



**Joyeeta Foundation**  
**Ministry of Women & Children Affairs**

**A Self Reliance Strategy for Joyeeta  
Foundation**

**(Draft Final Report)**

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## List of Abbreviations:

BRAC	Bangladesh Rural Advancement Committee
CDP	Capacity Development Project
CBJF	Capacity Building of Joyeeta Foundation
EFTFBD	Ecota Fair Trade Forum Bangladesh
HR	Human Resource
HRM&D	Human Resource Management and Development
ICT	Information, Communication and Technology
IWE	Individual Woman Entrepreneur
JD	Job Description
JF	Joyeeta Foundation
MD	Managing Director
M&E	Monitoring & Evaluation
MIS	Management Information System
MoWCA	Ministry of Women and Children Affairs
NGO	Non-Government Organization
PD	Project Director
PKSF	Palli Karma Sahayak Foundation
R&D	Research & Development
ROI	Return On Investment
SOP	Standard Operating Procedure
VAT	Value Added Tax
WEA	Women Entrepreneur Association

## **Chapter 1: Introduction:**

It is very important to know the vision and mission of Joyeeta Foundation to have a solid understanding of its specific goals and purpose of this specific assignment. Following is a brief introduction to Joyeeta Foundation and information that is more detailed is available on its website ([www.joyeeta.gov.bd](http://www.joyeeta.gov.bd))

**1.1 An Introduction to Joyeeta Foundation (JF):** Her Excellency honorable Prime Minister Sheikh Hasina, Government of the People's Republic of Bangladesh, opened Joyeeta Foundation (JF) on 16 November 2011, and registered under the “Joint Stock Company” of Society’s Act-1860. Joyeeta Foundation (JF) operates under the Ministry of Women and Children Affairs for promoting and supporting women in their business initiatives. This is an excellent initiative by the government and this could be the most significant example of empowering women through income-earning opportunities. Joyeeta Foundation going to address the most critical area of business by the poor and marginal women who have skills and knowledge on producing goods and services but do not have proper marketing of the products especially products sold in the marketplace. It is assigned to develop and nurture dedicated marketplaces countrywide, exclusively for women to display their products and services and market them. Foundation is assigned to create a unique brand value under which all types of women-run businesses will be nourished countrywide. It has also the responsibility to create a congenial environment, where the women can run their businesses hassle-free.

It is to render all possible facilitation support so that women can be developed as successful business entrepreneurs. JF is to develop and manage supply chains of products and services from production to marketing and employ women in different phases of the chain by enhancing the capabilities and competencies of women.

Above all, JF serves as a strong proponent of attaching preferential treatment towards women on the business front, so that the backwardness of women in business is reduced for the ends of inequity. Joyeeta Foundation will be establishing Joyeeta Tower in Dhaka and Joyeeta Outlets at the divisional level. There will be dedicated outlets to sell the products from Women Entrepreneur Associations (WEAs) and the Individual Woman Entrepreneurs (IWEs) to support them in various business initiatives.

**1.2 The Vision and Mission of Joyeeta Foundation:** The JF has established a clear vision and mission to empower women through a dedicated marketing network system for their business. Following are the vision and mission of the JF:

**1.2.1 The Vision of Joyeeta:** Building a gender equality-based society through empowering women economically;

**1.2.2 The Mission of Joyeeta:** Empowering women economically, following a preferential approach towards women, by the ways of developing-

- (i) A dedicated women-friendly marketing network countrywide to be run and managed exclusively by women;
- (ii) Dedicated value chain centering- a women-friendly marketing network from rural to urban and from production to marketing through commercially employing women in a different phase of the chain by building their capacity;

**1.3 Background of Self-Reliance Strategies:** One of the main challenges faced by nonprofit organizations is the real (and perceived) limitations associated with a donor-driven business model, which assumes there is only one-way to raise money through fundraising rather than revenue generation. To be financially self-reliant, fundraising must be one of the keys focuses for the organization thus, Joyeeta Foundation has to develop a strategy for fundraising alongside an effective management and business system which could possibly make the organization self-sustain.

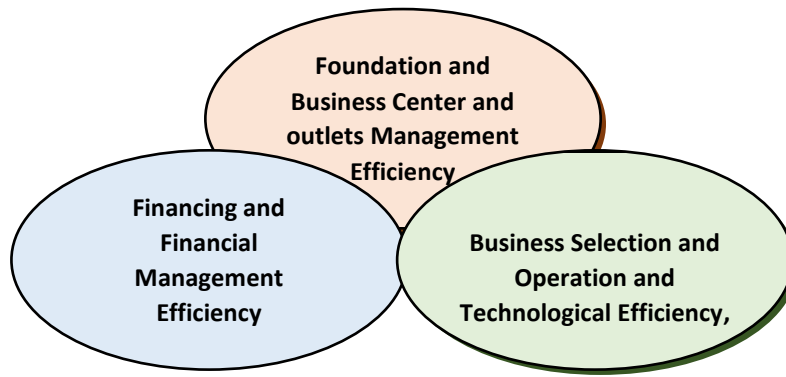
It is difficult to develop a definition or a single sentence that could represent all aspects of self-reliance in an organizational context. Merriam-Webster defines self-reliance simply as 'reliance on one's own efforts and abilities', which doesn't quite do the concept much justice, either. This needs more elaboration in an organizational context as this is more complicated for an organization to become self-reliant compared to an individual context. To become a self-reliant organization, i) it must have its own funding sources/fundraising mechanism to meet all kinds of expenses, ii) management capacity to run the business in all aspects, iii) operational resources to support in running the business. The leadership of the organization is also very important to achieve the vision of a foundation like Joyeeta. A visionary leader having dynamic leadership is crucial for JF to achieve the goal of the organization.

**1.4 Defining Self-Reliance in JF's Perspective:** JF has defined self-reliance as 'reliance on one's own efforts and abilities'. It enables the persons (IWE) and therefore the organization (JF&WEA) to think autonomously goes hand in hand with trusting instinct ability and embracing individuality. Self-reliance is striving towards own goals bravely. Self-reliance represents the concepts most closely related to individualism. However, it is important to remember that self-reliance is not about cutting one off from everybody.

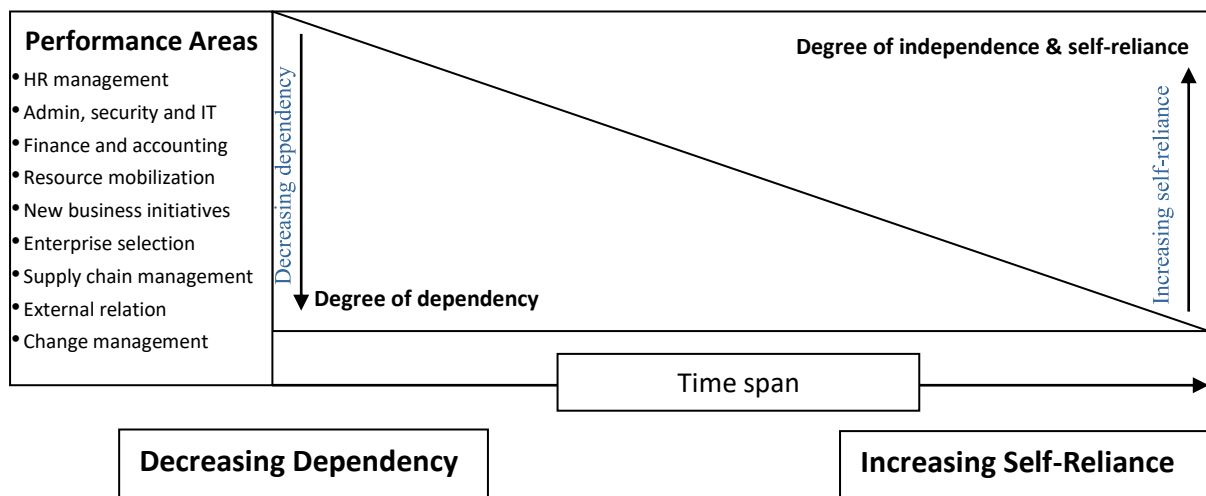
JF has the mandate to make its various operational units and business entities self-reliant to make them able to think, work and take decisions independently. It is important for several reasons. The most obvious is that depending on JF for help means there will be times when support will not be available and JF will run individually. Self-reliance is also important because of it:

- a) Supports the individual to solve problems and make decisions by herself;
- b) Allows the organization to become self-sustainable without relying on others;
- c) Develops the act of self-acceptance;
- d) Involves acquiring self-knowledge and practicing self-compassion;
- e) Gives perspective that in turn gives direction;

**1.5 Three Dimensions of JF's Self-Reliance:** Considering JF's vision, mission, and goal, the following are the three core areas that JF has to work out to be a self-reliant organization:



The following figure shows the core elements, which will make the Joyeeta a self-reliance organization by its increased capacity enhancement over a certain period. These elements will be explained in the different sections of this strategy document.



(Figure-1)

## Chapter 2: Objective, Output/Deliverables of the Assignment:

Following are the objectives and deliverable of the assignment:

**2.1 General Objective:** The overall objective of this assignment is to design and develop a comprehensive self-reliance strategy for Joyeeta Foundation in order to make the organization self-reliant, self-driven, and sustainable.

### **2.1.1 Specific Objectives:**

- i) To recognize and manage dependence to build up its own confidence, set goals, and achieve its own way for greater belief in its own judgment and gives approval instead of looking to others for approval, it's alright to give that approval by JF itself.
- ii) Recognize the self-reliance skills to identify the problem and solve them, making their own rules to apply, scheduling routine tasks by themselves, managing time, developing independent thoughts, identifying stakeholders, and achieving a sense of stability and predictability—valuable for dealing with turmoil or adversity in more serious scenarios.

iii) Develop a Guideline to ensure the area of generating income to make the JF self-sustainable financially.

**2.2 Outputs/Deliverables:** The JF management contracted a consultant to provide the following outputs or deliverables. He will submit draft reports for all the deliverables to the JF authority for their input and then finalize the report by incorporating the realistic feedback:

**a) Prepare an Inception Report** incorporating the Methodology/approach along with an action plan as adopted in the assignment. The inception report included the key components of the overall report for all the deliverables.

**b) Develop a Self-Reliant Strategy and General Guidelines for Joyeeta Foundation,** which includes the financial (the area of generating income to make the JF self-sustainable financially), operational, capacity building of staff, resource management, support the Women Entrepreneur Associations (WEAs) and the Individual Entrepreneur (IWEs) to make various business initiatives and overall management of Joyeeta Foundation. Also, identify the challenges JF facing in terms of self-reliance and recommend actions to overcome them over the period and become a self-reliant organization over the period of 10-15 years from 2023.

**Chapter 3: Methodology:** To Designing and Developing Comprehensive Self-Reliance Strategies for Joyeeta Foundation, Consultant and his team will follow the following methods and processes: **(Please find detailed in the inception report)**

**3.1 Literature Review:** As mentioned in the introduction section-1.2 of this document, Joyeeta Foundation is currently running with a certain management and staffing structure. The program and operational costs also allocate annually by the government. The consultant will review the necessary documents on the expansion plan and strategy considering that Joyeeta will be expanding its operation.

**3.2 Consultation with Joyeeta management:** To design and strategies an effective self-reliant strategy for JF, it is very important to collect some information from JF management on the expansion plan, funding availability, and continuation from the government, new management structure, the tentative annual budget required to manage Joyeeta's program and operation. This information is required to develop a spin-off plan from government funding to own funding over the next 5-10 years from now. Therefore, some specific discussions took place with the Project Director (PD) to collect his view on the self-reliance perspectives and his realistic recommendations on the same.

**3.3 Consultation with Joyeeta Technical and Operation Staff:** Some individual and small group discussions organized with a specific questionnaire to understand their views, expectations, and challenges, as Joyeeta moving to a large organization as well wants to be a self-reliant organization. A selected staff member from the JF's sections of budgeting & financial management, HR, ICT, coordination, planning development & research, MIS, marketing & expansion, promotion, crafts, fashion design, training & human resource development, law and income & treasure.



### **3.4 Stakeholders Consultation/Interview/Discussion:**

**a) Informal discussion with the representative of selected organizations:** There are several Non-Government Organizations (NGOs) in Bangladesh providing socio-economic support to the poor and marginal population through different projects. Those organizations have expanded over the decades and now consistently running in a self-reliant or self-sustain manner. In this connection, the consultant and the team members informally discussed with the concerned representative of those selected organizations to know their experiences and recommendations for Joyeeta Foundation to be self-reliant. Specific information was collected informally on 3-4 core areas such as i) key strategies followed to become self-reliant (Financial and operational); ii) revenue generation and resource management system; iii) human resource development strategy and vi) strategy of maintaining good governance and transparency.

**b) Existing Entrepreneurs' Interview:** The Consultants interviewed the existing businesswomen that operate a business in JF outlets in Rapa Plaza to understand the current operating mechanisms of their business, the challenges they are facing, and what kind of technical assistance or capacity-building support they are in need from JF.

