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INTEGRATED PROTECTED AREA CO-MANAGEMENT (IPAC)

REPORT ON VALUE CHAIN PROGRAM DESIGN AND ENTERPRISE DEVELOPMENT TRAINING

June 8, 2009

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INTEGRATED PROTECTED AREA CO-MANAGEMENT (IPAC)

REPORT ON VALUE CHAIN PROGRAM DESIGN AND ENTERPRISE DEVELOPMENT TRAINING

May 16 – 21, 2009

Venue: BIAM Foundation, 63 Eskaton Road, Dhaka-1000

Conducted By: Action for Enterprise (AFE) and Oasis Transformation Limited (OTL)

Organized By: Integrated Protected Area Co-management (IPAC)

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A. Summary Report

This report describes the training program on Value Chain Program Design; organized by Oasis Transformation Limited; jointly conducted by Action for Enterprise (under contract with Oasis Transformation Limited) and Enterprise Development Training conducted by Oasis Transformation Limited. The goal of the six day training program was to build the capacity of IPAC staff, partners and other NGO's to identify, analyze and design value chain activity, identify constraints and market-based solution and intervention resulting increased income and/or employment in targeted protected areas. This report details the results and findings from the training course which was successfully held at BIAM Foundation in Dhaka, Bangladesh, from May 16-21, 2009.

B. Objectives

Value Chain Program Design: The objectives of Value Chain program Design Training was to identify a value chain with the greatest potential for impact on target beneficiaries / stakeholders and growth in competitiveness which also works towards the primary goal of IPAC – environmental conservation. Gain a greater understanding of the operating context for MSMEs and intelligence on the various value chain actors, their roles, and interrelationships. Determine the key issues hindering MSME growth and competitiveness in the value chain. Determine which new or existing market-based solutions can best address the value chain constraints identified above. Target specific market-based solution(s) for more in depth analysis. Analyze constraints to the sustainable supply/demand of targeted market-based solution(s). Determine facilitation activities which address the constraints of the market-based solution(s). Determine at which levels performance should be measured and evaluated, which criteria can be used and why this should be done.

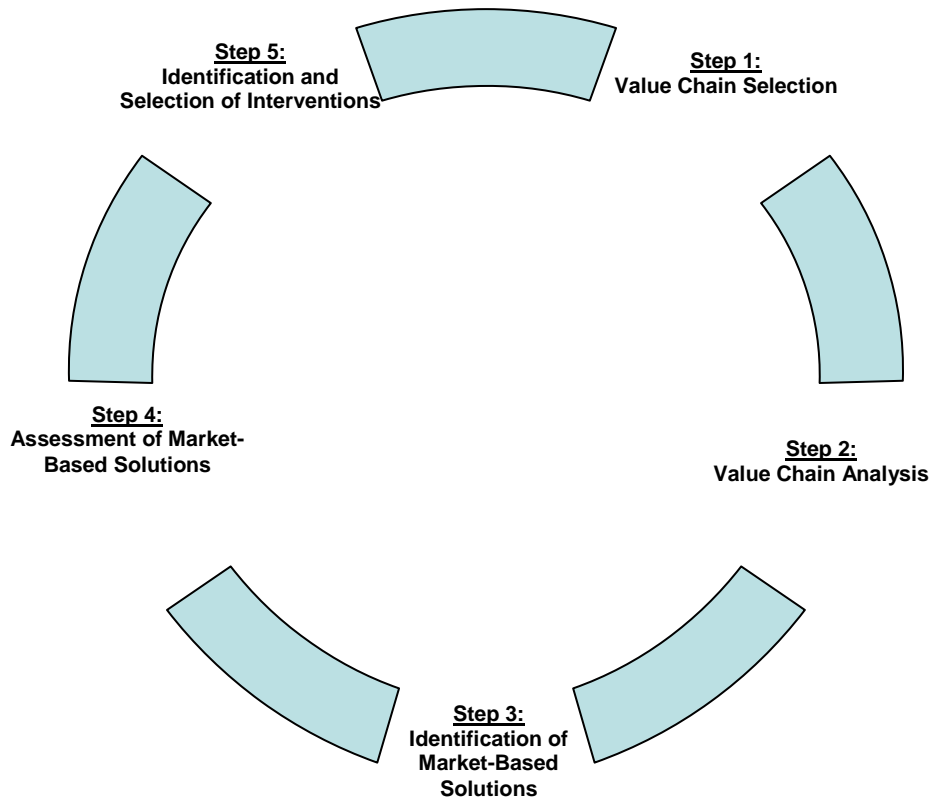
Enterprise Development Training: The objectives of Enterprise Development Training was to have an overall understanding on Ethical consumption in European and North American Markets; knowing what ethical market is, what are the existing problems, patterns in the market and how does it affect us. To understand what is Fair-Trade, history of Fair Trade, standards, how can we certified, what are the impacts being certified as Fair Trader. To understand global environmental issues and having idea how to develop enterprises which are environmentally responsible, profitable, sustainable, and will be complementing to protect our forests under the IPAC Project.

