

An Integrated Strategic Action Plan for Women's Economic Empowerment

Reference: PS 8.10.1



Commissioned by

Capacity Building of Joyeeta Foundation Project

Dhanmondi-27, Dhaka, Bangladesh

Prepared by

Chandra Shekhar Shaha
Consultant

February 2023



Report

on

An Integrated Strategic Action Plan for Women's Economic Empowerment

Reference: PS 8.16

Final Version

Prepared By:

Chandra Shekhar Shaha, Consultant

Submission Date: 19 February 2023

Capacity Development of Joyeeta Foundation Project

Joyeeta Foundation

Ministry of Women & Children Affairs

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Reference

ACRONYMS

4iR	Fourth Industrial Revolution
APA	Annual Performance Agreement
BDT	Bangladesh Taka
BoG	Board of Governors
DoA	Department of Architecture
DWA	Department of Women Affairs
DCI	Data Collection Instrument
FGD	Focus Group Discussion
GoB	Government of Bangladesh
HRM	Human Resource Management
HQ	Headquarter
ICT	Information Communication Technology
IT	Information Technology
KII	Key Informant's Interview
KPI	Key Performance Indicator
MD	Managing Director
MoC	Ministry of Commerce
MoF	Ministry of Finance
MoPA	Ministry of Public Administration
MoWCA	Ministry of Women and Children Affairs
MoU	Memorandum of Understanding
NGO	Non-Government Organisation
PWD	Persons with Disabilities
SBCC	Social Behaviour Change Communication
SOP	Standard Operating Procedure
UN	United Nations
USD	US Dollar
WEIMS	Women Entrepreneurs' Information Management System

EXECUTIVE SUMMARY

Background

Bangladesh has made great strides toward women's empowerment in its 50 years of journey. Contribution of women in economic activities is increasing. Still we could not utilize the highest level of their potentials. There is a huge opportunity for women's entrepreneurship development in Bangladesh. The Ministry of Women and Children Affairs (MoWCA) of the Government of Bangladesh (GoB) have been working as the lead ministry for mainstreaming women, and ensuring women empowerment. The Joyeeta Foundation (JF) has been established as a nonprofit organization with its own autonomy to continue providing this support under the MoWCA

An integrated strategic action plan for women empowerment is required to show the path of this journey. This report is the outcome of that endeavour to design and develop such integrated strategic action plan under the Capacity Building of Joyeeta Foundation (CBJF) project. The core objective of the assignment is to formulate an appropriate Integrated Strategic Action Plan for Women's economic empowerment in Bangladesh. A team, under the directives of the Consultant, closely coordinated with MoWCA, JF, IWEs and WEAs at each stage of the process. The study used the qualitative information collected from the key informants as well as secondary data.

In order to formulation and adoption of an integrated strategic action plan for women's empowerment, the following key strategies to be considered:

- (1) Building capacity of JF as a specialized institution for women's economic empowerment.
- (2) Involving women entrepreneurs living countrywide under the umbrella of JF.
- (3) Enhancing business conducive institutional capacity of IWEs/WEAs.
- (4) Developing skills and business competencies of IWEs/WEAs.
- (5) Building infrastructural facilities and support services like marketing network, supply chain network etc.
- (6) Developing new product and service.
- (7) Using ICT, online facilities, e-business and e-solution at every strategy to build a smart Bangladesh.

The 7-column framework given below is followed for the integrated action plan for women's economic empowerment:

Sl. No.	Baseline	Target	Activities	Means of verification	Implementing period	Implementing partners
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The Assessment, carried out in cooperation with JF, has identified strategies and activities for improving the functionality of JF and empowerment of women.

In a nutshell, activities to be followed under the integrated strategic action plan are:

Strategies	Activities
(1) Building capacity of JF as a specialized institution for women's economic empowerment.	1.1 To build Joyeeta tower at Dhaka and shift Head office 1.2 To build sub-national/local level offices at 7 divisions namely Chattogram, Khulna, Rajshahi, Rangpur, Sylhet, Barisal and Mymensingh 1.3 Establish a Research Unit (RU) and recruiting personnel 1.4 Financial accountability with different indicators - Financial restructuring -Relation mgt with debtholder 1.5 Monitoring & Evaluation (M&E) -Establish M&E unit -Deploy sufficient human resources for M&E -Design strong monitoring & accountability system for JF 1.6 HRM of JF -To develop JF recruitment rule -To finalize organizational structure of JF -Training and skill development
(2) Involving women entrepreneurs living countrywide under the umbrella of JF.	2.1 To enlist IWES/WEAs working in the grassroot level 2.2 To develop a user-friendly integrated database, which JF and IWES/WEAs may use and analyse conveniently. 2.3 To engage large number of women entrepreneurs in production activities -Competitive and strategic business policy (PS 8.14) to be included -BBS report 2023 will be implemented for involving IWES/WEAs in business 2.4 To engage large number of women entrepreneurs in supply chain activities by including Joyeeta's supply chain network management system (PS 8.17) 2.5 To engage large number of women entrepreneurs in marketing activities