**c) Discussion with the staff members and officials of similar organizations:** The Consultants' Team also interviewed the relevant persons or business professionals who did not or could not attend the workshop but whose experiences have value and contribute significantly to designing the self-reliant strategy.

## **Chapter 4: Self-Reliance Perspectives of Managing Joyeeta Foundation:**

At present, Joyeeta Foundation has a defined management structure, which is functioning independently under the MoWCA. This chapter will analyze its current structure, management, budget, challenges, and actions required for JF to be self-reliant organization.

**4.1 Present Organizational Structure and Management System of JF:** Joyeeta Foundation is an independent body under the Ministry of Women and Children Affairs (MoWCA), headed by a Managing Director, DMD and other associate staff for program and operation who are based in Dhaka. It has approved 33 positions for officers and staff but 23 positions filled. Joyeeta Foundation has Two Project Directors for its Capacity Building and Tower Project who are not in the structure but Temporary deployed from the Ministry. The Deputy Managing Director (DMD) post is vacant which must be filled to expedite the operational activities of the JF. **(Please see Annex-4 for currents structure, its functions, and recommendations).**

The government has already supported Joyeeta to purchase lands in Dhaka and in other Seven (07) divisions to establish Joyeeta Tower, which will be the key platform to support the women entrepreneurs according to the vision of Joyeeta. The Joyeeta Tower in Dhaka is under construction and the rest of the Towers will be constructed and started near future. Therefore, JF has the advantage of having fixed cost/funds from the government to establish all towers for business activities.

Considering the current staffing structure, it seems to be a bit heavy at present but when all the towers start operating in all divisions, it is important to restructure the current structure and establish need-based sections to provide strategic and technical support to Joyeeta outlets and towers in Dhaka and other divisions. As the government finances the current structure, it may not be an issue for Joyeeta as Foundation, but in the process of a self-reliant organization, JF needs to be efficient as well as cost-effective in terms of management and operating the foundation as a whole. Therefore, a need analysis will be required to design an effective structure that will be flexible and may be revised as JF expand its operational areas and functions to support more women to become a successful entrepreneur.

**4.2 Importance of JF's Leadership and Management as a self-reliant organization:** At present, the high officials and staff from the MoWCA manage the Joyeeta Foundation. The government appoints the managing director, project directors, and, other officials for a couple of years having different backgrounds and different sectors. Success and sustainability of any organization, whatever the form of it either a development organization or business firm, by large depends on leadership and management. The leadership should be visionary, persistent, and strong enough to lead and direct the organization toward the dreamed vision and destination. If the leadership comes to changes frequently, the focus of the organization goes lost whereby the performance and growth of the organization face turmoil.

Therefore, JF's management should be relying on strong and hardworking intellectual and visionary leadership. JF's Leadership should have a minimum of continuity in leading and directing the foundation, it will not change frequently. The minimum tenure of the JF's Leadership should be 10 years; s/he shall not change before that period, otherwise, there arise significant reasons for changing the leadership. In Bangladesh, several organizations are now self-reliant because of consistent leadership. The person who took the lead for a long got the opportunity to plan and work in long term to achieve the goal of the organization.

Therefore, the selection of JF's leadership must be done very carefully having the following qualifications, skills, and experiences:

- having a business-oriented hardworking personality and commerce background;
- strongly motivated and convinced to support women entrepreneurs;
- have a thorough understanding of the business sector of the country;
- familiar with the business policies, internal, and external operating environment;
- capable of formulating business strategies in a competitive market structure;

The board of governance of the foundation will make the selection of JF's Leadership. They will collect the name of persons holding higher positions in the government services to be potential for the position. Among the list, one of them will be selected for the JF's leadership. The qualified and successful candidate will be appointed initially for 5 years with an extension of another 5 years based on the annual performance review.

The above process will help to a continuous leadership and make an individual much more accountable for failure and success. Consistent leadership also provides balance management of the organization and makes decisions in a steady and flexible manner.

**4.3 Operational Cost of JF's Management (present and future):** The management body of JF has been working to develop various strategies and guidelines under CBJF to run the organization more effectively in the future. All relevant costs for the foundation are borne by the government, which means the foundation is fully dependent on the government fund, which is one of the major issues this needs to address to become a self-reliant organization. Joyeeta Foundation is 100% funded by the government since its beginning. The budget allocation for 2020-2021 was Taka 68,600,000 (ref: Joyeeta Annual Report: 2020-2021).

In the process of moving to a self-reliant organization, JF has the major challenge of having its own financial capacity to manage businesses and the operation of the organization. JF must have a fundraising and resource mobilization strategy and gradually reduce its dependency on government funding (Please see section-7 on the financial capacity building issue).

**4.4 Management Strategy for JF as Self-Reliance Organization:** JF must plan and establish an effective management structure to manage the organization efficiently. To ensure an effective management system, the organizational structure should be more horizontal rather than vertical.

Joyeeta presently has four (04) executive bodies (ref: Joyeeta Annual Report: 2020-2021) as follows:

- i) General Council
- ii) Board of Governance
- iii) Executive Committee
- iv) Operational Set-up

It is not necessarily required to establish four (4) committees as only 2 committees could serve the purpose of a self-reliant organization. An operational set-up shall not be a part of the executive bodies as the operational team could be changed frequently considering its size and business management. The Board of Governance will form the Operational Committee on need basis. On the other hand, JF will support thousands of IWE and WEA having hundreds of business activities and it is not possible or worthwhile to maintain a general council. Therefore, it is important that JF maintain the following two bodies:

- a) "Board of Governance" with a logical number of members, and
- b) "Management Committee" to faster the process of strategic decision-making, policy development and its implementation

(Please see Annex-5 for the current management body and recommended body and its functions)

Again, it is important to have a need analysis to design an effective structure that will be flexible and may be revised as JF expand its operational areas and functions to support more women to become a successful entrepreneur.

#### **4.5 Cost-Structuring and Streamlining of JF's Management Body:**

Cost structuring refers to the categorization, standardization, and streamlining of the costs or expenses associated with JF's management body, which is essential for attaining efficiency in financial resource allocation and management.

- a) Being a business entity, JF shall always stress minimizing and keeping the operational and management costs of the management body and the cost for

furniture, fixture, equipment, etc. within a reasonable limit so that the overall expenses of the management body will not be a burden for the foundation.

- b) There shall be an annual budget prepared separately for JF's management body, which will be used as a basis for financial expenses to be made over the entire year.
- c) The financial reports of the JF's management body shall be prepared separately so that it will be easy to assess the financial efficiency and sustainability.
- d) A financial analysis of the monthly expenses of the JF's management body shall be done regularly showing the trend of expenses and recommending the courses to be taken for cost control and minimization.

**4.6 Development of Organizational Policy:** At present JF is following the government policies for overall operational activities but as a self-reliant organization, it must have some specific policy documents for smooth management and function of the organization. An assessment has been conducted **(Please see a detailed assessment of JF's operational and management policies & steps to be followed in Annex-1)** to identify the status of those policy documents and it is very interesting that the JF management has already developed some of those documents, some of them are in progress and some of them will be developed soon. The following table will incorporate the status of those documents as well as suggest actions to JF to execute them effectively.

Policy Documents that need to be developed	Major Policy issues to be covered	Current Status (As updated by JF)	Comments by Consultant
<b>1. HR Management &amp; Development</b>	Determine staffing requirement of JF, their skills, hiring and disciplinary policy, and award and reward system, skills development opportunities, salaries and benefits for regular and temporary staff, Gender policy are in place.	Consultant has developed JF staff management process. Need approval from the authority.	A comprehensive HR Manual along with Gender policy is very important for JF to be a Self-Reliance organization.
<b>2. Administration</b>	Design administrative structure of JF and its Business Centers such as, operational management system, security, transport, logistics, manage and execute legal issues at Joyeeta towers, business centers and any other business locations.	Administrative structure designed. Need approval from the authority.	An Administrative Manual along with structure for JF's office and outlets is essential for smooth operation of its various activities.
<b>3. Finance and Accounting</b>	Must have financial policy along with accounting procedures, financial system, bank signatories, monthly reporting system, regular monitoring and feedback system and provision of audit	(a) Budget & audit section, (b) finance management section have been designed.	A Financial Policy is must for a self-reliance organization. This will cover both internal and external financial dealings having its customers, IWE, WEA and other clients.
<b>4. Procurement and Supply Chain Management</b>	Design procurement and supply chain management structure, management policy, product selection, quality control mechanism, define responsibilities at different levels, transport, etc.	Policy development in progress	This is under development through a consultant, which is great. This is very important that JF has comprehensive Procurement Policy along with Supply Chain Management system.
<b>5. ICT</b>	Determine scope of ICT and type of ICT equipments needed. The section has to	Is in progress and an ongoing process	JF should have more wide-ranging ICT policy and support system

Policy Documents that need to be developed	Major Policy issues to be covered	Current Status (As updated by JF)	Comments by Consultant
	provide support to JF's business, security, communication, innovative business, management, intra and inter tower-networking system, maintenance of equipments, and train the staff on some basic ICT issues.		considering its innovation and e marketing in the future.
<b>6. Financing strategy, financial planning and resource mobilization plan</b>	Formulate financing strategy of JF and its business centers and units. The financial strategy will thoroughly develop 1-5 years funding requirement for its operational perspective and supporting the IWE & WEA.	Not yet done	Joyeeta as self-reliance organization must have a strategy, which must be reviewed annually to understand the progress of the plan, further needs, and develop action, as needed.
<b>7. Business policy and strategy development</b>	Formulate JF's business policies and strategies. Need a clear policy on the products, price, quality, accountabilities, sales, marketing, etc.	Consultant is working to formulate JF's business policy	These will a key policy for Joyeeta considering the competitive market. Innovative strategy will help JF to achieve its goal by supporting more women entrepreneurs.
<b>8. New business initiatives</b>	Design and establish R&D and business incubation unit.	Planning, Development & Research section established.	R&D section will develop plan for market research to identify the demand of the products, pricing, customer choices, etc.
<b>9. Entrepreneur selection &amp; entrepreneurship development</b>	Develop policies for Women Entrepreneur Association (WEA) selection and provide business support.	Partnership Approach for Working with Women Entrepreneur Associations and Individual Women Entrepreneurs is Designed & Developed	A transparent criteria and policy on the selection of woman entrepreneur and provide them specific support will enhance JF's market value and achieve its vision as well.
<b>10. Product pricing and profit sharing policies</b>	Formulate product pricing, mark-up and profit sharing policies. Must consider the quality issues and competitive market price as well	Not yet done	This is the key issue because, all the women will be looking for profit to manage their livelihood. JF should consider only the operation cost during profit sharing as the vision of the JF to support the women for their economic wellbeing.
<b>11. Market development and sales promotion strategies</b>	Formulate market development and sales promotion strategies and policies	Consultant engaged for marketing strategy development	Innovative strategy will be helpful to reach and motivate common people considering the use of technology.
<b>12. Change and reform management</b>	Establish a mechanism for change management in JF. Existing staff should know why the changes are needed, what are the changes, what would be there role and what kind of support they will be provided on their capacity building?	Not yet done	Keep posting all existing staff on the ongoing changes. Take their opinions when possible. An orientation/ training module would be great to train the staff after the changes to explain their responsibilities

**4.7 Policy Awareness and its Implementation:** It is very important that changes in the organization were consulted and shared with the officials and members of the Joyeeta Foundation. Relevant staff members could be involved in group discussions and provide opportunities to share their views on the process of organizational changes. Staff members also need additional or new capacities to perform their responsibilities in a changed system or management. The management of the JF will arrange the required orientation and training for their skill development.

This is also important to let the current entrepreneur who is working and making business in the outlet understand how the JF changes with its operational modality and structure over the period. **(Please see section-5 on the capacity building issue).**

**4.8 Enabling Work Environment:** The enabling workplace means, the workplace is a welcoming, nurturing, safe, and empowering environment, containing established rules, regulations, procedures, and conditions that facilitate a sense of belonging and inclusion.

Joyeeta as a Self-Reliance organization, needs to do the following, which will enable its employees in the workplace as follows

- a) Get to know them.
- b) Provide them with the tools for success.
- c) Let them know how the company is doing.
- d) Allow them to grow.
- e) Support them and the authority you have granted.
- f) Recognize your team and their hard work.
- g) Encourage teamwork among the employees.
- h) Find employees that care about the customer.

Having those opportunities, JF can find the following signs of a positive work environment:

- ✓ Positive Values;
- ✓ Relaxed and Productive Atmosphere;
- ✓ Commitment to Excellence;
- ✓ Open and Honest Communication;
- ✓ Cooperation, Support, and Empowerment;
- ✓ Sense of Humor;
- ✓ Compassion, Respect, and Understanding;
- ✓ Flexibility;

## **Chapter 5: Capacity Building of JF Staff, IWEs & WEAs for Self-Reliance:**

The capacity needs assessment for Joyeeta Foundation to become a self-reliant organization was crucial. An assessment was conducted on its specific capacity and status from organizational perspectives **(please see Annex-01)**. To achieve the vision of the organization, JF also needs to support and enhance the capacity of the JF staff, IWE, and WEA in multiple ways because JF is a platform for businesses by women entrepreneurs. This chapter has described the different perspectives of the JF's own and other perspectives of the capacity building for the IWE and WEA.