C. Course Contents

C.1. Value Chain Program Design: *Promoting Commercially Viable Solutions for Micro, Small, and Medium-scale Enterprises (MSMEs)*

- Step 1: Value Chain Selection
- Step 2: Value Chain Analysis
- Step 3: Identification of Market-based Solutions
- Step 4: Assessment of Market-based Solutions
- Step 5: Identification of Facilitation Activities
- Step 6: Performance Measurement of MSME/Value Chain Development Programs

Key Steps in Program Design



C.2. Enterprise Development Training

- Ethical consumption in European and North American Markets
- Fair Trade
- Environmental matters in business development

D. Participants and Observers

A total of 24 participants attended the training, including cluster field staff from IPAC, Oasis Transformation Ltd., representatives from NGOs (CNRS and Arannyak), and IPAC government partners (Forestry Department, Department of Fisheries, and Department of Environment). Among the participants there were eight Site Coordinators, five Enterprise Support Facilitators, two Project Coordinators, one Business Development Manager, one Business Development Assistant from IPAC, one Manager Strategic Planning from CNRS, one Project Manager from Protyashi, three Assistant Conservator of Forest (FD), one Assistant Director (DOE), one Upazila Fisheries Officer, Reserve (DOF).

Chief of Party, Deputy Chief of Party, and Institutional Capacity Building Specialist of IPAC Project, Legal and Compliance Consultant of Oasis Transformation Limited attended the course as observers.

E. Course Inauguration and Closing Sessions

The course was inaugurated by Mr. Ishtiaq Uddin Ahmed, Project Director, IPAC Project. He expressed his gratitude to all and clarified the goal of IPAC project and wished for a useful and fruitful training.

Also Mr. Bob Winterbottom, Chief of Party, IPAC; Nicola Smith, Legal & Compliance Consultant, Oasis Transformation Limited; and Ms Jill Majerus, Country Director, AFE were present in the opening session and gave their valuable speeches. The inauguration program was conducted by Mr Christopher Sarker, Business Development Manager, Oasis Transformation Limited/IPAC.

Mr. Bob Winterbottom, Chief of Party, IPAC Project expressed his gratitude to all participants, trainers and organizer. He wished for viable and comprehensive value chain activity in all the cluster areas under IPAC in near future.

The training was formally closed jointly by Mr. Abu Naser Khan, Deputy Conservator of Forest, Wildlife and Nature Conservation Circle, Forest Department, Dhaka and Dr. Fazle Rabbi Siddique Director Technical, Department of Environment, Dhaka. Each of them gave a short speech on training and goal of IPAC project. Afterwards they distributed certificates among all the participants.

In the Closing Session, Md. Faruque Biswas, Site Coordinator, Sundarbans Cluster, IPAC/CODEC; Mr. Shariful Azam, Upazila Fisheries Officer-Reserve, Matshya Bhaban (DOF), Dhaka; and Mr. Ashitava Halder, Manager Strategic Planning, CNRS shared their feelings on behalf of the participants.

Mr. Henry Panlibuton, Country Director, AFE Philippines and Trainer of the Course shared his feelings for participants and made promise for help in future. And Ms. Jill Majerus, Country Director, AFE Bangladesh and Trainer gave her short speech and invited all participants and people in the training to visit her office. She also expressed good luck to all.

At the end Mr. David How, Managing Director, Oasis Transformation Limited addressed the closing remarks and thanked to IPAC, AFE, all participants, GOB Departments, Honorable guests for their contribution and cooperation in the training event.

Planning and framing of Inauguration and Closing Session was done by Mr. Kazi Hashem, Institutional Capacity Building Specialist, IPAC. Mr. Christopher Sarker, Business Development Manager was the key anchor of this program.

