89

2	Guerilla Marketing Installments at Haat-Bazar	40	10,000	400,000	0.14
3	Tea Stall Activation	400	200	80,000	0.23
4	School Activation	150	250	37,500	1.39
5	Smart House Campaign	100	1,100	110,000	0.59
6	Community Elite Engagement and Feast at the UP Members' Residence	720	300	216,000	0.09
8	Celebrity Endorsement	n/a	n/a	1,600,000	0.06
9	Community Radio Commercial	n/a	n/a	100,000	0.50
10	Motivating the City Dwellers	2,500	65	162,500	0.49
12	SMS and internet.org Promotion Campaign	8	100,000	800,000	0.02
<b>Estimated total number of people directly or indirectly reached</b>					<b>3,592,400</b>
<b>Estimated total number of households directly or indirectly reached</b>					<b>718,480</b>
<b>Estimated total households adopting clean and efficient stoves and fuels, assuming result achieved is 10% of reach</b>					<b>71,848</b>
<b>Estimated total households adopting clean and efficient stoves and fuels, assuming result achieved is 30% of reach</b>					<b>215,544</b>

## Chapter 7: Management & Monitoring Plan

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### I. Management Plan

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The management of the program will be led by JITA, working with two primary implementation and consulting partners – Tulodo and Bitopi. Tulodo will work as Clean Cooking BCC Specialist, supporting JITA on management; capacity building and M&E. Bitopi will be Creative Specialist, supporting JITA with development and execution of the brand communications. The JITA team will consist of a Community Mobilization Expert, BCC Manager (Campaign and Event), supported by eight (8) Community Mobilization Officers and eight (8) BCC Officers. The project team will be supported by the M&E Manager and Officer, plus the Finance & Administration Manager and Regional Officer. The diagram below sets out the roles and reporting structure for the project.

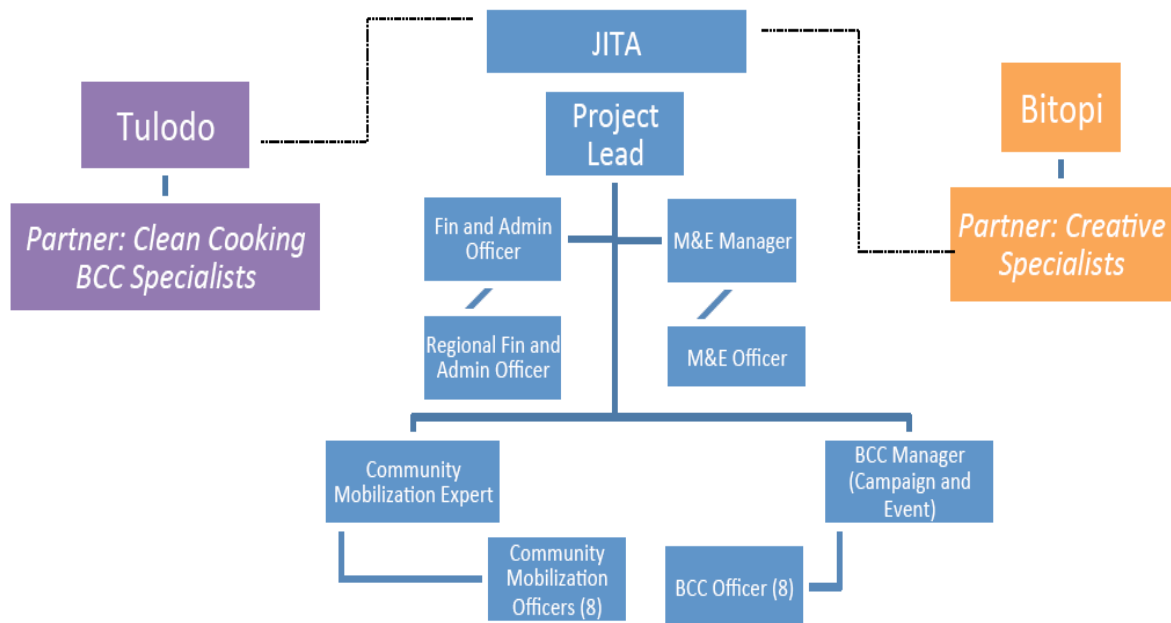


Fig: Roles and Reporting Structure for GACC BCC Fund

### II. Monitoring Plan

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The team will establish a monitoring system for the project based on JITA's current project management framework. The overall purpose of the monitoring plan is support management of the



intervention by measuring its implementation. The data gathered through the monitoring process will be used both to inform the development of the intervention activities, and to help the team during the life of the project to address any challenges or opportunities that arise. The data will also be used to measure dosage and exposure for the target audience to the program activities. This will include exposure to promotional messages, participant self-reported recall of promotions, and the dose-response relationship between exposure and outcomes.