**5.1 Defining Capacity Development:** "Capacity development is defined as the process through which individuals, organizations, and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time" (UNDP). Accordingly, for Joyeeta Foundation, capacity development is the process of improving the knowledge, skills, and abilities of women entrepreneurs and employees to

facilitate the successful establishment, management, and growth of businesses. The process involves providing women entrepreneurs and employees necessary training, mentorship, and resources to enhance their technical, managerial, financial, and leadership competencies.

**5.2 Importance of Capacity Building of JF's staff, IWEs & WEAs:** In order to make JF a self-reliant organization, capacity building is crucial for its entrepreneurs and employees. This will help them to enhance the knowledge, confidence, skills, and necessary resources to manage and grow JF effectively. Here are some specific reasons why capacity building is important for JF entrepreneurs and employees:

**5.2.1 Enhance Confidence:** Attending capacity-building activities such as training, workshops, etc. provide network opportunities, which are helpful to build confidence. In addition, capacity-building activities provide opportunities to network and connect with other entrepreneurs and business experts. Having the necessary information, collaborations, and partnerships can lead to empowering entrepreneurs, which is essential for running a business.

**5.2.2 Improve Business Skills:** Capacity-building opportunities are helpful for entrepreneurs to improve their business skills. For example, how to start a start-up, write a strong business plan, secure funding from banks, investors, and other financial institutions for the business, financial management, marketing, sales, and operations. This enables them to make better decisions, create effective strategies, and run their businesses more efficiently.

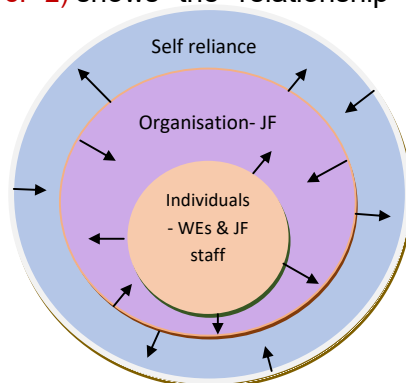
**5.2.3 Innovation:** Capacity building provides entrepreneurs with knowledge about generating innovative ideas for profitable start-ups. This also helps to develop new products and services, which leads entrepreneurs to stay ahead of the competition and adapt to changing market conditions.

**5.2.4 Generating Income and Creating Jobs:** Capacity building of the entrepreneurs and the JF employees can contribute to JF's vision, which is the economic empowerment of women. Thus, capacity-building interventions have a positive impact on the family well-being of women entrepreneurs. It also can contribute to the local economy by developing successful businesses, creating new employment opportunities, and generating economic growth.

**5.3 Capacity Building Strategies for JF's staff, IWEs & WEAs:** The primary purpose of capacity building for women entrepreneurs and JF staff is to make Joyeeta Foundation (JF) a self-reliant organization. To achieve this, capacities at both individual and organizational levels are important, as they are interlinked. For example, individuals and organizations can create an enabling environment that supports a self-reliant organization.

Capacity development refers to improving the knowledge and skills of individuals whose work is heavily reliant on the performance of the organizations that they are associated with. On the other hand, organizational policy and management can create an enabling environment for WEs and JF staff, which in turn supports individual performance and productivity. The collective capacities of WEs and JF staff can make JF a self-reliant organization.

The following illustration (figure: 2) shows the relationship between individuals and the organization.

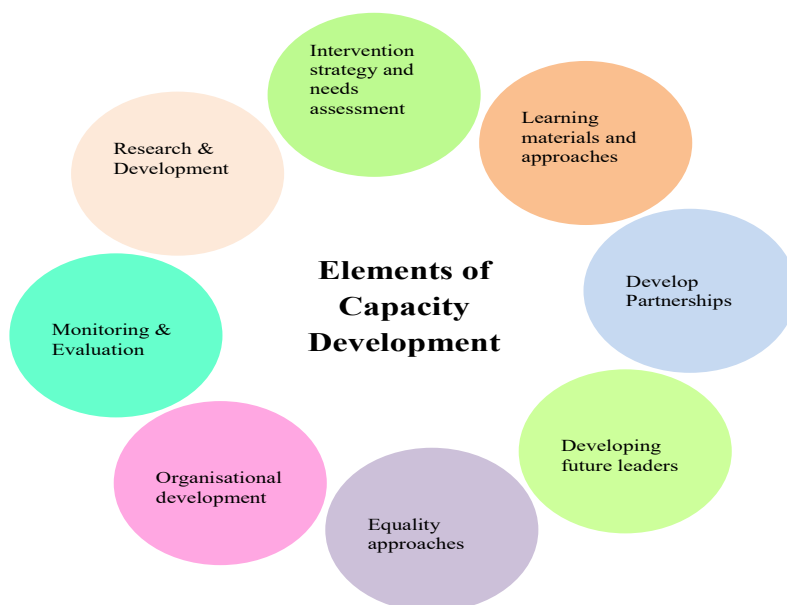


(Figure-2)

**5.3.1 Individual:** At the individual level, one's ability to perform is determined by their skills, experience, and knowledge. Education and training contribute to some of these competencies, while others are acquired informally through observation and practice. The extent to which individuals have access to resources and opportunities that facilitate their capacity development is largely influenced by organizational and environmental factors, which in turn, shaped by the level of capacity development in each individual.

**5.3.2 Organizational:** The organizational level refers to the internal framework, policies, and procedures that establish an organization's efficiency. It is where the benefits of a supportive environment are realized, and a team of individuals collaborates. The greater the strength and coordination of these elements, the greater the potential for capacity building, as described below (Chap: 5.4).

**5.4 Capacity Development elements:** An organization's capacity development strategy involves various capacity-building activities and approaches that help an organization achieve its goals by maximizing its strengths. It also helps to identify and deal with challenges that are getting in the way of their progress. Capacity development is a process combining elements across several dimensions, which are interrelated. Here are eight elements proposed for the capacity-building strategy to achieve expected outcomes for JF, illustrated in figure 2. For example:



(Figure 3)

The following is a brief elaboration of the CapDev elements, for example:



**5.4.1 Intervention strategy and Capacity needs assessment:** In order to construct Joyeeta Foundation as a self-reliant organization, the following actions need to be in place.

- Capacity Development policy;
- Set up a Capacity Development unit/division;
- Conduct CapDev needs assessment among JF's staff and WEs including needs assessment tools and approaches;

The needs assessment should determine the gap between existing and required competences in staff and the entrepreneurs'. In addition, JF needs to assess gaps in infrastructure and equipment required for effective CapDev implementation. These assessments will help to plan appropriate business, develop an in house learning and business support hub, develop partnerships, research and provide benchmarks for monitoring and evaluation.

**5.4.2 Design and delivery of innovative learning materials and approaches:** JF needs to design and delivery of innovative learning materials and approaches. This includes investing in innovative content development, developing training/learning module, knowledge sharing mechanisms, and using digital technology. This can help JF to create more effective and accessible CapDev initiatives, ultimately contributing to sustainable development.

**5.4.3 Develop partnerships:** JF needs to develop a partnership policy and identify appropriate partners. This will support to develop comprehensive, strategic, and efficient multi-stakeholder partnerships that can strengthen its CapDev processes. This will involve collaborating with business support departments in government, NGOs who work for women's economic empowerment, financial agencies like banks and institutions that possess expertise in building capacity, especially for women entrepreneurs and other stakeholders. An effective partnership could provide valuable feedback and input to JF self-reliance strategies and research. It is crucial to assess and support the capacity of current and potential partners, as well as JF's staff, IWEs & WEAs. To ensure successful partnerships, it is essential to base all partnership principles and activities on key factors, including a common agenda, shared measurement, coordinated activities, consistent communication, and backbone and coordination support.

**5.4.4 Developing future leaders:** JF needs to encourage and support future leaders from the entrepreneurs through incentives, internship, trainings, coaching, mentoring and scholarships that enable them to work with experienced businesspersons to develop business methods, processes, and management skills. These programmes also facilitate participation in global business networks, which provide access to resources including up to date information. Apart from this, JF needs to deliver relevant on-the-job training programmes for JF's staff & WEAs to improve their performance, innovate and adapt to change, and maintain up-to-date knowledge and skills.

**5.4.5 Equality approaches throughout capacity development:** Gender strategy of JF outlets should to follow for Capacity development until a comprehensive Equality policy is in place. Gender mainstreaming and equality approach are a mutually beneficial process. By integrating equality perspectives into capacity development efforts and utilizing appropriate capacity development tools and methods in equality strategies, the achievement of gender & equality related goals and overall outcomes could improve significantly.

**5.4.6 Organizational development:** JF can benefit greatly from strong organization, which encompass the formal and informal rules that structure and regulate human behavior and interaction. Strong organizations enable JF to focus on becoming self-reliant, engage fully with women entrepreneurs, partners and stakeholders, and effectively run the foundation to

achieve desired outcomes. This approach emphasize on strengthening whole organizations rather than solely focusing on individual capacity development with a view to optimize the impact of JF's capacity development efforts.

**5.4.7 Monitoring and evaluation (M&E) of capacity development:** It is important for JF to establish a robust Monitoring and Evaluation (M&E) framework. JF should promote collaboration between the capacity development and M&E functions to explore an appropriate approaches that can also track CapDev at individual and institutional levels, as well as capture the 'capacity to innovate' dimensions. In order to achieve this JF need to develop a set of CapDev indicators which can be applied across JF such as performance evaluation, experimental and quasi-experimental trials, focus on rapid feedback loops, and action research. They are valuable for planning and monitoring CapDev activities at both the individual and organizational levels, which help to ensure effective implementation of CapDev interventions.

**5.4.8 Research on capacity development:** To enhance the effectiveness of capacity development interventions, JF must conduct research on capacity development to gain insights into what intervention and approaches have worked in different contexts, how they worked, and for whom. Such research can aid JF in continually examining, fine-tuning, and improving capacity development interventions and implementation process, ultimately contributing to the achievement of desired outcomes and impacts. It is crucial to recognize that capacity development is a process that requires ongoing reflection to evaluate its efficacy. Therefore, JF must prioritize learning through reflection to ensure the continuous improvement of capacity development interventions. Please see example (**Annex-3**) that described capacity-building assessment by elements for Joyeeta Foundation, IWE, WEA, and for the JF employees.

## **Chapter 6: JF's Self-Reliance Perspectives and Strategies in Business Selection, Innovation, and Marketing:**

Joyeeta Foundation has a very specific goal as an organization, and its only focus is to support the OWE and WEA to become self-reliant. Women entrepreneurs have to face a competitive market in Bangladesh having so many other similar organizations, which are focused to make a profit through business. JF must establish its brand value by producing quality products as well as better prices. Therefore, JF as a self-reliance organization must focus on its business areas as follows:

**6.1 JF's Commercial Prospects and Perspectives:** This depends on making it well-known in the commercial sector of Bangladesh through adopting a multifaceted publicity campaign, establishing JF's leadership and dominance in the market by providing artistic and quality products at competitive prices and increasing the sales of JF's products and services by adopting various marketing and sales promotion strategies. Bangladesh is a highly competitive market with a strong base of well known and well-established commercial houses like Aarong, Arannyak, Kumudini, etc., which are the competitors of JF. Therefore, JF has to survive by competing with many reputed business firms. For this, JF needs to be alert from the beginning and adopt effective strategies that will help JF to become known to mass people, and build a strong position in the market. The future of JF depends on its commercial strategies. However, it is also true that Bangladesh is a populous country. The population of this country is about 120 million. In such a big market, the existence of many

more commercially motivated social enterprises like JF is immense. Nevertheless, JF should focus on its own market buildup and sales promotion by adopting appropriate strategies.

**6.2 JF's Commercial Vision and Mission:** JF's commercial vision should be to establish JF as a popular brand and a house of unique and quality products produced by the rural women entrepreneurs and artisan groups that are the first choice of the customers. Whereas, the commercial mission of JF should be established by JF's leadership in the market and obtain a large market share by setting appropriate marketing and sales promotion strategies.