	<ul style="list-style-type: none"> - Strategies for extending market network and value chain countrywide (PS 8.8) to be included -Market penetration for current product in current market -Market development for current product for new market 2.6 To engage large number of women entrepreneurs in sales activities -Involvement of IWEs/WEAs members in JSMC at Joyeeta tower and e-joyeeta platform
(3) Enhancing business conducive institutional capacity of IWEs/WEAs.	<ul style="list-style-type: none"> 3.1 To adapt a "Financial Risk Management Strategy" to assess the risks and reduce the risks through systematic portfolio management 3.2 To develop stock management and inventory of products using IT supports like barcode and integrated Business management system 3.3 To enhance publicity and promotion continuously by disseminating required messages in all type of media, boosting post and publish notices through social media and participation at fair under Joyeeta brand name
(4) Developing skills and business competencies of IWEs/WEAs.	<ul style="list-style-type: none"> 4.1 Countrywide district-based business potential products & craft mapping 4.2 Division/districtwise training need analysis 4.3 Business related training 4.4 Training on customer service, customer care, point of sales, floor management for staffs and sales girls 4.5 Training on different thematic areas 4.6 Conducting customized courses for potential Joyeetas 4.7 Business incubation
(5) Building infrastructural facilities and support services like marketing network, supply chain network etc.	<ul style="list-style-type: none"> 5.1 Support for marketing network of JF business 5.2 Support for supply chain network of Joyeetas' products 5.3 Support to participate in nationwide and international fair

	5.4 Campaigning on Joyeetas' performance, products etc.
(6) Developing new product and service.	<p>6.1 Business product to be grouped in Strategic Business Unit (SBU)</p> <p>6.2 Continuously gather & evaluate ideas for new products, product improvements, and services</p> <p>6.3 Develop existing product with new design, color and quality</p> <p>6.4 Develop ICT-based new product</p> <p>6.5 New product development for current market by RU</p> <p>6.6 Product and market diversification for new product</p>
(7) Using ICT, online facilities, e-business and e-solution at every strategy to build a smart Bangladesh	<p>7.1 To develop Joyeeta Multi-Business Management (JMBM) Solution</p> <ul style="list-style-type: none"> -Central server application and management portal -POS for product production, supply and sales -Uddokta website -Uddokta Android App -Order delivery App <p>Uddokta Sell Products online</p> <ul style="list-style-type: none"> -Uddokta location using google map -Cloud-based automation system Women Entrepreneurs' Information Management System (WEIMS) -Training on JMBM usage

Conclusion

To adapt to the ever-shifting demands of IWEs and WEAs for economic empowerment, the system and the institutional mechanism must constantly evolve. JF's common ground of work should be an area of active cooperation to the IWEs and WEAs. The performance will depend on their formal, dynamic and affirming relationship with other relevant organizations. There will be a lot of infrastructure development to decentralise entrepreneurship-related services. The report suggests to consider the national and global changing goe-political and business environment while finalizing the Integrated Strategic Action Plan for Women's Economic Empowerment.

CHAPTER I:

INTRODUCTION AND METHODOLOGY

1.1 Background

Bangladesh has made great strides toward women's empowerment in its 50 years of journey as an independent nation, as seen by the decreases in mortality rates, rises in girls' enrolled in school, and reductions in gender parity. Contribution of women in economic activities is increasing. Still we could not utilize the highest level of their potentials. There is a huge opportunity for women's entrepreneurship development in Bangladesh. The Ministry of Women and Children Affairs (MoWCA) of the Government of Bangladesh (GoB) have been working as the lead ministry for mainstreaming women, and ensuring women empowerment.

In order to fulfill the aforementioned responsibility, MoWCA has implemented a Women Entrepreneurship Endeavor Programme called Joyeeta. With the goal of gradually creating women-friendly infrastructure and expanding it, Joyeeta was created to promote goods and services of female entrepreneurs across the nation. The Joyeeta Foundation (JF) has been established as a nonprofit organization with its own autonomy to continue providing this support under the Ministry of Women and Children Affairs.

With time, Joyeeta Foundation has started its worked and reached in a stage to be a well-known government *Brand* initiatives for women entrepreneurs. The Honorable Prime Minister has personally patronaged the initiative, and provided the required land and fund to build a separate complex to administer this giant movement. A 12-stored permanent "Joyeeta Tower" in Dhaka is being constructed to provide services as a government's dedicated women entrepreneur development-window. Such initiative is an indication of a new journey of Joyeeta Foundation to reach a countrywide activities. An integrated strategic action plan for women empowerment is required to show the path of this journey. This report is the outcome of that endeavour to design and develop such intergrated strategic action plan under the Capacity Building of Joyeeta Foundation (CJBF) project.