The monitoring plan will consist of three major data collection stages – baseline, midline and endline – with regular analysis during the course of the program. During the course of the intervention the team also plans to monitor feedback from the JITA sales agents as well as work with stove and fuel manufacturers to track sales data. Sales data will include both the purchase of new stoves and the purchase of fuel, which are necessary to understand the impact of the intervention. Feedback from sales agents will enable the team to track the response to the campaign messages and activities.

The first stage will be the baseline research, where the team will collect behavioral data and conduct formative research using a mix of methods. The baseline will be based on the indicators described in the Results Framework, especially those relating to outputs and intermediate outcomes. The team will use three instruments for the baseline stage. One will be surveys of behaviors and attitudes of a sample of the target population gathered through mobile phones.

The second instrument will be a set of interviews which will seek a deeper understanding of the attitudes, behaviors and determinants for change and provide the team with the data for qualitative triangulation of the quantitative data collected. The third instrument will be qualitative formative research of stakeholders and the broader social and economic context to understand the operating environment for the program. With consent, we will collect mobile phone numbers from the people we survey in order to track progress through the intervention. All data, including personally identifiable information (PII), will be stored in a secure, encrypted, password protected database maintained by the team, and no PII will be released in any dissemination of project results. A de-identified (no PII) data file will be used in all analyses and for sharing of data at the end of the project. All research activities will be reviewed and approved by an independent human research review process.

The second stage will be the midline research, conducted at the end of the first year of the program. The midline will be a repeat of two instruments from the baseline research – the behavioral and attitudes survey as well as the interviews. There will not be a repeat of the formative research survey. The midline will enable the team to track progress against the outputs and intermediate

outcomes and make adjustments to the program as necessary. The third stage will be the endline research, where the team will review the results and outcomes of the program at the end of the two years. The endline will consist of the two instruments from the baseline research - the behavioral and attitudes survey as well as the interviews. The team assumes that the endline will also include data collection and analysis to support the work of the external evaluators commissioned by the GACC.

## Chapter 8: GACC Women Empowerment Fund – Empowering Women Entrepreneurs in Bangladesh’s Clean Cookstove Value Chain

### Project Description

The Women Empowerment Fund aims to increase the number of women energy entrepreneurs throughout the value chain and experiment innovative empowerment techniques with the intention of sharing the learning experiences and to extract the facts for effective, gender-informed business models. GACC will award the grant to organizations which will scale women’s energy entrepreneurship and employment throughout their business models and the sector, while exploring scalable innovative interventions for women’s empowerment in the clean cooking sector. For the implementation of this fund JITA will be using their existing distribution value chain network:

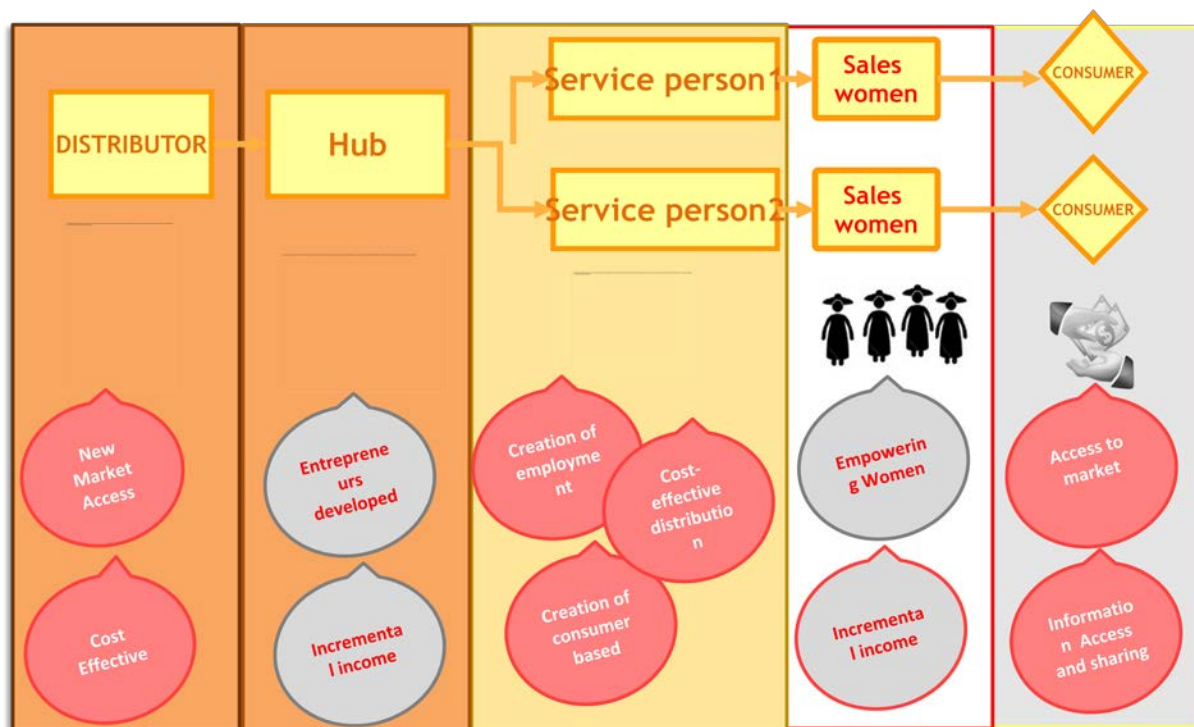


Fig: JITA’s Value Chain Model

### Key Objectives, Approaches and Locations

Experts believe that enhancing women’s participation and empowering them in various levels of the Clean Cook Stoves (CCS) value chain (as distributors, producers, traders, consumers, etc) can prove instrumental in fostering social and economic empowerment for women; while this also has the potential to stimulate increased adoption of clean cooking solutions, and related social and economic benefits in rural households at the Bottom of the Pyramid. JITA intends to create an

evidence base for the above hypothesis, by developing a gender-inclusive, commercially viable and scalable business model in the CCS value chain in Bangladesh. JITA Bangladesh has its existing distribution network fully functional in the Northwest, with as many as 95 rural enterprises and several hundred rural women sales agents reaching an approximate 280,000 households in the North and Northwest of Bangladesh.

The proposed project intends to capitalize on this network, and use half a decade's experience in creating a viable rural distribution network for cook stoves in select villages within close proximity, under Rangpur District of Northern Bangladesh. The underlying business model for this network is to comprise and empower 20 to 25 women energy entrepreneurs (called Energy Ladies); approximately 2000 to 2500 women in rural consumer households; 3 to 5 energy hubs or local enterprises for lifting cook stoves from distributors; and a handful of select CCS distributors/suppliers actively doing business in Rangpur.

The overall goal of the project is to adopt a gender-inclusive, market-based approach to engendering social and economic empowerment of women along various strands of the CCS value chain. This will be achieved through the following specific objectives: (a) Developing a scalable business model for the commercial distribution of clean cook stoves comprising Energy Ladies and local enterprises, targeting women consumers in JITA's target market; (b) Implementing an effective package of women empowerment approaches and activities for improved gender mainstreaming; and (c) Generating learning and creating an evidence base for how investments in enhanced participation of women in CCS value chains can foster social and economic empowerment. Through development of a distribution system for CCS comprising women energy entrepreneurs, JITA intends to expand its portfolio of high value products-of-need in rural consumer markets, acquire higher revenue margins, and at the same time progress its social mission by empowering women, increasing incomes and livelihood options for rural poor women, develop viable local enterprises, and contribute to improving and saving the lives of people potentially making use of clean cooking solutions in the country.