**6.3 Strategies Attribute to JF's Market Leadership and Sales Promotion:** JF may consider the following ideas and thoughts to adopt as strategies for its market build-up and sales promotion:

- I. Creating a Brand Image;
- II. Designing an Attractive Website;
- III. Making Aggressive Publicity and Advertisement;
- IV. Adopting a Differentiation and Best-Cost Strategy;
- V. Business Diversification;
- VI. Business Research, Innovation, and Incubation;
- VII. Introducing E-commerce and Online Shopping System;
- VIII. Applying Multiple Strategies for Sales Promotion;
- IX. Developing a Customer Database;
- X. Winning Customer Satisfaction and Loyalty;
- XI. Developing a Well-behaved, Committed, and Professional Sales Force;
- XII. Rewarding the Best Salesmen and Women;
- XIII. Planning for Exporting JF's Products Abroad;
- XIV. Preparing Strategic Business Plans;

**(Please find details of the above strategies in Annex-05)**

## **Chapter 7: JF's Financial Self-Reliance Perspectives and Strategies:**

Following are the key areas that JF has to work on to become financially self-reliance, which will make the organization sustainable to achieve its goal:

**7.1 Defining Financial Self-Reliance:** Financial self-reliance in business refers to setting business strategies that make the business commercially viable and financially profitable. This helps the Return-On-Investment (ROI) from the business cover the costs of goods sold; marketing and operational costs, VAT and Tax, financial costs of the capital invested in the businesses, and then left something in hand as surplus or profit that will go to add with the equity of a company or a business house. If a company or a business house has multiple businesses, in that case, it has to ensure that each and every unit of the businesses - a shop, a convention hall, a shopping mall, or a shopping complex, whatever the composition of the business portfolio – all are commercially viable and are running on profit. Therefore, financial self-reliance eventually refers to the profitability and sustainability of the businesses.

The ambition for attaining financial self-reliance and sustainability thrives a business organization to become cost-sensitive in business operation, hunch for innovation in business modalities, and become a market leader through offering competitive prices and quality products that ultimately ensure financial gain from the business in the long run.

**7.2 Importance of JF's Financial Self-Reliance:** The first and foremost importance of JF's financial self-reliance in business operations is inherited in the core concept of business itself which is a business must be run on profit, cannot incur a loss, and cannot be backed by a subsidy for a long time. Charity or donations may be accepted at the initial stage to start a business. However, when a business has come into operation in the market, it will gradually become self-reliant to cover its operational, marketing, and financial costs plus make some profit for future growth and expansion of the business. This very concept of financial self-reliance is also equally applicable to JF, which should be well established in the business culture of the foundation. The foundation must ensure that all the independent business units and the business complex (Joyeeta Tower) it has now and will be adding more in the future are profitable. Otherwise, it will face difficulties when government subsidy will be withdrawn.

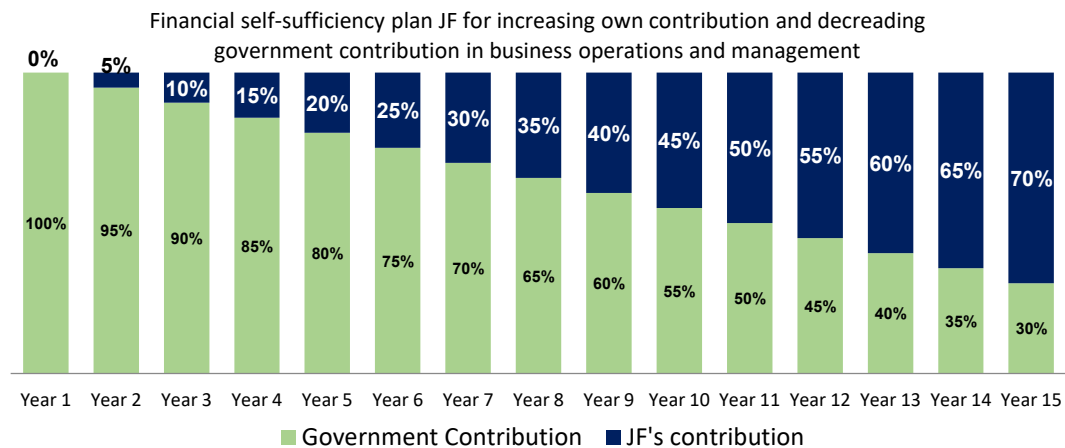
**7.3 JF's Financial Self-Reliance Perspectives:** Currently, the Bangladesh Government has been providing the total fund required for the management body of the foundation and for investment and running costs of the business center and the business units in Rapa Plaza at Dhaka. Construction of a business center "Joyeeta Tower" on the land donated by the government is underway at Dhanmondi, Dhaka. The fund needed for the construction and establishment of this business center is also provided by the Government. There is a plan to construct more Joyeeta Towers in the future in other districts with funding support from the Government.

**7.4 Continue Government Funding:** The government of Bangladesh may continue financial support to Joyeeta Foundation up to a certain period. The government may provide funds for the management body of the foundation for the time being and for land and construction of more Joyeeta Towers in the future. However, providing funds for business capital and for operational costs of the business centers how long it will be feasible and justified. If the government will do so, that will have a negative impact on the whole business sector. In addition, it may happen that the government will change its policy in the future not to provide investment funds and operational costs for the businesses and business centers. Then, what will happen, and how JF will manage the required capital and operational expenses? Definitely, there will be a difficult situation if this happens in reality. Therefore, JF has to think quite ahead of time about how to become self-reliant in managing the capital fund from alternative sources and generating sufficient income from the businesses to cover the management costs of the foundation and the operational costs of the business centers and the independent business units.

Since JF exists for supporting women entrepreneurs in business, therefore the importance of attaining financial self-reliance, in the end, it also related to the fate of the women entrepreneurs. If the foundation is not self-reliant in managing business capital and generating sufficient income from the business operations, in a situation when the fund flow from the government will end, that will eventually hit the women entrepreneurs. Therefore, JF must be alert from the very beginning to attain financial self-reliance to ensure the sustainability of the women entrepreneurs in the business.

**7.5 Strategies Attribute to JF's Financial Self-Reliance:** Joyeeta Foundation is currently fully funded by the government. To become a self-reliant organization, JF should have a strong focus and long-term plan to become financially self-sufficient. This is possible for JF to have a strong fundraising strategy and manage JF's operation in a cost-effective manner. Following are some of the strategies recommended to follow:

- a) **Planning Gradually Reducing Dependency on Government:** The first and foremost strategy JF must consider adopting for its financial self-reliance is to make a long-term plan for reducing financial dependency on the government.



- b) **Building a Revenue and Business Model:** A revenue and business model is a business model that specifies the main revenue sources and the projected revenue, costs, and income that a business corporate house or a firm expects to achieve. This business model tells the investors how a business corporate house or a firm will eventually make a profit.
- c) **Adopting Cost Center Approach:** JF could follow the cost center approach in business operations which means, each of the businesses – a business center (Joyeeta Tower) and the different businesses run by the foundation within the business center such as shops, convention hall, swimming pool, gymnasium, daycare center, etc. must be treated as an independent business unit.
- d) **Applying Competitive and Gainful Pricing Policies:** Financial return in business depends on the sales volume of the products. The large the sales volume, the large the profit share. On the other hand, the sales, and profit of a business largely depend on the pricing policy of the business firm. Therefore, JF shall adopt an appropriate pricing policy for its products. Here JF may consider applying a target-return pricing policy or going-rate pricing policy or mark-up pricing policy considering the target customers' attitude and potential demand schedule, the cost function, and competitors' prices. **Please find an example on Return On Investment (ROI) in Anex-6.**
- e) **Following the Lean Model in Staffing:** Apart from production and marketing costs, staff salaries and benefits are the major cost that affects the profit from each unit of the product sold. Therefore staffing should be done carefully in business. Here JF may follow the lean model of staffing for all of its business units including the JF management body.
- f) **Following Outsourcing Model for Support Services:** To minimize the operational cost, JF may follow the outsourcing model for administrating and supporting services. It means, rather than employing full-time staff in the given salary structure of JF, it may consider contracting out some of the support services like cleaning, security,

repair, and maintenance, etc. to other serving providing agencies. This will help to reduce the operational and maintenance costs of JF, which will eventually help increase profit from its businesses.

- g) **Dealing with Women Entrepreneurs from a Commercial Point of View:** This is okay that the women entrepreneurs will be given some subsidy from the foundation to operate the business in the Joyeeta Tower for a certain period at a concessional rate of fair for the spaces or stall they will be using but it should not be beyond the limit. Women entrepreneurs have to come up with entrepreneurial spirit to compete in the market evenly. Otherwise, their business potential will not flourish and the Foundation cannot bear the burden of their subsidy in long run.
- h) **Endowment Fund from the Government:** The government of Bangladesh helped some organizations with endowment funds and it was a great help for those organizations to become self-reliant and now performing well. One of the organizations is [Palli Karma-Sahayak Foundation \(PKSF\)](#), which is a credit-providing organization. The PKSF is also funded by different multi and bilateral development partners, PKSF implements different projects, which address a wide range of development issues, related to poverty reduction such as employment, rural microenterprise, environment, and climate change, sanitation, low-income community housing, etc. JF invest those donations and generate some revenue to meet their operational cost. Therefore, JF could come up with a detailed plan and discuss with the MoWCA to have such funding, which will certainly a huge opportunity for JF to become financially self-reliance.
- i) **Foreign Aid and its Investment by JF:** A bulk amount of donation from international donors is another opportunity, as most of the donors would like to help economically disadvantaged women in Bangladesh. The such donation will create a potential opportunity for JF to provide capacity-building support to poor women to become an entrepreneur, at the same time, JF could safely invest such donations in the bank and meet some operational costs which means a gradual reduction of dependency on the government.

**(Please find details of the above strategies in Annex-06)**

## **Chapter 8: Making Self-Reliance Strategies Works- Risks Assumption and Recommendations:**

Following are some key issues and steps that must carefully plan by JF to overcome the emergency, which might destroy the business by the IWE and WEA:

**8.1 Identifying and Mitigating Risks through “Business Continuity Plan”:** Covid-19 has given us a huge experience in life, especially in the business community. Around 2 years the business centers were not operating and sailing products at any market were very minimum. It was a sudden situation, which was difficult to handle globally, but many lessons have been learned during the period. Earth Quake is another threat for Bangladesh and this could be devastating if it happened. Another risk that business centers and multi-storied buildings are facing is Fire, which could quickly destroy all business initiatives by the IWE and WEA. The fire could be very dangerous if it occurred in JF Towers. It is always difficult to face sudden emergency like Earth Quake, Covid-19, and fires, but some basic response plans through Risk assessment could reduce the risks and JF could continue business during such

emergencies. **Please find Annex-2, which shows potential risks and mitigation measures that must be strategies by JF to overcome the emergency.**

**8.2 Raising awareness and actions required by all stakeholders, especially women entrepreneurs:** It is very important that the JF management plan and conduct a comprehensive briefing and orientation on the associated risks and mitigation measures. JF staff members at all levels must know their roles and responsibilities during natural disaster and conflict situations. They should know the possible consequences of the pre-disaster, during a disaster, and post-disaster situations along with their roles and responsibilities in that situation.

The Joyeeta Management should take the following actions to overcome any critical situation that will allow continuing the business by the IWE and WEA:

- I. Develop a “Standard Business Operating Procedure during Disaster” for Joyeeta, IWE and WEG and other stakeholders involved in the business process;
- II. As mentioned in section-8.1, JF will list the potential risks/threats and explain the consequences in the business and its operations. This should be done in a consultative process with all stakeholders;
- III. Brief all the staff of Joyeeta, outlet staff, and women entrepreneurs on the operating procedure during the disaster situation;
- IV. Each divisional tower must have its disaster preparedness plan in coordination with the IWE and WEA;
- V. The JF management will ensure that the preparedness plan was periodically reviewed and make necessary changes if needed.

## **Chapter 9: Progress Monitoring, and Evaluation:**

It is important to monitor the progress and challenges faced by JF toward moving to a self-reliant organization. Following monitoring and evaluation strategies have to follow:

**9.1 Independent Monitoring and Evaluation cell by JF:** Joyeeta Foundation must have a defined monitoring strategy and plan to monitor the implementation and progress towards self-reliance organization. To perform the monitoring activities independently, the JF must ensure the following:

- a) Plan and identify the key areas will be monitored by the JF. This includes the outlet activities, financial expenditure, and availability of funds;
- b) Develop monitoring strategy and tools and training the relevant staff members;
- c) Develop a monitoring plan by incorporating the areas to be monitored, who, how, and when the monitoring will be conducted;
- d) Consolidate the monitoring findings on a weekly/monthly basis and initiate actions as required;

Apart from the JF’s professional monitoring staff in its monitoring cell, the JF management should also define specific monitoring roles and responsibilities to the staff working at the Outlets as mentioned in the Standard Operating Procedures (SOP) for its out-lets.