1.2 Objective of the Assignment

1.2.1 Core Objective

The core objective of the assignment is to formulate an appropriate Integrated Strategic Action Plan for Women's economic empowerment in Bangladesh.

1.2.2 Specific Objectives

For adoption of the Integrated Strategic Action Plan, the specific objectives include:

- 1) Involve the organizational team of Joyeeta Foundation
- 2) Highlight the targets and baseline situation
- 3) List the required actions/activities/tasks/interventions
- 4) Set a timeline or implementation period with implementing agencies
- 5) Follow up and measurement process

1.3 Methodology

Presently products of Joyeeta Sale Center (Joyeeta Biponon Kendro) are mostly traditional and old fashioned which are sold mainly in domestic market competing with Aarong and other business entities of similar nature. Training to the women entrepreneurs on entrepreneurship and salesmanship development, cutting & sewing, dying and different trades of block and boutique, embroidery, car driving, child care, nursing etc. and participation in various trade fairs can improve the quality of the Joyeeta products. Women's economic empowerment Specialist shall

A team, under the directives of the Consultant, closely coordinated with MoWCA, JF, IWEs and WEAs at each stage of the process. The assignment scrutinises the organisational policy setting, structure, capacity, performance, and coherence. At initial phase, the assignment relied on secondary data and information sources. In the later phase, the study used the qualitative information collected from the key informants. The study team discussed the relevant issues in focus group discussions with potential women entrepreneurs. The primary data and information collection took place between **May and June 2022**. It consults the concerned officials at the JF and IWE/WEA involved with JF. The team ensures the inclusion of the voices of the stakeholders involved in every stage of entrepreneurship from production to supply to sell.

At the same time, it examined the current implementation status of the findings and recommendations made in the comprehensive system review. Based on the assessment outcomes, it has prepared the integrated strategic action plan.

The Assessment, in particular, has a couple of limitations. No specific observation tools or techniques have been used in this study to assess the service-providing mechanism of JF for the service recipients. The Assessment did not have the scope to visit a large number of sub-national level to analyze the views of the countrywide grassroots entrepreneurs. However, the assessment team selected and informed persons for KII and FGD in close consultation with the senior management of JF to develop relevant insights.

CHAPTER II: AN ASSESSMENT OF JOYEETA FOUNDATION

2.1 Background

Women's economic empowerment is recognized as the precondition of sustainable development under Sustainable Development Goals 2030 (SDG-2030). The GoB has emphasized on empowerment of women and youth to strengthen social inclusion and support shared prosperity under the Perspective Plan of Bangladesh 2021-2041 (GED, 2020). Therefore, development endeavours, focusing on women's economic empowerment through self-employment and women entrepreneurship is given importance by the government. With the objective of women's economic empowerment, Joyeeta Foundation (JF) was established on 16 December 2011 under the Ministry of Women and Children Affairs (MoWCA). This chapter is written for better understanding of JF before formulating and adopting of an integrated strategic action plan for women's economic empowerment. In particular, it considered on organizational structure, vision, mission, objectives, operation and ongoing projects of JF.

2.2 Organizational outlook of Joyeeta Foundation

Joyeeta Foundation was created in accordance with the Societies Registration Act of 1860 and became a self-governing, nonprofit organization after being registered with the Joint Stock Companies and Firms of Ministry of Commerce. At present, JF is serving as one of the key organisations under MoWCA of the Government of Bangladesh, aiming to create opportunities for business, skill development, loan facilities and other benefits for the women entrepreneurs.

There are four Bodies that oversee Joyeeta Foundation operations, according the Memorandum of Association and Rules & Regulations. Those are: (a) General Council; (b) Board of Governors (BoG); (c) Executive Committee; and (d) Operational setup. The Board of Governors is meant for the policy decision authority of JF. The Board of Governors (BoG) comprising 29 members including a chairperson that has been graced by the Hon'ble Minister, Ministry of Women and Children Affairs. However, a Managing Director (MD) is heading the organization to deal with day to day functions.