F. Summary of Training

Day 1: 16th May, 2009

Introductory Session

- Ice Breaker
 - Interview the person next and determine.
 - Present this person to the rest of the group.
- Participant Expectations
- Workshop goal
- Definition of value chain
- Value Chain Lens
- Difference between a value chain and a Sub-sector
- What are the advantages of development programs
- Small group discussion on traditional approaches to Enterprise Development
- Combining Value chain Approach with Market Development
- Evolution of the field of practice
- Key steps in Program design
- Review of Objectives: Introduction

Session 1:

- Discussion on Step 1: Value Chain Selection
- What is a Value Chain
- Value Chain Selection Process
- What are examples of criteria that can be used to select value chains?
- Selection criteria of Unmet market demand and Growth Potential
- Selection criteria of ability to differentiate from competitors and presence of Lead firms with MSME linkages
- Grouping of Illustrative Value Chain Selection Criteria

Session 2:

- Discussion on Value Chain Analysis
- Small Group Exercise
- What is the objective of carrying out value chain analysis?
- Elements of Value Chain Analysis
- Assessing End Markets
- Assessing Competitiveness
- Global Benchmarking
- Why is it important to assess end markets and competitiveness?
- Illustrative case Dairy (Milk) Value Chain
- Value chain governance Governance Structures

Day 2: 17th May, 2009**Continued session 2:**

- Recap of previous day
- Small group exercise on a Baskets (for export) of value chain Governance structure and shared with other group.
- Identification of Value chain Constraints
- Constraint Identification Exercise
- Small group work on to find out all constraints of fresh vegetables for export value chain

Session 3:

- Identification and Selection of Market-based Solutions
- Examples of Market-Based Solutions for MSMEs
- Graphical presentation of market based solutions
- Example of value chain constraints and its market based solutions
- Small group work on a case study of fresh vegetables for export to find out solutions against all identified constraints
- Presentation of Short-Listing Matrix of high priority and low priority on basis of potential to increase value chain growth and competitiveness and No. of MSMEs in Target Group that will benefit (directly and indirectly)

Session 4:

- Assessment of Market-based solutions
- What type of information should be included in a market-based solution assessment?
- Collecting information for a market-based solution assessment
- Discussion on market based solution providers
- Example of Market based solutions and existing providers on dairy milk value chain
- How can providers cover the cost of providing market-based solutions to MSMEs?

Day 3: 18th May, 2009

Continued Session 3 & 4:

- Recap of day 2
- Home work presentation by 5 clusters group on a short case given by Mr. Henry (trainer).
- Small group work on market-based solution assessment of a case study.

Session 5:

- Identification of Program Interventions
- Discussion and presentation of 9 principles of the basic principles of promoting market-based solutions to value chain/MSME constraints?
- Discussion between Mr. Bijoy Sarker local as a local NGO and Mr. Gautam donor about activities of NGOs here in Bangladesh and then Mr. Hashem as local people and Mr. Henry as a facilitator.
- Presentation by trainer about Facilitate Market-based solutions and relationships among market actors
- Small group work on identification and selection of interventions of a short case and presented one person from each clusters group.
- Group work on facilitation activity description and presented by a person from each clusters

Day 4: 19th May, 2009

- Recap of previous day
- Performance measurement
- Learned about why measure the performance of value chain/MSME development programs
- Presentation on Causal Model of Value chain/MSME development program by trainer
- Handout paper series on a topic of working with lead firms within the value chain approach.
- Practical application of value Chain Program Design
- Example from Indonesia matrix presented by trainer basis on potential market demand and potential number of beneficiaries
- Small clusters wise group worked on value chain selection process, define target population, define selection criteria short list value chains , analyze short listing matrix of high priority and low priority basis mostly on unmet market demand and potential No. of MSMEs and presentation by every clusters.

Day 5: 20th May, 2009

- Recap of previous day
- Group discussion on possible value chain mapping for selected products which were highest priority in matrix by previous day from every clusters group.
- Presentation of value chain map from every clusters on Pine Apple Juice in North Eastern Cluster, Bamboo based woven products in Central Cluster, Reed base products in Sundarbans Cluster, Fresh Fish in Chittagong Hill Tracts Cluster, Eco-tourism in South-Eastern Cluster,

Day 6: 21th May, 2009

Enterprise Development Training

Participants individually expressed about the key points of learning from previous 5 days on value chain program design.