## **9.2 Policy Documents and Guidelines Development Monitoring:**

For a gradual transition of JF to a self-reliant organization, the JF management must ensure the development of the policy documents and guidelines (as mentioned in section 4.5.3), and monitor its progress, and execution those policies as required. Those key areas are:

- a. HR management & staff development, Administration, Finance, and Accounting policies are in place and their executions are taking place accordingly;
- b. Procurement and Supply Chain Management;
- c. Information and Communications Technology (ICT);
- d. Financing strategy, financial planning, and resource mobilization;
- e. Business policy and strategy development;
- f. New business Initiatives/Innovation/Research and development;
- g. Entrepreneur selection & Entrepreneurship development;
- h. Product pricing and profit sharing;
- i. Market development and sales promotion activities;
- j. Orientation on the reforms and change management to all stakeholders;

**9.3 Feedback, Follow-up, and Reporting on the Findings for Action:** The M&E section must the provision immediate and periodic feedback to the respective section based on the nature of the findings. Feedback is very important and then again, follow-up on those issues if any actions have been taken on those issues. The following are some actions that are required in the feedback process:

- a. Collect evidence, document, and validate them for feedback.
- b. Feedback must be provided on the key monitoring findings to the respective staff, IWE, WEA, and other stakeholders.
- c. Necessary training and orientation should be arranged by JF to enhance the capacity to ensure the smooth functioning of Joyeeta Foundation in all respects.
- d. A consolidated report on the key findings from the monitoring and feedback should be prepared on a quarterly basis, which will be used as a reference for any further development where needed.

**9.4 Evaluation of the process and impact:** In the process of moving to a self-reliant organization, JF will go through many changes with its system, management of resources, strategies directions that need to be monitored as well as conduct evaluation at a certain duration. If we project the transition for 10-15 years, it is very important to conduct an evaluation of the process and outcomes to assess the qualitative aspects and initiate actions to change or modify the strategies as needed. An evaluation every five years of an interval by a third party would be realistic.

## **Chapter 10: Research & Development (R&D):**

In the modern day's business, product diversity plays an important role to meet the demands of the buyers at different age groups. It is more important for Bangladesh considering a high number of younger populations who are always interested to have latest models of dresses.



**10.1 Importance of R&D for JF:** Joyeeta Foundation has to face a competitive market with its product quality, price, and types because, there are thousands of individual women and women groups are already in the market who are producing attractive products. On the other hand, some organizations have established good reputations with various products and their brand values are dominating the market. Therefore, it is very important that the JF established a Research & Development (R&D) unit initially with 2-3 people to perform the research work.

**10.2 Performing Key Tasks through R&D:** Following are the key tasks that the R&D must perform:

- a) Market research by assessing the demand, quality, and types;
- b) Obtain information on how the other organizations are performing in producing products, pricing, and demand;
- c) Asses the quality and demand of the products that produce by JF, compare them with the products of the organizations having demands in the market, and recommend changes/improvement of the product to the quality control team;
- d) Research and design products in an innovative manner and market demands;
- e) Research on how the technology could be fit in innovation and production;
- f) Work closely with the IWE, WEA, and JF marketing and management officials in product innovation;

The R&D unit will be working consistently to identify the overall business situation in the sector and keep updating the management for necessary action.

**Assessment on JF's operational and management policies and Steps for Capacity Building (Annex-1)**

Broad Areas of Capacity Building and Acquiring Efficiency and Self Reliance	Steps for Institutional Capacity Building and Self-Reliance of Joyeeta Foundation					Progress and performance monitoring
	Step 1	Step 2	Step 3	Step 4	Step 5	
<b>1. HR Management &amp; Development</b>	Determine staffing requirement of JF and their skills	Design and establish HR Section	Develop/review and finalize HR policies	Develop JDs and performance management system	Functionalize and capacitated HR unit and policies	
Where are you now? Is there a need for capacity building or technical support?	JF staff management process is developed by consultant. Need approval.	There is Training and HRD section. For details see MoWCA annual report 2020-21 page 151, 159	No such policy. JF staff management process may be considered as initial step of the policy.	JDs available. see MoWCA annual report 2020-21 page 151-163. Performance mgt system not strong.	Training and HRD section functionalized but not capable enough.	Performance is monitored by ACR (Annual Confidential Report)
<b>1. Administration</b>	Design administrative structure of JF and its Business Centers	Establish admin section	Develop administrative policies	Develop JDs and recruit staff for admin section	Functionalize and capacitated admin unit and policies	
Where are you now? Is there a need for capacity building or technical support?	Administrative structure designed. Need approval	There is Admin section. For details see MoWCA annual report 2020-21 page 151-152	No such policy available	JDs available. see MoWCA annual report 2020-21 page 151-152.	Admin section functionalized but not capable enough.	No such monitoring tool applied
<b>2. Finance and Accounting</b>	Design finance and accounting unit structure	Establish finance and accounting section	Develop and finalize financial policies	Develop JDs and recruit staff for finance and accounting section	Functionalize and capacitated finance unit and financial policies	
Where are you now? Is there a need for capacity building or technical support?	(a) budget & audit section, (b) finance management section is designed.	(a) budget & audit section, (b) finance management section is established.	No such policy available. To be developed under CBJF project	JDs are available. see MoWCA annual report 2020-21 page 151-156	??	??
<b>3. Procurement and Supply Chain Management</b>	Design procurement and supply chain management structure	Establish procurement and supply chain unit	Develop procurement and supply chain management strategies and policies	Develop JDs and recruit procurement and supply chain staff	Functionalize and capacitated procurement and supply chain management	

Broad Areas of Capacity Building and Acquiring Efficiency and Self Reliance	Steps for Institutional Capacity Building and Self-Reliance of Joyeeta Foundation					Progress and performance monitoring
	Step 1	Step 2	Step 3	Step 4	Step 5	
Where are you now? Is there a need for capacity building or technical support?	See MoWCA annual report 2020-2021	See MoWCA annual report 2020-2021	Supply chain management strategy is being developed by Consultant	See MoWCA annual report 2020-2021	See MoWCA annual report 2020-2021	POS is used for crafts zone to monitor performance
<b>4. ICT</b>	Determine scope of ICT and type of ICT equipments needed	Design ICT unit and determine skills requirement of ICT staff	Develop JDs and recruit ICT staff with appropriate skills	Install ICT equipments and facilities	Functionalize and capacitated ICT Unit	
Where are you now? Is there a need for capacity building or technical support?	Is continuing under an ongoing process	ICT section and MIS section available	See MoWCA annual report 2020-2021	Is continuing under an ongoing process	Is continuing under an ongoing process	??
<b>5. Financing strategy, financial planning and resource mobilization</b>	Formulate financing strategy of JF and its business centers and units	Identify cost centers of JF	Determine cost-structure of JF's business centers and associated units	Develop multi-year business plan for JF's business centers and units	Activate financing strategies and Implement business plan	
Where are you now? Is there a need for capacity building or technical support?	Not done yet	Not yet developed	Not yet developed	Not yet developed	Not yet developed	??
<b>6. Business policy and strategy development</b>	Formulate JF's business policies and strategies	Execute business policies and strategies	Educate and capacitated staff on business policies and strategies	Review and adjust business policies and strategies as per situation	Introduce revised or new business policies and strategies as the time evolved	
Where are you now? Is there a need for capacity building or technical support?	Consultant is working to formulate JF's business policy	Not yet developed	Not yet developed	Not yet developed	Not yet developed	Not yet developed
<b>7. New business initiatives</b>	Design and establish R&D and business incubation unit	Recruit R&D staff with appropriate skills	Survey and identify potential business sectors	Select and experiment new business ideas	Lunch the business commercially proved successful during	

Broad Areas of Capacity Building and Acquiring Efficiency and Self Reliance	Steps for Institutional Capacity Building and Self-Reliance of Joyeeta Foundation					Progress and performance monitoring
	Step 1	Step 2	Step 3	Step 4	Step 5	
					incubation	
Where are you now? Is there a need for capacity building or technical support?	Planning, Development & Research section established.	Not yet done	Is continuing under CBJF project	Not done yet. To be done under CBJF project	Not done yet. Business incubation to be done under CBJF project	Not yet done
<b>8. Entrepreneur selection &amp; entrepreneurship development</b>	Develop policies for women entrepreneur (WE) selection and business support	Identify and select WEs for product supply or operating business in JF business center	Develop and sign MOU with selected WEs	Assess capacity building and business support and needs of WEs	Provide technical, financial and business support to WEs	
Where are you now? Is there a need for capacity building or technical support?	Partnership Approach for Working with Women Entrepreneur Associations and Individual Women Entrepreneurs is Designed & Developed	BBS survey is going on to identify the potential women entrepreneurs. Registration of WEAs and IWEs is going on	Not done yet. All WEs should receive supports under existing policies and regulations. No separate MOU with WEs.	To be done after the BBS report	To be done after the BBS report	Not yet developed
<b>9. Product pricing and profit sharing policies</b>	Formulate product pricing, mark-up and profit sharing policies	Categorize products and calculate costing price	Determine mark-up price and prepare price tags	Display and sell the products	Review and revise the product pricing, mark-up and profit sharing policies	
Where are you now? Is there a need for capacity building or technical support?	Not yet developed	Not yet developed	Not yet developed	Not yet developed	Not yet developed	Not yet developed
<b>10. Market development and sales promotion strategies</b>	Formulate market development and sales promotion strategies and policies	Apply and experiment market development and sales promotion strategies	Observe effects of the experiments	Modify and or improve sales and marketing strategies and policies	Apply and experiment new strategies for market development and sales promotion	

Broad Areas of Capacity Building and Acquiring Efficiency and Self Reliance	Steps for Institutional Capacity Building and Self-Reliance of Joyeeta Foundation					Progress and performance monitoring
	Step 1	Step 2	Step 3	Step 4	Step 5	
Where are you now? Is there a need for capacity building or technical support?	Consultant engaged for marketing strategy development	Not yet developed	Not yet developed	Not yet developed	Not yet developed	Not yet developed
<b>11. Change and reform management</b>	Establish a mechanism for change management in JF	Form a team for change management	Conduct a study on changes in business operating environment	Recommend changes required in JF business operation and management	Execute the change management recommendations	
Where are you now? Is there a need for capacity building or technical support?	Not yet developed	Not yet developed	Not yet developed	Not yet developed	Not yet developed	Not yet developed

**Possible Risks & Mitigation Measures**

**(Annex-2)**

Probable Risks	Risk Prone Areas	Mitigation Measures	Stakeholders Involvement	Risk Assumption
<b>Floods</b>	Countrywide	<ul style="list-style-type: none"> <li>- Monitoring early warning system on flood;</li> <li>- Assess stock of the products;</li> <li>- Analyze monthly/seasonal requirement of the products;</li> <li>- Outlets and WEs work together and determine the required products during the flood season;</li> <li>- Plan safety measures for own and the products;</li> <li>- Make those products available in stock at the local or outlet level;</li> </ul>	IWE, WEG, JF, outlets, customers, transporters	High
<b>ii) Cyclone/ Tornado</b>	Southern part or a specific area.	<ul style="list-style-type: none"> <li>- Identify cyclone/tornado prone areas for business planning jointly with JF &amp; IWE;</li> <li>- Monitoring early warning system;</li> <li>- Mapping safer place to maintain the stock locally;</li> <li>- Outlets, WEs work together, and plan for the advance production, own safety measures and stock in a safer place;</li> </ul>	Specific IWE, WEG and JF	Moderate/High
<b>iii) Earth Quake (EQ)</b>	Regional/Country wide	<ul style="list-style-type: none"> <li>- All Joyeeta Towers must be constructed following building construction code;</li> <li>- Provision of safety and equipments must be available in the business centers;</li> <li>- All staff members, IWE, WEA must have basic awareness and training on EQ response;</li> </ul>	JF, IWE, WEA, MoW&CA, Fire Service Dep	High
<b>iv) Fire/Heat Wave</b>		<ul style="list-style-type: none"> <li>- Effective safer electric plan in the towers/business centers;</li> <li>- Use of quality materials during electrical construction;</li> <li>- Provision of fire extinguisher, water connections, and access facilities at all level of the towers;</li> <li>- Making available of all modern equipments of tools and equipment for rescue operation, in case of emergency;</li> </ul>	IWE, WEG, JF, outlets, transporters, Fire Service Dep;	Moderate
<b>v) Epidemic diseases like Covid-19</b>	Regional/ Countrywide	<ul style="list-style-type: none"> <li>- Web design on marketing system of the JF, display of the products, description of the quality and price of the product including home delivery cost;</li> </ul>	IWE, WEG, JF, outlets, transporters, customers	Moderate/High

Probable Risks	Risk Prone Areas	Mitigation Measures	Stakeholders Involvement	Risk Assumption
		<ul style="list-style-type: none"> <li>- Must have a provision of e-sale system;</li> <li>- Provision of e-payment or payment on delivery;</li> <li>- Home delivery system by maintaining required safety measures;</li> </ul>		
<b>vi) Political Unrest</b>	Regional/ countrywide	<ul style="list-style-type: none"> <li>- Monitor the political situation especially before the national election or major political issue;</li> <li>- Ensure a safer plan to transport the product;</li> <li>- Focus on e-marketing and sailing of the product to avoid bottleneck and business continuity;</li> </ul>	IWE, WEG, JF, outlets, transporters, customers	Low/Moderate

## Examples of capacity development by element

(Annex-3)