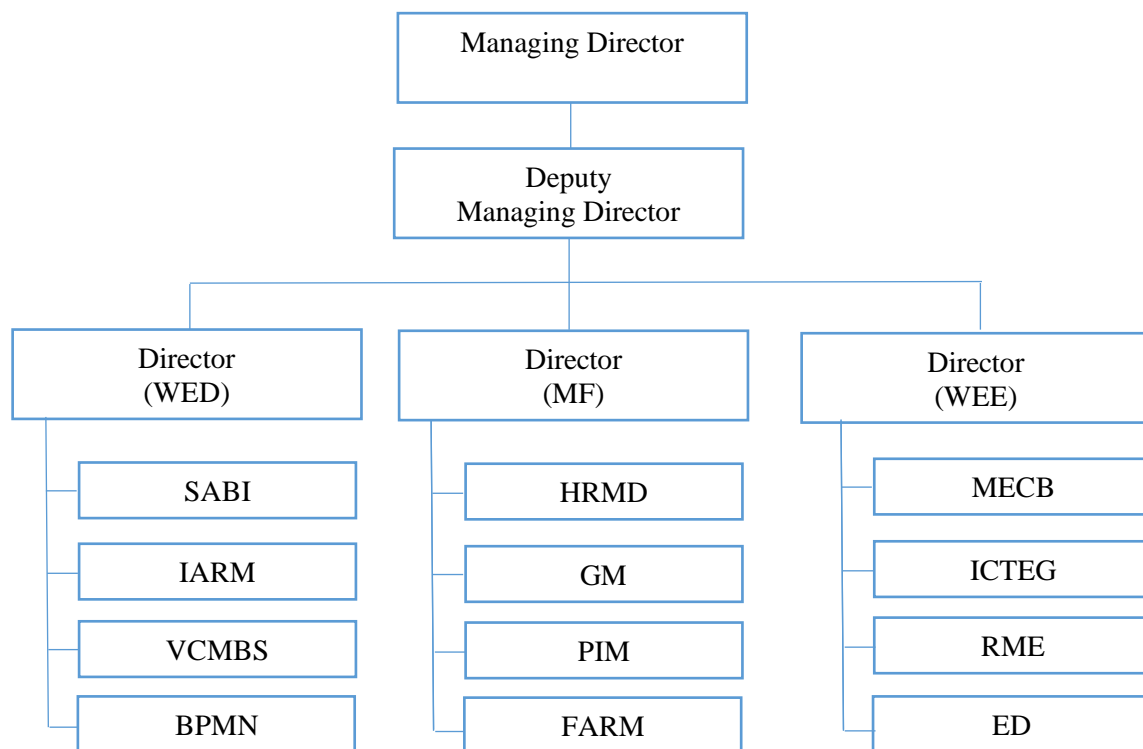
A number of officials are now working here on deputation from the government and also from Department of Women Affairs (DWA) along with a work force employed as permanent staff. JF has been designed into 14 sections to run its activities (MoWCA, 2021). These are: (1) Administration; (2) Coordination; (3) Budget & Audit; (4) Financial Management (5) ICT; (6) Planning, Development & Research; (7) MIS; (8) Marketing & Extension; (9) Business Promotion; (10) Craft Section; (11) Fashion Design; (12) Training & HRD; (13) Law & Regulations; and (14) Purchase & Store

Management. There are 23 positions occupied against 33 approved posts. The organizational components may be changed further in the process of approval from the MoWCA. The current sections and HR arrangement will also require reform considering the work load and future expansion of Joyeeta Foundation. An organogram with an expanded HR against projected expansion of the Foundation in near future at Joyeeta Tower, Dhaka and other divisional level activities is an urgent issue in the future plan of JF.

2.3 Organisational Structure

JF is on the process of finalization of its organizational structure considering its needs and future activities. JF will reorganise its posts and positions based on the Eighth Five Year Plan and Vision 2041 specific guidelines to bring about an organisational amelioration. Consequently, the job descriptions of the positions will also change. JF's basic Organisational Structure is illustrated in Figure 1. At present, 23 positions are occupied against 33 approved posts.

Figure 1: Basic Organizational Structure of JF



2.4 Vision

Building gender equality-based society through empowering women economically.