### **Proposed Activities and Innovations**

In order to facilitate the success of this intervention the following major activities and key innovations were proposed:

**Activity 1: Baseline Rapid Market Assessment and Gender Situation Analyses:** The project will begin by understanding the gender situation, roles, dynamics and the like within the CCS value chain in Bangladesh. An experience gender consultant will be hired to provide JITA with a coherent set of

recommendations on effective approaches to addressing gender disparity along the value chain. Side by side, a rapid market assessment will be conducted by JITA staff to collect baseline information pertaining to social and economic conditions of women actors, consumers and suppliers, as well as mine for information on the following key components of the energy entrepreneur led business model: selection of exact locations, hubs and women energy ladies; identification and assessment of business conditions of CCS suppliers in the area, including possibility of co-investments; developing route plans and business plans, including salaries and commission structure, and mechanisms of setting up CCS shops for energy ladies and entrepreneurs in the value chain.

**Activity 2: Capacity development of 20 to 25 Energy Ladies to serve as Energy Entrepreneurs in the**

**CCS value chain:** As a next critical step the project will invest in developing the capacities of energy ladies as entrepreneurs and will provide them with targeted training on sales and marketing of CCS, including how to demonstrate use of products, how to influence consumer perceptions and conduct behavioral change communication. JITA will further educate them on understanding their route plans, commission structures and their individual business plans. The project will further empower them with enhanced business and entrepreneurial skills, including inventory management, and the development of a market demand drive after-sales service package. JITA will capitalize on CARE's experience in capacity development of energy entrepreneurs in Africa and will leverage resources and technical experience, such as training modules, tools and materials.

**Activity 3: Creating market demand for CCS with the targeted 2000 to 2500 households:**

The market for CCS in Bangladesh is marked by low penetration and therefore there is a considerable need to invest in innovative mechanisms for creating market demand for CCS. Over the life of the project, with high initial degree of intensity for at least 2 months, JITA will invest in the following demand creation activities: trained energy ladies will be facilitated to lead a series of BCC sessions using innovative means to targeted consumers in their individual markets, including periodic product demonstrations wherein sales ladies will get the opportunity to market their products; technical resource persons from existing suppliers of CCS will be deployed to conduct demonstrations with the target market alongside sales ladies periodically; the project will select influential women consumers from the target market and will educate them on the convenience and benefits of CCS, as well as train them on the how to use these products; where applicable, the project will identify and look to add value to effective branding and marketing strategies of existing suppliers of CCS to further activate markets.

**Activity 4: Develop functional linkages with private sector suppliers of CCS in Rangpur District:**

According to the CCS Sector Mapping Study conducted by Accenture, most of the clean cook stove manufacturers and suppliers in Bangladesh, including IDCOL, GIZ, Grameen Shakti, and the like have set up their operations, distribution systems and human resources in the Northwestern region of the country- particularly Rangpur. The project will draw on the information acquired during the assessment phase to contact these suppliers, orient them on the project's goal and purpose, find alignment in vision, jointly develop a robust strategy for their engagement in the proposed distribution network, negotiate terms and conditions, explore co-investment options and develop functional MoUs with a select cohort of suppliers to create business partnerships with energy entrepreneurs.

**Activity 5: Functionalizing and monitoring through automated sales tracking, the women-led CCS**

**distribution network:** From experience, JITA anticipates being able to set up, (*with branded aprons, caps, trolleys, and the like*) and deploy all 20 to 25 Energy ladies and 3 to 5 Energy Hubs, as part of the distribution network for clean cook stoves doing business with private sector suppliers, and catering to a select consumer HH market, within a period of 4 months. The network will be initially setup to allow women to sell CCS door to door for a period of at least 4 months, such that the consumers are aware of their business, become acclimatized to the products, and develop some measure of trust and loyalty. After this period, JITA will gradually develop CCS shops for women and they are expected to sell CCS products both door to door and from their homes for the remaining life of the project (more on this below). In order to effectively operate the business JITA will bring to bear its state-of-the-art automated sales tracking technology so as to continuously monitor the business performance of the network, sales of cook stoves, and revenue data for suppliers, income data for women entrepreneurs, as well as information pertaining to the distribution network's social objectives, such as benefits at the consumer level.