Capacity Development Elements	Examples
1. Intervention strategy and Capacity needs assessment	<ul style="list-style-type: none"> <li>- CapDev policy</li> <li>- St up CapDev unit/department</li> <li>- Business support hub</li> <li>- Capacity needs assessment of WEs business and management capabilities across the country</li> <li>- Capacity needs assessment of JF staff in admin, management - human and infrastructure</li> <li>- Capacity needs assessment of Governance and compliance</li> <li>- Capacity needs assessment of infrastructure e.g. technology and digital opportunities</li> </ul>
2. Design and delivery of innovative learning materials and approaches	<ul style="list-style-type: none"> <li>- Develop training catalogue</li> <li>- Develop training modules and manuals</li> <li>-Develop learning materials: booklet, poster, flyer, video contents, internet contents etc.</li> <li>-Develop hybrid learning platform</li> <li>-Develop bespoke learning events: training, workshop etc.</li> <li>-Arrange webinars</li> <li>- Develop informative website</li> <li>- Use social media</li> </ul>
3. Develop partnerships	<ul style="list-style-type: none"> <li>- Develop partnership policy</li> <li>- Identify partners and their capacity/resources</li> <li>-Develop a framework for Public Private Partnerships and collaborative capacity building initiatives</li> <li>- Organise networking events</li> </ul>
4. Developing future leaders	<ul style="list-style-type: none"> <li>- Incentive, Scholarship/fellowship, internship programme for WEs</li> <li>- Encourage WEs in leadership programme</li> <li>-% of WEs in the governance committee</li> </ul>
5. Equality approaches throughout capacity development	<ul style="list-style-type: none"> <li>- A gender/equality policy;</li> <li>-Ensure Equal access for all e.g. JF premise;</li> <li>- Equal access to business regardless of age, marital status, educational background, class, and physical ability;</li> </ul>
6. Organisational development	<ul style="list-style-type: none"> <li>- Develop JF core values</li> <li>- Develop policies and guideline: SOP, gender-equality, partnership, CapDev, Health and Wellbeing.</li> <li>- Implement the policies in planning and delivering</li> <li>- Review and up to date policies</li> <li>- Participation in advocacy and policy dialogues</li> <li>- Engagement with decision makers, advice on legislation and innovation programs, and establishment of action research projects with partners to test and adapt new institutional arrangements.</li> </ul>
7. Monitoring and evaluation (M&E)	<ul style="list-style-type: none"> <li>- Developing methodology, framework and monitoring tools for measurement of business capacities;</li> <li>- Develop and maintain Capacity Development databases;</li> </ul>
8. Research and development	<ul style="list-style-type: none"> <li>- Action research on training trainers</li> <li>- Conduct research: baseline and outcomes</li> <li>- Develop research methodology to assess capabilities of WEs and JF employees</li> <li>- Research on building capacity to innovate as a development outcome and understanding the role of capacity development</li> </ul>



## Capacity building strategy for Women Entrepreneurs and JF employees

<b>Objectives</b>	<b>Inputs (areas of CapDev)</b>	<b>Methods</b>	<b>Outputs</b>	<b>Indicators</b>
Develop Business Skills	<ul style="list-style-type: none"> <li>- JF induction</li> <li>- Planning and financial management: business planning, budgeting, financial statements, and cash flow management</li> <li>- Marketing and sales: market research, customer profiling, customer management, and product positioning</li> <li>- Leadership and management: training on team management, delegation, and decision making</li> <li>- Technology and digital opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- Training</li> <li>- mentorship and coaching</li> <li>-Shadowing</li> </ul>	The employees and the entrepreneurs are more confident in running the business	<ul style="list-style-type: none"> <li>- The employees and the entrepreneurs are aware about JF goals, expectations and available resources provided by JF</li> <li>- The percentage of WEs and JF employees are attended the business development programmes</li> <li>- A number of stakeholders in the management/governance committee</li> </ul>
Enhance Access to Finance	<ul style="list-style-type: none"> <li>- Financial literacy: financial agencies like bank, business finance, credit management, and financial planning</li> <li>- Access to funding sources: - loans, grants, and other funding sources</li> <li>- Available information</li> </ul>	<ul style="list-style-type: none"> <li>- Training and workshops;</li> <li>- Peer support;</li> <li>- Awareness; raising/provide information;</li> <li>- Joyeeta website, Facebook page, flyers, email etc.</li> </ul>	Available fund	<ul style="list-style-type: none"> <li>- A number of awareness raising programmes such as training, workshops have been delivered.</li> <li>- The percentage of entrepreneurs who attended the awareness raising programmes</li> </ul>
Empower with Technology	<ul style="list-style-type: none"> <li>- Digital skills: Training on basic computer skills, social media marketing, and e-commerce</li> <li>- Tech tools and resources: business software tools and online resources for business management and marketing</li> </ul>	<ul style="list-style-type: none"> <li>- Course</li> <li>-Training</li> <li>- mentorship and coaching</li> <li>-Shadowing</li> </ul>	The employees and the entrepreneurs are more confident in using technology	<ul style="list-style-type: none"> <li>- The percentage of WEs are attended the IT and digital business programmes</li> <li>- The percentage of WEs using digital platforms for the business</li> <li>- The percentage of WEs attended webinars</li> </ul>
Encourage Networking	<ul style="list-style-type: none"> <li>Networking events: Organize networking events, meet-ups, exposure visits and conferences</li> <li>- Peer Support Groups: Facilitate peer support groups to connect and support women entrepreneurs such as WEA</li> </ul>	<ul style="list-style-type: none"> <li>- networking events and workshops</li> <li>-Exposure visits</li> <li>- business communities and support groups</li> </ul>	The employees and the entrepreneurs are more confident in running the business	<ul style="list-style-type: none"> <li>- The percentage of WEs attended networking events</li> <li>- The percentage of WEs holding leadership role</li> </ul>

There are various ways to implement these activities such as collaborating with business support organizations, offering online training, and providing funding for networking events and workshops. Success can be measured through surveys, interviews, and financial records of the WEs, as well as their increased confidence and skills in business management and leadership.

### Performance Management and Feedback to JF Staff:

The following framework proposed to assess the performance of WEs and JF employees:

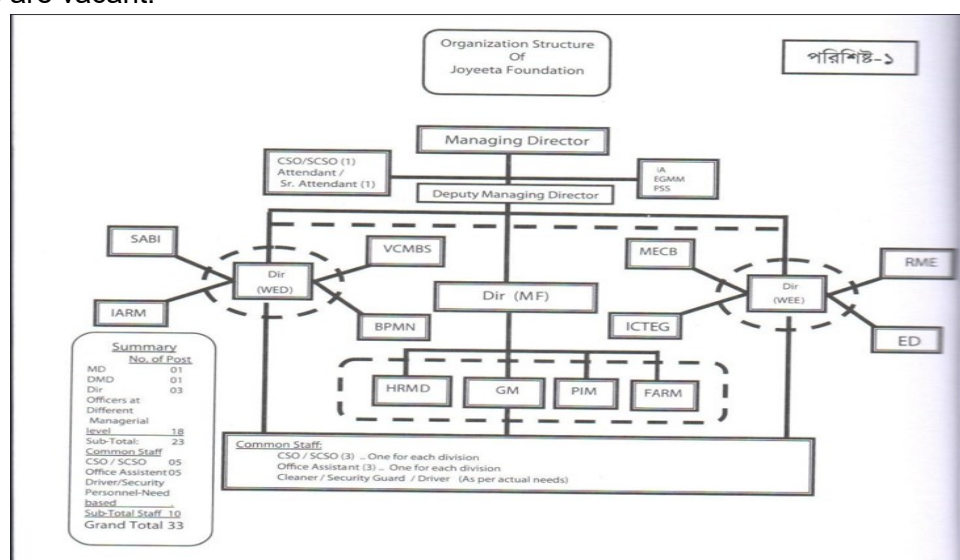
<b>Objectives</b>	<b>Actions</b>	<b>Indicators</b>
<b>Set Clear Expectations:</b>		
1. Define business responsibilities	- Create clear descriptions outlining responsibilities and expectations from WEs and JF staff - A SOP is in place	
2. Set Performance Goals	Establish performance goals for each employee and WEs that align with business objectives	
<b>Regular Feedback and Communication:</b>		
1. Provide ongoing feedback	Regularly provide feedback to employees and WEs on their performance, both positive and constructive	
2. Conduct regular check-ins	Schedule regular check-ins to discuss progress towards goals and provide additional feedback	
<b>Performance assessment:</b>		
1. Conduct performance reviews	Conduct formal performance reviews at regular intervals (e.g. monthly)	
2. Identify Areas for Improvement	Identify areas where JF employees and WEs can improve and create a plan for development	
<b>Recognition and rewards:</b>		
1. Recognize achievements	Celebrate achievements and milestones with recognition and rewards	
2. Offer opportunities for growth	Provide opportunities for career and business development and growth	

## Self Management Perspectives of JF's Management

(Annex-4)

At present, Joyeeta Foundation has a defined management structure, which is functioning independently under the MoWCA. In the process of becoming a self-reliance organization, this chapter will analyze its current structure, management, budget, challenges and recommended actions to be a self-reliance organization.

**Present Organizational Structure and Management System of JF:** Joyeeta Foundation is an independent body under the Ministry of Women and Children Affairs (MoWCA), headed by a Managing Director, and other associate staff for program and operation who are based in Dhaka. It has approved 33 positions for officers and staff but 23 positions filled (pl. see below the current structure). The remaining positions including the Dy. Managing Director positions are vacant.



The government has already supported Joyeeta to purchase lands in Dhaka and in six other divisions to establish Joyeeta Tower, which will be the key platform to support the women entrepreneurs according to the vision of Joyeeta. The Joyeeta Tower in Dhaka is under construction and the rest of the Towers will be constructed and started near future. Therefore, JF has the advantage of having a fixed cost from the government to establish all towers for business activities.

Considering the current staffing structure, it seems to be a bit heavy at present but when all the towers start operating in all divisions, it is important to restructure the current structure and establish need-based sections to provide strategic and technical support to Joyeeta outlets and towers in Dhaka and other divisions. As the government finances the current structure, it may not be an issue for Joyeeta as Foundation, but in the process of a self-reliant organization, JF needs to be efficient as well as cost-effective in terms of management and operating the foundation as a whole. Therefore, a need analysis will be required to design an effective structure that will be flexible and may revise as JF expand its operational areas and functions to support more women to become successful entrepreneur.

**Importance of JF's Leadership and Management as a self-reliant organization:** At present, the high officials and staff from the MoWCA manage the Joyeeta Foundation. The government appoints the managing director, project directors, and, other officials for a couple of years having different backgrounds and different sectors. Success and sustainability of any organization, whatever the form of it either a development organization or business firm, by large depends on leadership and management. The leadership should be visionary, persistent, and strong enough to lead and direct the organization toward the dreamed vision and destination. If the leadership comes to changes frequently, the focus of the organization goes lost whereby the performance and growth of the organization face turmoil.

Therefore, JF's management should be relying on strong and hardworking intellectual and visionary leadership. JF's Leadership should have a minimum of continuity in leading and directing the foundation, it will not be changed frequently. The minimum tenure of the JF's Leadership should be 10 years; s/he should not be changed before that period, otherwise, there arise significant reasons for changing the leadership. In Bangladesh, several organizations are now self-reliant because of consistent leadership. The person who took the lead for a long got the opportunity to plan and work in long term to achieve the goal of the organization.

Therefore, the selection of JF's leadership should be done carefully having the following qualifications, skills, and experiences:

- Having a business-oriented hardworking personality and commerce background;
- Strongly motivated and convinced to support women entrepreneurs;
- Have a thorough understanding of the business sector of the country;
- Familiar with the business policies, internal, and external operating environment;
- Capable of formulating business strategies in a competitive market structure;

The selection of JF's Leadership will be made by the trustee board of the foundation. They will collect the name of persons holding higher positions in the government services to be potential for the position. Among the list, one of them will be selected for the JF's leadership. The qualified and successful candidate will be appointed initially for 5 years with an extension of another 5 years based on the annual performance review.

The above process will help to a continuous leadership and make an individual much more accountable for failure and success. Consistent leadership also provides balance management of the organization and makes decisions steadily and flexibly.

**Operational Cost of JF's Management (present and future):** The management body of JF has been working hard to develop various strategies and guidelines to run the organization more effectively in the future. All relevant costs for the foundation are borne by the government, which means the foundation is fully dependent on the government fund, which is one of the major issues and this need to address to become a self-reliant organization. Joyeeta Foundation is 100% funded by the government since its beginning. The budget allocation for 2020-2021 was Taka: 68,600,000 (ref: **Joyeeta Annual Report: 2020-2021**).

In the process of moving a self-reliance organization, JF has a major challenge of having its own financial capacity to manage businesses and operation of the organization. JF must

have a fund raising and resource mobilization strategy and gradually reduce its dependency from the government funding.