2.5 Mission

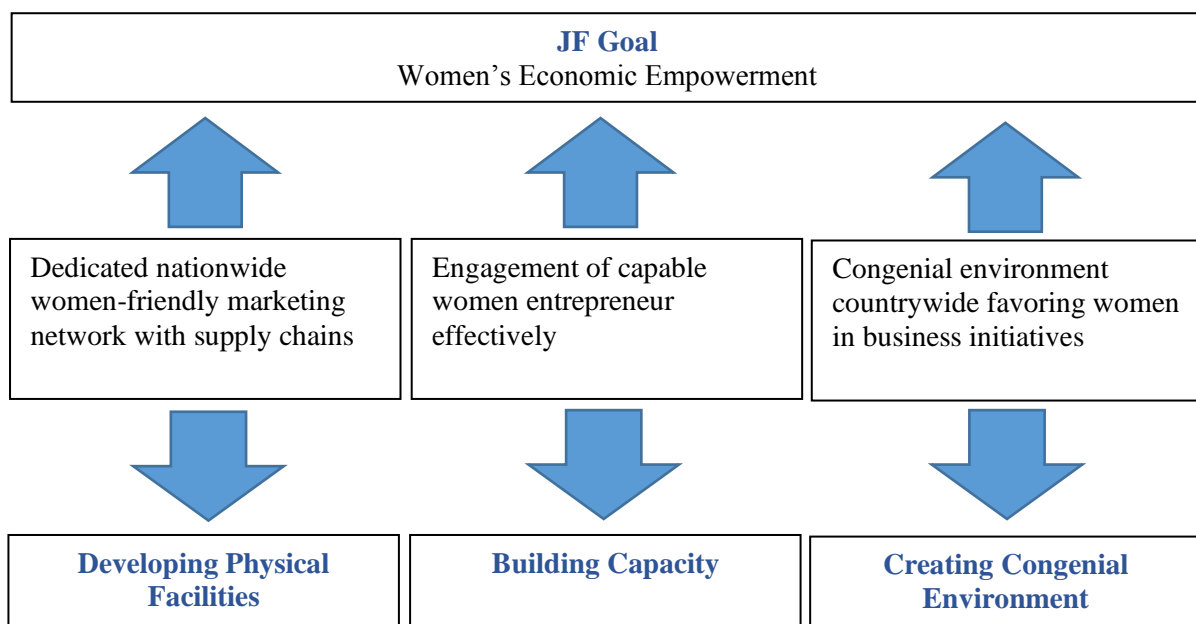
Empowering women economically, following a preferential approach towards women, by the ways of developing-

- A dedicated women-friendly marketing network to be run and managed exclusively by women.
- Dedicate value chains centering on women-friendly marketing networks, from rural to urban, from production to marketing, through commercially employing women in different phases of the chain by building their capacity.

2.6 Goal

The ultimate goal of JF as well as this Integrated Strategic Action Plan (ISAP) is women's economic empowerment. Hasan (2022) has shown the pathway (Figure-1) to achieve the goal.

Figure-1: The Pathway of achieving goal



2.7 Strategic Objectives

The strategic objectives are:

- (1) Building capacity of Joyeeta Foundation, as a specialized institution mandated for empowering women economically.
- (2) Enhancing business conducive institutional capacity of grass root level women associations working under the umbrella of Joyeeta Foundation.
- (3) Building infrastructural facilities (Marketing network) along with women's business-friendly congenial atmosphere and ensuring other enabling support services.
- (4) Developing the skills and competencies of women necessitate engagement in diverse business initiatives.
- (5) Innovating new products.

2.8 The Present Core Activities of Joyeeta Foundation

2.8.1 Activities at Head Office of Joyeeta Foundation

Considering the vision, mission, goal and objectives, the Head Office of JF guides all the activities under the organization. The core activities include:

- Enlistment of IWEs and WEAs, entrepreneur-based activities monitoring and engagement in the economic empowerment activities under JF;
- HR management and skill-based training for IWEs, WEAs and officials of JF;
- Organization of revolving capital support fund and providing soft loans to IWEs and WEAs;
- Coordination of activities at Joyeeta Sales and Marketing Centre, Food court, Crafts zone, Cafeteria at National Parliament and other areas;
- Participation in the trade fair and other related activities;
- Product quality and designing;
- ICT based digital support system development;
- Media campaigning and advertisement of the activities under JF;
- Administrative, financial and other functional activities.

2.8.2 Activities at Joyeeta Sales and Marketing Centre (JSMC), Rapa Plaza, Dhanmondi

- Currently selected 180 registered IWEs/WEAs from all over of the country are allotted 139 stalls at JSMC, Rapa Plaza, Dhanmondi, Dhaka for selling their products.
- They run their own business as stand-alone pattern. Quality Control (QC) mechanism is not 100 percent applied.
- The IWEs/WEAs are not producing products following any design support from JF to develop a Joyeeta brand image.
- There is no mechanism to include new entrants.

2.8.3 Activities at Craft Zone, Rapa Plaza, Dhanmondi

A Craft Zone is launched at Rapa Plaza, Dhanmondi where any IWEs/WEAs, who work at home and run business in any place of the country, may display their products and sell under Joyeeta branding. This initiative has accommodated a large number of IWEs/WEAs for displaying their product in a large shopping complex. POS system allowed them to receive the price of the sold products within 5 days of the next month through online banking. This strategy might become popular and be used to JF's other future commercial operations.