**Activity 6: Institutionalizing energy entrepreneurs by setting up CCS Shops for them in rural markets, and creating access to finance linkages:**

As mentioned above, once a market is somewhat created for CCS, the project will invest in setting up and branding 5 CCS Shops for Energy Ladies in their target markets such that they are able to lift products from Energy Hubs and sell them door to door, as well as from their shops. Shops will also feature display corners for their products and help them maintain a requisite inventory based on demand (*as they will be educated on how to manage*). This test case idea will also contribute to enhancing brand visibility for the Energy Business that these women entrepreneurs have engaged in and provide them with the option of economically

empowered by scaling up their own energy products and services business- JITA will closely monitor how these shops contribute to adding business value to 5 energy ladies who will be selected based on their sales performances. In order to ensure sustainability, JITA will explore co-financing options with MFIs and other Financial Institutions and create linkages between them and the energy entrepreneurs for access to initial and working capital. If the idea proves successful, other women will be encouraged to acquire finance from the project's MFI partners to set up shops of their own.

**Activity 7: Implementing women empowerment approaches/activities with actors in the CCS value**

**chain:** Making objective use of the gender situation analyses conducted during assessment phase, the project will invest for a good period of 9 months on the following anticipated women empowerment approaches: given CARE's ownership of JITA, the project will be able to leverage resources to mobilize and group Energy Ladies in to developing and adopting a Self-Help Savings scheme for themselves, which has proven a powerful means for women to enhance solidarity, provide voice, increase negotiation prowess, acquire means for capital financing, stimulate group and individual savings, create buffers against socioeconomic shocks, and foster empowerment; the same group will be provided with a series of women empowerment and gender training sessions throughout the life of the project, based on the GACC Handbook for women empowerment, focusing on central issues such as building aspirations, leadership, life skills, decision making, interacting with the market, gender parity, influencing gender norms and structures, and means of enhancing social capital in society; furthermore, quarterly meetings and dialogs will be held within these women to talk about their problems and identifying means of solving these problems, while a critical mass of individuals from the wider community (such as the elite, power brokers, business leaders, local government reps, etc) will be invited to partake and add value to these dialogs; and finally, the project will identify influential men in the lives of women entrepreneurs and take them through targeted awareness sessions so as to bring them in favor of and appreciate women's decision making ability, their mobility and workload, contribution to household economic development, and the need to support them in their socioeconomic endeavors through equal participation in matters of life and living.

**Activity 8: Creating an evidence base for social and economic impact through continuous project output monitoring, documentation of learning, and developing a scalable business model based**

**on project experience:** In order to contribute to the project's 3<sup>rd</sup> key objective, '*Generating learning and creating an evidence base for how investments in enhanced participation of women in CCS value chains can foster social and economic empowerment*', the project will set up and implement a robust

outputs and outcomes monitoring system, including monthly reporting on progress towards the milestones, as well as quarterly reports and meetings with key actors (*project staff, private sector, energy hubs and entrepreneurs*) to discuss outcomes, identify and address loopholes objectively throughout the project's implementation period. Additionally, JITA's in house documentation experts will continuously support the project to document key learning (*for example effectiveness of using automated sales tracking software, determinants of successful energy entrepreneur business, change-based case stories, etc*), which will be shared with GACC and stakeholders periodically. The project will also invest in capturing learning through Mid Year and End Year evaluations; and will develop a learning document to capture the most important experience of the project with recommendations in the end as to how develop and scale-up a gender-responsive/empowering, commercially viable business model led by energy entrepreneurs in the business of providing clean cooking solutions at the BoP.

**Key Innovations:** In Bangladesh, a women-led last mile distribution system directly connected to rural markets and private sector suppliers, wherein highly innovative empowerment approaches are to be implemented is unique. Also the network will be based relationships that JITA has already developed with consumers on the ground in Rangpur enjoying considerable trust and loyalty, and on a Win-Win commission structure likely to produce economic benefits for all market actors, including consumers from acquiring clean cooking solutions. Furthermore, the use of an Automated Sales Tracking system to objectively track progress in the project's social and business goals is also going contribute to ensuring. Yet another innovative activity is the setting up of last-mile branded shops for CCS to enhance products' visibility and better penetrate rural markets, albeit on a test case basis, with potential for scale-up. Finally, savings schemes are an innovative mechanism to stimulate women's empowerment, and address their capital financing needs in the clean cooking solutions business. The strong learning component of the project will influence others in how they do business in this sector, while the white paper in the end will provide the sector with a valuable business model to adopt, replicate and scale-up across the broader market.