**Recommended Management Strategy for JF as Self-Reliance Organization:** JF must plan and establish an effective management structure to manage the organization efficiently. To ensure an effective management system, the organizational structure should be more horizontal rather than vertical. Joyeeta presently has 4 executive bodies (ref: **Joyeeta Annual Report: 2020-2021**) as follows:

- General Council
- Board of Governance
- Executive Committee
- Operational Set-up

It is not necessarily required to establish 4 committees as only 2 committees could serve the purpose as self-reliance organization. Therefore, it is important that JF maintain

- i. “Board of Governance” with logical number of members, and
- ii. “Management Committee” to faster the process in strategic decision-making, policy development and its implementation;

**Board of Governance and Key Functions:** A governing body's most important role is setting the long-term direction for the organization, i.e. its mission and vision. The mission of the organization relates to why it exists, while the vision relates to the long-term view of where the organization sees itself in the future and what it wants to achieve. Once the governing body has set the mission and vision for the organization, it will work collaboratively with management and other stakeholders on planning the strategies that will take the organization towards that vision. Strategic plans are long-range, at least five years, and cover things like financials, staffing, marketing, communications, etc.

The Governing Body, subject to the general control and supervision of the Executive/Coordination Committee, holds the responsibility to pursue and help achieve the mission of the Joyeeta Foundation. It holds the financial control of the organization, including approval of financial and business strategic decisions, new project approval, and receiving or making grants, donations, or other financial assistance to the IWE or WEA.

The governing body does not require too many members and this could be a team of 9 members where 6 members could be included from JF/MoWCA and 3 from the outside organizations. The Managing Director of JF, Project Director, and Head of Finance, Administration, and M&E could be part of the governing body of JF. On the other hand, the Secretary, Additional Secretary, and Joint Secretary could be part of the governing body from the MoWCA. The remaining 3 top-level representatives from the other organizations (preferably the head or Deputy) will be members of the governing body. The representatives should be selected from the Non-Government Organizations (NGOs) currently operating as a self-reliant organizations.

The governing body will meet annually however, in case of an emergency; the Managing Director could call an ad-hoc meeting. The following table could follow in forming the governing body for the JF.

Members of the organizations	Position	Tenure
1. Ministry of Women & Children Affairs-3 members	- Secretary, MoWCA - Additional Secretary (Admin) - Joint Secretary (Budget and Audit)	<b>3-5 Years for one term only</b>
2. Joyeeta Foundation-3 members	- Managing Director - Dy. Managing Director - Section/Department Head	
3. Other Organizations-3 members	- From top level management	

**Management Committee (MC) and Key Functions:** The executive committee is a sub-set – or sub-committee – of the board of directors. The size of the management committee is typically 5-7 members but JF could add a few more members considering its business set-up and operational modality. Boards cannot always gather quickly to respond to urgent matters; the executive committee's function is to fill that gap. It functions as a steering committee and reports to the full board on its activities and decisions. The Managing Director of JF will Chair the MC. A Vice Chair, Secretary, Treasurer, and a couple of members need to be included in the MC. At the same time, as a self-reliant organization, the MC of JF needs to ensure effective and coordinated annual planning and implementation of business activities by supporting the IWE and WEA, timely operation of the services, customer satisfaction, etc.

The MC will meet monthly or bimonthly to ensure the Planning of managerial processes to improve business administration efficiency, create financial strategies for a budget, oversee the daily operations of a business or department, and review and approve the annual budget or its revision. In addition, MC will ensure that an annual implementation plan was timely developed and implementation were taking place as per the plan, provide instant guidance to overcome the challenges and bottlenecks and overall capacity building of the JF, IWE, and WEA are some key areas of accountability for the MC.

JF's Management Committee should be self-reliant to carry out the following roles and functions efficiently:

- Build a distinct image of JF as a brand name in the business world;
- Take initiatives for market build-up, market expansion, and promotion of JF in the business sector;
- Provide leadership and directions in business outlets operation, management, and attaining financial sustainability and self-reliance;
- Maintain communication with the government counterparts and other stakeholders to get advice and approval of various decisions, plans, and strategies formulated;
- Ensure preparation and renewal of the strategic plan of the foundation;
- Ensure preparation of the financial and business plans of the independent business outlets and periodic analysis of their financial viability or profitability;
- Prepare annual management and operational budget of the management body, and independent business outlets;
- Prepare proposals and get approval for the business outlet's expansion;

- Ensure various functional units viz. HR, finance, admin, marketing, IT, procurement, supply chain management, quality control, etc. are set up and functioning properly;
- Ensure annual performance appraisal of the various functional units and take necessary measures to keep up the performance of the units;
- Take initiatives for fund mobilization for the foundation, expansion of the business outlets, business incubation, integration of technology in business operations, etc;

If the Managing body is not efficient and self-reliant to carry out its defined role and responsibilities, that will have a consequence on the sustainability of the JF and its business outlets. Therefore, JF's Managing body will be quite sincere and committed to performing its roles and responsibilities.

**Cost Structuring and Streamlining of JF's Management Body:** Cost structuring refers to the categorization, standardization, and streamlining of the costs or expenses associated with JF's management body, which is essential for attaining efficiency in financial resource allocation and management.

Being a business entity, JF should always stress minimizing and keeping the operational and management costs of the management body and the cost for furniture, fixture, equipment, etc. within a reasonable limit so that the overall expenses of the management body will not be a burden for the foundation.

There should be an annual budget prepared separately for JF's management body, which will be used as a basis for financial expenses to be made over the entire year.

The financial reports of the JF's management body should be prepared separately so that it will be easy to assess the financial efficiency and sustainability.

A financial analysis of the monthly expenses of the JF's management body should be done regularly showing the trend of expenses and recommending the courses to be taken for cost control and minimization.

## **JF's Self-Reliance Perspectives and Strategies in Business Selection, Innovation and Marketing**

### **(Annex-5)**

Joyeeta Foundation has a very specific goal as an organization and its only focus is to support the IWE and WEA to become self-reliant. Women entrepreneurs have to face a competitive market in Bangladesh having so many other similar organizations, which are focused to make a profit through business. JF must establish its brand value by producing quality products as well as better prices. Therefore, JF as a self-reliance organization must focus on its business areas as follows:

#### **JF' Commercial Prospects and Perspectives:**

JF's commercial prospects and progress depend on making it well-known in the commercial sector of Bangladesh through adopting a multifaceted publicity campaign, establishing JF's leadership and dominance in the market by providing artistic and quality products at competitive prices and increasing the sales of JF's products and services by adopting various marketing and sales promotion strategies. Bangladesh is a highly competitive market with a strong base of well known and well-established commercial houses like Aarong, Arannyak, Kumudini, etc., which are the competitors of JF. Therefore, if JF wants to survive here, it has to survive by competing with many reputed business firms. For this, JF needs to be alert from the beginning and adopt effective strategies that will help JF to become known to mass people, and build a strong position in the market. The future of JF depends on its commercial strategies. However, it is also true that Bangladesh is a populous country. The population of this country is about 120 million. In such a big market, the existence of many more commercially motivated social enterprises like JF is immense. Nevertheless, JF should focus on its own market buildup and sales promotion by adopting appropriate strategies.

**JF's Commercial Vision and Mission:** JF's commercial vision should be to establish JF as a popular brand and a house of unique and quality products produced by rural women entrepreneurs and artisan groups that are the first choice of customers. Whereas the commercial mission of JF should be to establish JF's leadership in the market and obtain a large market share by setting appropriate marketing and sales promotion strategies.

**Strategies Attribute to JF's Market Leadership and Sales Promotion:** JF may consider the following ideas and thoughts to adopt as strategies for its market build-up and sales promotion:

**Creating a Brand Image:** To create a position and leadership in the market, like Aarong. JF has to emerge as a reputed and popular brand name in the world of commerce so that JF will be the first choice to the customers in shopping and availing other services it offers from the Joyeeta Towers. However, a brand name or image is not created in one day; it takes a considerably long time and required consistent efforts. Product quality, competitive price, customer service, etc. collectively create the brand image of a business house. Therefore, the JF management body has to give the top priority at first to creating a brand image of its products and services if it wants to sustain the business profitably.



**Designing an Attractive Website:** Websites play an important role in business promotion, product advertisement, finding and attracting new customers, and dealing with retailers. At present, the websites are not only provided text but also provide pictures, sound, videos, animations, etc. that are attractive to the viewers. Realizing the fact, the business and fashion houses in Bangladesh are now investing more resources in designing attractive websites replacing their early text-based websites. JF should also need to pay attention and invest resources in developing a creative website that will be attractive in layout and design, contain text, pictures, sound, and videos of the products and services, the producers and suppliers of the products, the facilities of the sales centers, etc;

**Making Aggressive Publicity and Advertisement:** As part of the market build-up and product promotion strategy, JF should make aggressive publicity and advertisement for its products and services using its websites, print, electronic and social media. In addition, JF should promote its objectives and market build-up strategy by displaying large billboards in suitable locations so that the name of JF places as a unique brand in the luxury, handicraft, lather, and home décor products widespread all over the country.

**Adopting a Differentiation and Best-Cost Strategy:** JF should adopt the differentiation and best-cost strategy in its product selection and pricing. It means it will focus on selling uniquely desirable products giving the best price to the customers compared to the competitors. If this strategy is adopted, the brand image of JF will go widespread over a period that will in turn boost the sales of JF products. For this, JF should invest its time, resource, and effort behind the women entrepreneurs – the suppliers of JF’s products – for the creation of new and unique products considering the trends in the fashion world and the preference of the target customers. It demands the employment of some unique and creative fashion designers in the JF research and development section.

**Business Diversification:** JF will always persuade to diversify the business units and the types of businesses to reduce the risks of dependency on a limited number and types of businesses that may lead to face a critical situation. Business diversification should be made considering the ultimate objective and focus of JF’s and the business opportunities of the target people of the foundations, i.e., women entrepreneurs and their association. It should not diversify into business sectors and business types that do not match well and fit with the business opportunities of its target people. JF’s management body will undertake market research from time to time to identify potential new business opportunities for women entrepreneurs.

**Business Research, Innovation, and Incubation:** JF shall have a unit for research, innovation, and incubation of new business models and products. This unit will consistently be in search of identifying new business opportunities and models and creating new and innovative products keeping the presence of the women entrepreneurs in the business loops. For instance, research and innovation can be done with young talents from different sectors to develop innovative products and then transfer the know-how skills and technology to the women entrepreneurs to produce a product commercially, if the product has proven market potential during the incubation period.

**Introducing E-commerce and Online Shopping System:** The business world is now moving fast towards e-commerce considering the customers’ preferences. In a busy world,

busting customers are increasingly inclined towards online shopping to save time and avoid the hassle of shopping by going to the shopping mall or city centers. In Bangladesh, e-commerce and online shopping is rapidly spreading. Many businesses and fashion houses have already introduced e-commerce. To remain competitive in sales promotion, JF shall consider introducing e-commerce or online shopping. JF may also consider product delivery firms like Food Panda for home delivery of online product orders.

**Applying Multiple Strategies for Sales Promotion:** JF should identify and apply multiple strategies for promoting sales and attracting customers. The common strategies it can adopt for sales promotion and attracting customers are offering seasonal and festival sales, special discounts, offering membership for getting certain discounts around the year, buy one get one free, cash-back offers on a fixed amount, tag with other companies to get discount if there is a membership with JF, etc. In fact, the JF research and development unit will search for and identify more innovative strategies for sales promotion and attracting customers.

**Developing a Customer Database:** A customer database is an organized collection of comprehensive information about individual customers that is current, accessible, and actionable for product sales and customer relationships. JF should also give due attention to developing a customer database for informing the listed customers about new product arrivals, sales and discount offers, membership offers, product, and fashion exhibitions will be organized, seminars and workshops will be arranged for the customers, etc.

**Winning Customer Satisfaction and Loyalty:** Customer satisfaction and loyalty are the main secrets behind business success and growth. Satisfied customers usually remain loyal to a business house to buy its products repeatedly, which leads to increase sales, and thereafter increases the profit of the business, which is the ultimate target of a business house. JF should also place a high value on attaining customer satisfaction and loyalty by virtue of its product's quality, best price strategy, and providing unique customer services. JF should conduct surveys on customer satisfaction from time to time, preferably on monthly basis, to know how much the customers are actually satisfied with the JF's products and the customer services it offers. Based on survey findings, JF will take the necessary actions to increase customer satisfaction.

**Developing a Well-behaved, Committed, and Professional Sales Force:** Sales and customers' satisfaction of a business house by large depends on its sales force; virtually on the behavior, etiquette, and approach of the sales-women. If a professional and well-behaved sales force is not developed by a business house, then whatever the business type and size and the quality of the products, it will not guarantee the business success of the business house. Therefore, JF should place high priority to build a well-behaved and professional sales force to remain competitive in the business sector.