2.8.4 Capacity Building of Joyeeta Foundation Project

The timeline of the project is from January 2019 to December 2023 and to be implemented using BDT 2,630 million GoB fund. The CBJF project includes the following core activities:

- To strengthen the JF institutionally, technically and economically in order to support WEAs/IWEs to be able to start their entrepreneurship.
- The institutional capacity development includes preparation of service rule, regulation, business action plan, action plan for sustainability, standard operating procedure (SOP) etc. for different business modalities/operation and business windows, creation of own branding, value chain and partnership approach, fair trade strategy etc. A number of consultants are engaged for the assignments.
- Almost 14,000 women were directly or indirectly involved with the 180 registered WEAs before the starting point of January 2019. Under the project, this number would be increased gradually up to 28,000.
- It has program for human resources management and training for employees/operational staff and also subject-focused and skill-based training for women entrepreneurs.
- As part of infrastructure development, necessary computer labs, training rooms, conference and seminar rooms will be equipped with basic IT facilities.
- The project supports establishing business incubation centre, quality control unit, one-stop service centre, design centre, day care centre etc.
- The project has started to develop on-line and IT based business for women entrepreneurs.

2.8.5 Joyeeta Foundation Tower Building Project

This project started in April 2018 and is targeted to be completed by 2023. The GoB funded project has about BDT 1,690 million allocation with an objective to bring the JF's business and management under one roof. The core facilities available under the tower building project include:

- Café, Mini Auditorium, Joyeeta Hall at level 11;
- Gymnasium, Swimming Pool, Beauty Parlour, Design Centre at level 10;
- Training Centre, Day-care Centre at level 9;
- Main office of JF at level 8 & 9;
- Seminar hall, Legal Support Centre, Psych-social Support Centre at level 7;
- Food court at level 6;
- Show room for Joyeeta products at level 3, 4, & 5 etc.

2.8.6 Joyeeta Foundation Tower Building at seven Divisions Project

In order to provide multipurpose business opportunity at divisional level, a project is now in the initial planning phase. Land acquisition is done at seven division and building designing is on going.

2.9. Key Strategies

In order to formulation and adoption of an integrated strategic action plan for women's empowerment, the following key strategies to be considered:

- (8) Building capacity of JF as a specialized institution for women's economic empowerment.
- (9) Involving women entrepreneurs living countrywide under the umbrella of JF.
- (10) Enhancing business conducive institutional capacity of IWEs/WEAs.
- (11) Developing skills and business competencies of IWEs/WEAs.
- (12) Building infrastructural facilities and support services like marketing network, supply chain network etc.
- (13) Developing new product and service.
- (14) Using ICT, online facilities, e-business and e-solution at every strategy to build a smart Bangladesh.

2.10. Integrated Strategic Action Plan Outline

Considering the vision, mission, goals, strategic objectives, core activities and challenges of JF, the framework given below is followed for the integrated action plan for women's economic empowerment in Chapter III:

Sl. No.	Baseline	Target	Activities	Means of verification	Implementing period	Implementing partners

CHAPTER III:

INTEGRATED ACTION PLAN FOR WOMEN'S ECONOMIC EMPOWERMENT

Joyeeta Foundation**Integrated Strategic Action Plan for Women's Economic Empowerment**

Sl. No.	Baseline	Target	Activities	Means of verification	Implementing period	Implementing partners
1.	Building capacity of JF as a specialized institution for women's economic empowerment.					
1.1	JF runs its Head office at a rented house.	Joyeeta tower construction by 2023	To build Joyeeta tower and shift the Head office	Opening of Joyeeta Tower	December 2023	- MoWCA -Joyeeta tower project -JF -DoA -PWD
1.2	JF has no office at the sub-national/local level.	-3 subnational office at 3 divisions by 2030 -7 subnational offices at 7 divisions by 2035	To build sub-national/local level offices at 7 divisions namely Chattogram, Khulna, Rajshahi, Rangpur, Sylhet, Barisal and Mymensingh	Opening of sub-national/local level office	-December 2030 -December 2035	-MoWCA -Planning Commission -MoF -Joyeeta divisional tower project -JF -DoA -PWD

Sl. No.	Baseline	Target	Activities	Means of verification	Implementing period	Implementing partners
1.3	There is no research unit for new product development, product market analysis etc.	Research Unit under JF	-Establish a Research Unit (RU) under JF -Recruiting personnel for RU	Budget allocation for RU	June 2030	-MoWCA -Finance Division -JF
1.4	JF follows government audit & 3 rd party audit. Still there is no business progress analysis	Annual business progress analysis	Financial accountability with indicators like ROI, ROA - Financial restructuring -Relation mgt with debtholder	Annual business report	June 2025	-JF
1.5	No M&E unit to oversee the activities	Strong monitoring & accountability mechanism	Monitoring and Evaluation (M&E) - Establish M&E Unit -Deploy sufficient human resources for M&E -Design strong monitoring & accountability system for JF	-Organogram - Monitoring & accountability system for JF report	June 2030	-MoWCA -JF -CBJF project
1.6	JF has a total of 33 posts, out of which ?? are vacant. Male:Female is ??	Effective & efficient workforce	HRM of JF -To develop JF recruitment rule -To finalize organizational structure of JF -Training and skill development	-JF recruitment rule -Organogram -Training & skill development data	June 2030	-MoWCA -JF -CBJF project