Ethical Consumption in European and North American Markets which contained the following:

- The existing problem of environment, animal exploitation, Human exploitation.
- What is Ethical consumerism?, Consumer questions
- Patterns in the market
- Global Trends
 - UK market- Sector-specific expenditure
 - Household Ethical expenditure
 - Consumers group in UK market
- Effect of global downturn
- Implications for Ethical businesses: Obligations
- Implications for ethical business: Benefits of being ethical
- Case study exercise given by Nicola to participants on marketing campaign to convince to buy ethical eggs
- Small group discussion on marketing ethical eggs, find out strategy to sell eggs and shared strategy points with all groups

Fair Trade:

- What is Fair Trade
- The History of Fair Trade
- Standards of Fair Trade
- How you become Certified Impact of being certified.
- Fair Trade Chocolate distributed to all participants by Nicola Smith and David How
- Video film presentation of growing a Fair Trade company in South Africa.
- Case Study Exercise done by participants on a garment worker with a bad condition
- Work performance
- The implications for her family
- How the conditions will affect

Environmental matters in business development:

- Sustainable Business Models
 - Zero emissions
 - Cradle to Cradle
 - Adding value to waste
- Concept of Ecological Footprints
 - Key contributors
 - International Trends
- Carbon Trading
 - Linking to Kyoto
 - Mechanism
 - Opportunities for IPAC
- Five Capitals
 - Brief exposure to a sustainable capitalist model
 - After Jonathan Porett

G. Conclusion

Throughout the training workshop, AFE presented clear training objectives for each of the individual sessions. Upon completion of each session, AFE trainers reviewed these objectives with the participants to assess their acquisition of new knowledge and skills. Based on these reviews, as well as the positive responses from participant evaluations, the goals of the workshop were successfully accomplished. Participants were enthusiastic about the possibilities for the adoption and assimilation of a commercially viable solutions-based approach into their work. As demonstrated by the participant evaluations by AFE and IPAC, the delivery of the training workshop was successful. The appreciation for a sustainable solutions-based approach to MSME development in protected areas of Bangladesh was definitely expressed by all the participants.

After completing the six day training following outcomes have been accomplished to a basic level:

- Understanding the principle of Value Chain Selection and Analysis
- Understanding the principles and guidelines of identify Market-based Solutions, Analysis and Interventions
- Understanding of Ethical Consumptions and Market in Europe and North America
- Understanding of environmental and sustainability issues in relation to business development

H. Recommendations

The following recommendation is emerged based on the above outcomes of the training program:

- Each cluster under Enterprise Support Facilitator to build a core team for doing the real job in identifying potential value chains, analyze; identify market-based solution and identify Facilitation Activities for identified value chain after collecting primary and secondary data by visiting potential communities under IPAC project. Finally develop a sustainable enterprise development model based on identified value chains within a given time frame.
- Evaluation of the options in the light of Environmental and Fair Trade.
- Action Plan to engage private sector in implementation of business opportunities.

Appendix 1: Final Workshop Schedule

***Value Chain Program Design and Implementation
Promoting Commercially Viable Solutions for MSMEs***

**Program Schedule
May 16 – 20, 2009**

Saturday, May 16

8:30 am	Opening and Introduction
10:00 am	Break
10:15 am	Opening and Introduction (continued)
11:15 am	Session 1: Value Chain/Subsector Selection
1:00 pm	Lunch
2:00 pm	Session 2: Value Chain Analysis
3:30 pm	Break
3:45 pm	Session 2: Value Chain Analysis (cont.)
5:00 pm	End of day

Sunday, May 17

8:30 am	Recap of Previous Day
8:45 am	Session 2: Small Group Work
10:00 am	Break
10:15 am	Session 2: Small Group Work (continued)
1:00 pm	Lunch
2:00 pm	Session 3: Identification of Commercially Viable Solutions
3:30 pm	Break
3:45 pm	Session 4: Assessment of Solutions
5:00 pm	End of day

Monday, May 18

8:30 am	Recap of Previous Day
8:45 am	Session 3 & 4: Small Group Work
10:00 am	Break
10:15 am	Session 3 & 4: Small Group Work (continued)
11:15 am	Session 5: Identification of Facilitation Activities
1:00 pm	Lunch
2:00 pm	Session 5: Identification of Facilitation Activities
3:30 pm	Break
3:45 pm	Session 5: Small Group Work
5:00 pm	End of day

Tuesday, May 19

8:30 am	Recap of Previous Day
8:45 am	Session 6: Performance Measurement
10:00 am	Break
10:15 am	IPAC Group Work: Value Chain Mapping
1:00 pm	Lunch