JF should ensure that the sales-women of its different business units behave with the customers respectfully, talked to them politely, listen, and answer their questions with patience; in no circumstance, salespersons will show an impatience attitude to the numbers in any form. For this, JF should have a monitoring mechanism for watching the behavior and dealing with the sales-women with the customers. The Floor In-Charge or the Manager of the business center will sit with the sales force at least once a week or month to give

feedback about their behavior and dealing with the customers and their weaknesses or shortcomings in salesmanship skills.

The sales-women of JF should keep a good knowledge of the products displayed on the shelf so that they can explain to the customers the source, purpose, ingredients, quality, uses, price, etc., of a product. Therefore, training should be provided to the sales force on product information, salesmanship, customer dealings, etc. time to time.

**Rewarding the Best Salesmen and Women:** Rewarding sales-women is an effective strategy in business that enhances sales why business houses in Bangladesh increasingly introducing the system in their business centers to increase sales. JF may also consider introducing the sales-women reward system. It will develop a system to declare the best sales-women of the month and the year based on sales performance. May be, highest three persons in every month will be rewarded as 1st, 2nd, and 3rd best saleswoman of the month, and five persons in a year will be rewarded as 1st, 2nd, 3rd, 4th, and 5th best saleswomen of the year. The reward will be given in the monetary form and the amount will be decided by the JF management body depending on sales turnover.

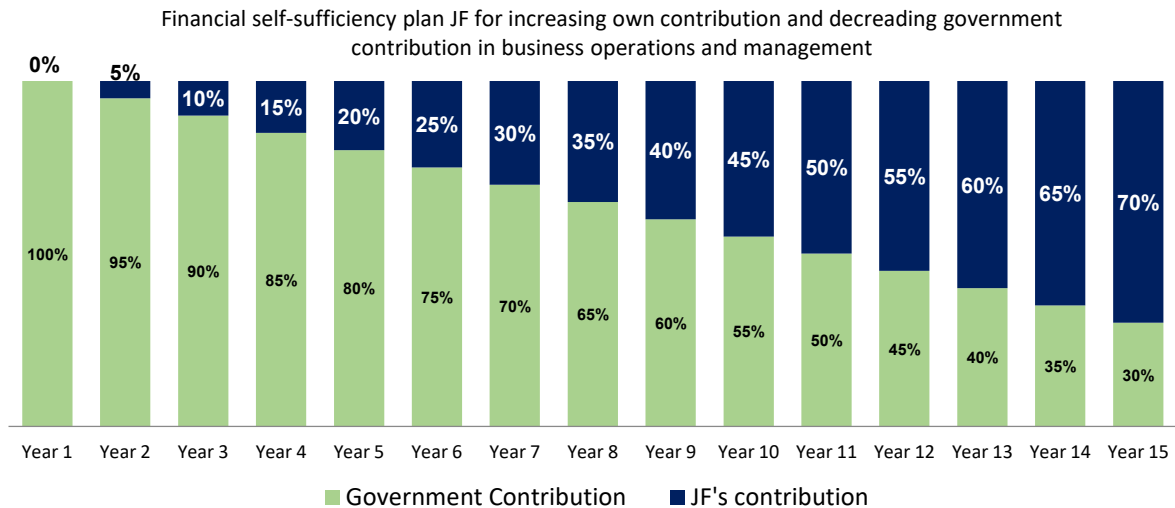
**Planning for Exporting JF's Products Abroad:** JF shall also consider exporting the products produced by its women entrepreneurs into foreign countries to expand its market and revenue. There are a number of NGOs and commercially motivated business houses in Bangladesh like ADORE, Aranya Crafts, ARTISAN HUT, BRAC Aarong, CORR the Jute Works of CARITAS, DEW Crafts, Folk International, HEED Handicrafts, Kumudini Handicrafts, Prokritee of MCC, Taronga, etc. gradually entered into social business to support their women entrepreneurs. They export jute products, handicrafts, leather goods, home décor, show pieces, Terracota, Batik-Block, Tie-dye, Nokshi Khantha, Andale and Wax products, Wood, Iron, Silver and Brash products, Hemp and Twine products, etc., produce by their women entrepreneurs in other countries, especially in Europe, USA, Canada, Australia, and New Zealand. They have created a networking forum called "Ecota Fair Trade Forum Bangladesh (EFTFBD)" to support them in market up and exporting products in the previously mentioned countries. Therefore, JF shall capitalize on this opportunity in exporting products to foreign countries like other NGOs and business houses and will be willing to accept the membership of the EFTFBD (for more details please visit the website ([www.eftfbd.org](http://www.eftfbd.org)))

**Preparing Strategic Business Plans:** JF should prepare strategic business plans for the foundation and its business centers (Joyeeta Towers) and business sub-units periodically; maybe after every 5 years, to maintain its leading position in the market embracing the challenges and changes emerged in the business strategies and customers' preferences. Preparing a strategic business plan is also essential for JF to remain competitive and innovative in product selection, promotion, supply chain management, quality control, pricing, and customer services in the coming years. JF's management body must be serious and consistent in preparing and executing the strategic business plans and bringing changes in the business models and strategies accordingly; otherwise, it will be difficult for JF to sustain itself in a competitive market.

## Attribute to JF's Financial Self Reliance:

(Annex-6)

**Planning Gradually Reducing Dependency on Government:** The first and foremost strategy JF must consider adopting for its financial self-reliance is to make a long-term plan for reducing financial dependency on the government. Even though the government will continue to provide funds for the construction of the Joyeeta Towers and management costs of the Joyeeta Foundation, yet than JF must have to plan for increasing its own contribution to the operational costs of the businesses and business center from the retained income.



**Building a Revenue and Business Model:** A revenue and business model is a business model that specifies the main revenue sources and the projected revenue, costs, and income that a business corporate house or a firm expects to achieve. This business model tells the investors how a business corporate house or a firm will eventually make a profit.

JF also needs to adopt the revenue and business model to project the revenue potential of its different business units prior to launching them. For JF, it will not be wise to start a business whimsically without prior analysis of its revenue potential. In addition, if a business unit incurs losses after launching it should not be continued after certain period of operation.

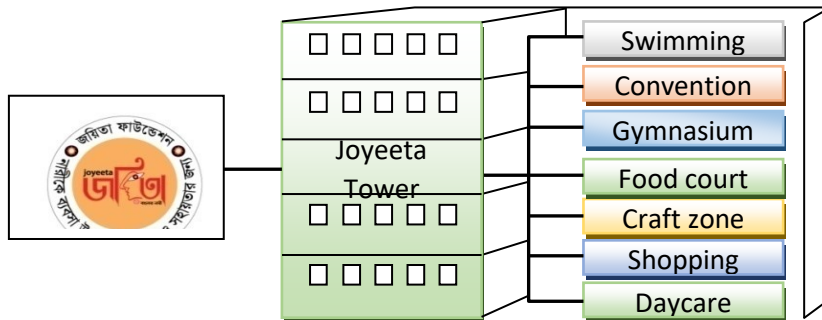
**Adopting Cost Center Approach:** JF also needs to follow the cost center approach in business operations. It means each of the businesses – a business center (Joyeeta Tower) and the different businesses run by the foundation within the business center such as shops, convention hall, swimming pool, gymnasium, daycare center, etc. must be treated as an independent business unit. The accounting of each of these independent business units should be maintained separately so that their loss and profit accounts can be easily prepared that will help the management body of the foundation to know which of the business entities are running on profit and which are incurring losses. The management body, accordingly formulate necessary actions and strategies for the business entities which are incurring losses to overcome the situation.

### JF's Cost-Center Approach

Each of the businesses, craft zone, processed foods, food court, convention hall, gymnasium, etc., operated by JF in the Joyeeta Tower will be treated as an independent business unit and their accounts should be maintained separately to prepare the loss and profit accounts so the profitability status of each business units can be seen easily.

The maintenance and common operational costs of the Joyeeta Tower should also be accounted for separately and will be divided among the different business units at a given ratio as a shared cost when the government will withdraw its subsidy for the operational and maintenance costs of the Joyeeta Tower.

The expenses of the Joyeeta Foundation, i.e., the Management Body will also be maintained separately.



Aarong is the best example of a commercially motivated social enterprise of BRAC, which exists for supporting thousands of rural artisans and women entrepreneurs maintaining profits of Aarong as an independent business entity of BRAC. Almost 95% of the products sold in different outlets of Aarong are supplied by women entrepreneurs and different artisan groups from rural areas. All the outlets of Aarong are treated as independent cost centers; their loss and profit accounts are prepared separately so that the Aarong management body, which exists within the broader BRAC umbrella, can easily track which of the outlets (business centers) are running on profit and which are still trailing to make a profit. Aarong management body usually sets a timeline for the outlets running under-profit situations to become profitable. Accordingly, these outlets strive hard to become profitable and financially sustainable, and self-reliant.

**Applying Competitive and Gainful Pricing Policies:** Financial return in business depends on the sales volume of the products. The large the sales volume, the large the profit share. On the other hand, the sales, and profit of a business largely depend on the pricing policy of the business firm. Therefore, JF shall adopt an appropriate pricing policy for its products. Here JF may consider applying a target-return pricing policy or going-rate pricing policy or mark-up pricing policy considering the target customers' attitude and potential demand schedule, the cost function, and competitors' prices.

In target-return pricing, a firm determines the price of its products that would yield its target rate of return on investment.

$$\text{Target-return price} = \text{Unit cost} + \frac{\text{Desired return} \times \text{Invested capital}}{\text{Unit sales}}$$

**Example:** say JF has invested Tk.100, 000 in a particular product of the craft zone. The unit cost (buying cost + marketing cost + other cost) of that product is Tk.500. The total number of that product it sells in a year is 500 units. Say its desired return from the capital invested in that particular product is 30%. Then the target-return price of the products will be:

$$\text{Tk.}500 + \frac{\text{Tk.}100000 \times 30\%}{500} = \text{Tk.} 500 + \text{Tk.}60 = \text{Tk.}560 \text{ i.e., sale price of that particular category of the product will be Tk.}560$$

In going-rate pricing, the firm sets its product price largely based on competitors' prices. The firm might charge the same, more, or less compared to the major competitors considering its brand image, customers' attitude, and potential product demand.

In marked-up pricing, the firm sets the products' price by increasing a certain percentage of the product price on its unit cost to cover the marketing and financial costs of the products and intended retained earnings from each unit of the products. BRAC's Aarong applies the mark-up method in the product pricing and as a market enjoys the privilege to increase the product price by 40-120% on the unit costs depending on the product category.

Now it is JF's choice which pricing policy it will accept. However, whatever the policy it accepts, the decision should be made carefully based on proper costing and financial analysis of the products for everything.

**Following the Lean Model in Staffing:** Apart from production and marketing costs, staff salaries and benefits is a major cost unit that affects the profit from each unit of the product sold. Therefore staffing should be done carefully in business. Here JF may follow the lean model of staffing for all of its business units including the JF management body. According to the lean model of staffing, no staff will be recruited for a position if the workload is not fully justified. Therefore, before recruiting staff for any position JF should analyze the workload properly.

**Following the Outsourcing Model for Support Services:** To minimize the operational cost, JF may follow the outsourcing model for administrating and supporting services. It means, rather than employing full-time staff in the given salary structure of JF, it may consider contracting out some of the support services like cleaning, security, repair, maintenance, etc. to other serving providing agencies. This will help to reduce the operational and maintenance costs of JF, which will eventually help increase profit from its businesses.

**Dealing with Women Entrepreneurs from a Commercial Point of View:** JF's financial deal with the women entrepreneurs must be viewed from a commercial point to view. This is okay that the women entrepreneurs will be given some subsidy from the foundation to operate the business in the Joyeeta Tower for a certain period at a concessional rate of fair for the spaces or stall they will be using but it should not be beyond the limit. Women entrepreneurs have to come up with entrepreneurial spirit to compete in the market evenly. Otherwise, their business potential will not flourish and the Foundation cannot bear the burden of their subsidy in long run.

**Endowment Fund from the Government:** The government of Bangladesh helped some organizations with endowment funds and it was a great help for those organizations to become self-reliant and now performing well. One of the organizations is [Palli Karma-Sahayak Foundation \(PKSF\)](#), which is a credit-providing organization. The PKSF is also Funded by different multi and bilateral development partners, PKSF also implements different projects which address a wide range of development issues related to poverty reduction such as employment, rural microenterprise, environment, and climate change, sanitation, low-income community housing, etc.. JF invests those donations and generates some revenue to meet their operational cost. Therefore, JF could come up with a detailed plan and discuss with the MoWCA to have such funding, which will certainly a huge opportunity for JF to become financially self-reliance.

**Foreign Aid and its Investment by JF:** A bulk amount of donation from international donors is another opportunity, as most of the donors would like to help economically disadvantaged women in Bangladesh. Such donations will create a potential opportunity for JF to provide capacity-building support to poor women to become an entrepreneur, at the same time, JF could safely invest such donations in the bank and meet some operational costs which means a gradual reduction of dependency on the government.