Sl. No.	Baseline	Target	Activities	Means of verification	Implementing period	Implementing partners
2.	Involving women entrepreneurs living countrywide under the umbrella of JF.					
2.1	A countrywide survey is going on by BBS with financial support of CBJF project	Database on IWEs/WEAs	To enlist IWEs/WEAs working in the grassroot level	-Survey report -Database	-2023 -2025	-JF -CBJF project -BBS
2.2	No user-friendly database available	Integrated database	To develop a user-friendly integrated database, which JF and IWEs/WEAs may use and analyse conveniently.	-Database	-2025	-JF -CBJF project
2.3	Formulation of a competitive and strategic business policy is assigned in 2022-2023. BBS survey to be completed in 2022-2023.	Competitive and strategic business policy development	To engage large number of women entrepreneurs in production activities -Competitive and strategic business policy (PS 8.14) to be included -BBS report 2023 will be implemented for involving IWEs/WEAs in business.	-Competitive and strategic business policy report -Survey report	-2023	-MoWCA -JF -CBJF project -BBS

Sl. No.	Baseline	Target	Activities	Means of verification	Implementing period	Implementing partners
2.4	For development of Joyeeta's supply chain network management system a Consultant is assigned in 2022-2023.	Joyeeta's supply chain network mgt. system development	To engage large number of women entrepreneurs in supply chain activities -Joyeeta's supply chain network management system (PS 8.17) to be included	Joyeeta's supply chain network mgt. system report	2022-2023	-MoWCA -JF -CBJF project
2.5	For Strategies for extending market network and value chain countrywide, a Consultant is assigned in 2022-2023.	Strategies for extending market network and value chain countrywide development	To engage large number of women entrepreneurs in marketing activities -Strategies for extending market network and value chain countrywide (PS 8.8) to be included. -Market penetration for current product in current market. -Market development for current product for new market.	Strategies for extending market network and value chain countrywide report	2022-2023	-MoWCA -JF -CBJF project

Sl. No.	Baseline	Target	Activities	Means of verification	Implementing period	Implementing partners
2.6	Any IWEs/WEAs member may sale their products at crafts zone and e-joyeeta platform. No such facilities available at JSMC and food court at Rapa plaza	Inclusion of all IWEs/WEAs	To engage large number of women entrepreneurs in sales activities -Involvement of IWEs/WEAs members in JSMC at Joyeeta tower and e-joyeeta platform	-Database on sales	2024-2025	-MoWCA -JF -CBJF project

Sl. No.	Baseline	Target	Activities	Means of verification	Implementing period	Implementing partners
3.	Enhancing business conducive institutional capacity of IWEs/WEAs.					
3.1	No tool available for risk assessment	Financial risk management strategy development & implementation	To adapt a "Financial Risk Management Strategy" to assess the risks and reduce the risks through systematic portfolio management.	Report on financial risk management strategy	2023-2024	-MoWCA -JF -CBJF project
3.2	No easy to follow stock management & inventory management process	IT based Apps development	To develop stock management and inventory of products using IT supports like barcode and integrated Business management system	IT based Apps under JMBM solution	2023-2024	-MoWCA -JF -CBJF project
3.3	TV advertisement, boosting at social media platform and publication of advertisement in newspaper going on irregularly.	Guideline for media campaigning development & implementation	To enhance publicity and promotion continuously -Disseminate required messages in all type of media. -Boosting post and publish notices through social media. -Participation at fair under Joyeeta brand name.	-Guideline for media campaigning -Yearly report on fair attended	2023-2030	-MoWCA -JF -CBJF project

Sl. No.	Baseline	Target	Activities	Means of verification	Implementing period	Implementing partners
4.	Developing skills and business competencies of IWEs/WEAs.					
4.1	No mapping of districtwise craft and other small cottage-based goods	Local products & crafts survey	Coutrywide district-based business potential products & craft mapping	Survey report	2022-2023	-JF -CBJF project -BBS
4.2	No training need analysis is done	Training need analysis	Division/districtwise training need analysis	Training need analysis report	2023-2025	-JF -CBJF project
4.3	Several training is going on under JF and CBJF each year	-50 training course/year -800 trainees/year	Business related training	Annual training report	2023-2030	-JF -CBJF project
4.4			Training on customer service, customer care, point of sales, floor management for staffs and sales girls			
4.5			Training on different thematic areas			
4.6			Conducting customized courses for potential Joyeetas			
4.7	One business incubation initiative is taken in Jirani in 2019		Business incubation			-JF -CBJF project