## Chapter 9: Learning

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This internship provided me with the opportunity to learn about Social Businesses. Throughout my undergraduate program I have learnt to apply my learning in the business world, however, in a social business application of all marketing strategies and techniques must be done in a way that facilitates the improvement of the society. JITA has been relentlessly working to empower the rural population of the country making employment and entrepreneurial opportunities available to them. Simultaneously, JITA has been working closely in making behavioral changes in the communities. JITA promotes a healthy lifestyle and adoption of products which are guaranteed to improve the living standards.

Working in the development sector is challenging as the target group for whom the impacts are designed for have low literacy rate and as a result are resilient to change. However, in today's day and age there are massive side effects of globalization. Rural Bangladesh too has become an instrument of change and is more easily adapting the change. There are many barriers to the change, yet JITA has been resiliently and enthusiastically trying to bring a positive impact on the lives of the marginalized rural population.

Proposal writing has been an interesting field of work for me. Prior to this internship, I was not aware of the implications and importance of this job. A Proposal Development department is crucial for a social business as even though they may have revenue generating operations, applying for grants and acquiring them allows the social business room to venture into their core objectives of addressing social issues. The Proposal Development Team identifies potential donors, does background research for writing proposals, liaisons with potential donors, creates a bridge between all departments of the organization and Proposal Development team to successfully develop a proposal and once the grant is acquired takes active part in monitoring the grant activities.

## Chapter 10: Suggestions

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After working at JITA for three months a few areas of improvement have come to my attention. JITA can flourish extensively if they bring about a few changes in their organization.

- i. **Developing JITA's Human Resource Team:** JITA has high employee turnover rate, both in the head quarters and field level. Though JITA has a energetic Human Resource team, their candidate selection criteria needs to be further developed. Simultaneously, JITA needs to develop concrete Human Resource Policy. Currently, JITA's Human Resource policies are based on CARE Bangladesh's Human Resource Policy.
- ii. **Focus on Aparajita Recruitment and Retention:** JITA's core objective is empowering women. However, the number of women sales force, Aparajitas, is withering. At this stage JITA needs to focus on reaching out to more rural women and persuading them into joining JITA's distribution network.
- iii. **Realign Strategic Focus on Market Activation alongside Operations:** JITA needs to focus on acquiring grants from international donor organizations and national organizations in order to facilitate the organization's desired social impacts. Though JITA has a thriving distribution model and sustainable operations, unless JITA sources finances to alleviate the standard of living and bring behavioral changes, the social impact cannot be addressed through the revenue generated from the operations.
- iv. **Developing Partner Relationships:** Till date JITA has been operating on the investments made by CARE International and Danone Communities, and therefore creating and maintaining donor relationships were kept to a minimal. However, to become a sustainable social business JITA needs to invest resources in acquiring, developing and maintaining donor relationships.

## Chapter 11: Conclusion

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JITA takes a holistic approach to reach the BoP consumers group with the information and products of health, hygiene, nutrition and sustainable energy. JITA's innovative cost effective rural employment and supply-chain model employs rural poor women as door to door seller of 'a basket of goods' for the health, hygiene, nutrition and sustainable energy.

JITA is now considered an important stakeholder in the Clean Cook Stoves Industry in Bangladesh as they received acknowledgement received in the Government of Bangladesh Power Division's Country Action Plan for Clean Cook Stoves 2013 and partakes in most all industry level market assessments, discussions, consultations and the like, to add value to the sector's development and growth. Previously, JITA has experience implementing the CCEB ICS Pilot Testing project with support from USAID – with a focus on collating market intelligence to recommend BoP demand-driven design solutions for the *Muspana cook stove* and currently JITA has applied for two grants, GACC Clean Cooking Behavior Change Communication Fund, which is worth USD 1.5 million and a second grant also by GACC, Women Empowerment Fund III, which is worth USD 75000. These two are in the pipeline while JITA is relentlessly looking for new partners to collaborate with in order to expand their operations.

JITA envisions creating employment and economic opportunities for the rural women of the country and improving access to markets for the underprivileged consumers. JITA is achieving its vision through a rural distribution model that is unique in its core value system, whereby focus is on empowering women by making them the principal agents for social impact on rural households.

## Chapter 12: References

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