Sl. No.	Baseline	Target	Activities	Means of verification	Implementing period	Implementing partners
5.	Building infrastructural facilities and support services like marketing network, supply chain network etc.					
5.1	No specific planned marketing network available	Marketing network	Support for marketing network of JF businesss	Annual Report	2023-2030	-JF -CBJF project
5.2	Supply shain network developed for crafts zone	500 supplied products/ year	Support for supply chain network of Joyeetas' products	Annual Report	2023-2030	-JF -CBJF project
5.3	Support provided for participation in nationwide and international fair	Participation in 5 fair/year	Support to participate in nationwide and international fair	Annual Report	2023-2030	-JF -CBJF project
5.4	See 3.3	TVC, OVC and campaigning	Campaigning on Joyeetas' performance, products etc.	TVC, OVC and campaign materials	2023-2030	-JF -CBJF project
6.	Developing new product and service.					
6.1	No SBU of the product that the IWEs/WEAs of JF deals with.	SBU for all product and services	Business product to be grouped in Strategic Business Unit (SBU)	Enlistment of SBU with relevant products & services	2023-2025	-JF -CBJF project
6.2	No such initiative available for new product & service development	At least one new peoduct development or improvement	Continuously gather & evaluate ideas for new products, product improvements, and services	Product demonstration	2023-2030	-JF -CBJF project

Sl. No.	Baseline	Target	Activities	Means of verification	Implementing period	Implementing partners
6.3	No such initiative available for existing product & service	At least one new product development or improvement	Develop existing product with new design, color and quality.	Product demonstration	2023-2025	-JF -CBJF project
6.4	No such initiative available for existing product & service	At least one new product or sales or marketing system	Develop ICT-based new product	Product/system demonstration	2023-2025	-JF -CBJF project
6.5	No such initiative available for existing product & service	At least one new product development or improvement	New product development for current market by RU		2023-2030	-JF -CBJF project
6.6	No such initiative available for existing product & service	At least one product and market diversification	Product and market diversification for new product		2023-2030	-JF -CBJF project

Sl. No.	Baseline	Target	Activities	Means of verification	Implementing period	Implementing partners
7.	Using ICT, online facilities, e-business and e-solution at every strategy to build a smart Bangladesh.					
7.1	<p>-POS at Cloth, food and craft zones operating separately</p> <p>-eJoyeeta running with a minimum usage</p> <p>-Facebook promotion ongoing</p>	<p>Support potential IWEs/WEAs to get authentic information and large-scale business coordination</p>	<p>To develop Joyeeta Multi-Business Management (JMBM) Solution</p> <p>-Central server application and management portal</p> <p>-POS for product production, supply and sales</p> <p>-Uddokta website</p> <p>-Uddokta Android App</p> <p>-Order delivery App</p> <p>Uddokta Sell Products online</p> <p>-Uddokta location using google map</p> <p>-Cloud-based automation system Women Entrepreneurs' Information Management System (WEIMS)</p> <p>-Training on JMBM usage</p>	JMBM Solution	2023-2024	<p>-MoWCA</p> <p>-JF</p> <p>-CBJF project</p>

CHAPTER IV: CONCLUSION

To govern the entire process of women entrepreneurship and achieve the goal of economic empowerment of women, the Government of Bangladesh formed Joyeeta Foundation. The ultimate goal of JF as well as this Integrated Strategic Action Plan (ISAP) is women's economic empowerment. To adapt to the ever-shifting demands of IWEs and WEAs for economic empowerment, the system and the institutional mechanism must constantly evolve. JF's common ground of work should be an area of active cooperation to the IWEs and WEAs. The performance will depend on their formal, dynamic and affirming relationship with other relevant organizations. There will be a lot of infrastructure development to decentralise entrepreneurship-related services. The report suggests to consider the national and global changing geo-political and business environment while finalizing the Integrated Strategic Action Plan for Women's Economic Empowerment.

The Vision 2041 emphasize on empowerment of women and youth to strengthen social inclusion and support shared prosperity. There will be programs to encourage and support small and medium entrepreneurship. As the 21st century rolls into the third decade and onwards, tremendous opportunities will open up for Bangladeshi entrepreneurs, especially women, in a competitive global market to trade in goods as well as services. It has been identified that lack of entrepreneurship and management skills has contributed to constraining effective participation in the global value chain (GVC) for Bangladesh. In this context, a prudent strategy for local entrepreneurs is to opt for a collaborative production structure that builds long-run commitments between local and foreign actors. The next decade will be crucial for strengthening economic institutions that will help entrepreneurs seize market opportunities emerging in a fast-changing global economy driven by innovation and creative destruction. This Action Plan may be considered as a small step towards the Vision 2041.

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