2:00 pm	IPAC Group Work: Value Chain Mapping (continued)
3:30 pm	Break
3:45 pm	IPAC Group Work: Value Chain Analysis
5:00 pm	End of day

Wednesday, May 20

8:30 am	Recap of Previous Day
8:45 am	IPAC Group Work: Solution Identification & Assessment
10:00 am	Break
10:15 am	IPAC Group Work: Solution Identification & Assessment (continued)
1:00 pm	Lunch
2:00 pm	IPAC Group Work: Identification of Facilitation Activities
3:30 pm	Break
3:45 pm	Session 7: Action Planning
4:15 pm	Evaluation and Closing
5:00 pm	End of Workshop

Enterprise Development Training

Program Schedule May 21, 2009

Thursday, May 21

8:30 am	Introduction to the day, linkages to overall IPAC goals and AFE training
9:00 am	Ethical Consumption in European and North American Markets
10:00 am	Break
10:15 am	Fair Trade
12:00 pm	Environmental Matters in business development
01:00 pm	Lunch
2:00 pm	Learning Application
3:30 pm	Training Implementation plan, Post-Training Evaluation
4:00 pm	Break
4:15pm	Closing
5:00 pm	End of Program

Appendix 2: List of Participants

VALUE CHAIN PROGRAM DESIGN and ENTERPRISE DEVELOPMENT TRAINING

Jointly conducted by: Action for Enterprise (AFE) and Oasis Transformation Limited (OTL)

Date: May 16 – 21 2009

Venue: BIAM Foundation, 63, New Eskaton, Dhaka – 1000

Organized by: Integrated Protected Area Co-management (IPAC)

Participant's List

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Appendix 3: Group Picture

Group Picture



Appendix 4: Course Evaluation (USAID Format)

Course Evaluation (USAID Format)

At the end of the course, the participants were provided a structured questionnaire (USAID prescribed) by which they evaluated various aspects of the training course.

A number of evaluative questions were asked and responses were as follows:

Indicators	Response	No. of participants
Adequacy of information	Yes	17
	No	7
Meeting of Value Chain Program Design and Enterprise Development Objectives?	Yes, greatly	9
	Moderately	15
	Minimally	0
	Not at all	0
Meeting of participants expectations	Yes, greatly	8
	Moderately	16
	Minimally	0
	Not at all	0
Extent of Knowledge/Skill/Attitude acquired during Orientation for applying to Job	Extensively	8
	Moderately	15
	Minimally	1
	Not at all	0

NB. Total number of course evaluator 24 persons

The participants responded to following open questions:

Question # 1:

Is there any success stories related to this training program? Please Explain:

- Selection value chain and how we can do ethically and added more value and services.
- Value chain mapping
- Exercise and theory
- Before the training, there was no any idea about value chain and its analysis. Now I am able to analysis of any product based value chain.
- Exercise work was very much interesting
- It has covered total value chain strategy specially for agricultural product
- Cashew nut value chain in Africa, fair trade orange factory in South Africa
- Value chain analysis and fair trade procedure
- The learning-by-doing process part of the program. Cashew nut stories that relate to the value chain program.

Question # 2:

Are there any lesson learned to the training program? Please explain

- Identify constraints and provide market based solution.
- Value chain selection and analysis, solution and intervention

Other Comments:

- Training was good to increase personal knowledge. But under the IPAC project, there is very little scope to implement the training objectives.
- Subject matter should short and explanation to be broader in our aspect.
- No need more specific example of value chain analysis and program design.
- Achieve analytical ability to analysis value chain.
- Presentation of case study and exercise. Factors which are to be considered in amblying business environment.
- The arrangement, venue, food, accommodation very good. Time was short for Enterprise Development training.
- Develop value chain and Enterprise Development in the PA area.
- Field visit in respect of the issue may be needed.
- Value chain/Enterprise start should be in ethical way.
- I enjoyed this training. This is very useful for me.
- I learned about value chain program design and implementation promoting market based solutions and also about WFTO.
- Proper value chain identification may be sustained beyond the project.

- Although the term of training “value chain” is new if application is going on in different way. This formal training help me to develop in under taking new enterprises in the field.
- Such kind of training may be arranged for more information.
- To make the market sustainable actors at value chair should be performed by market force.

Appendix 5: Training Implementation Plan (IPAC)

Training Implementation Plan (IPAC)

Total of 24 participants shared their plan how they will implement value chain activities in field level after completing the training course:

Question # 1**Please describe the expected outcomes from this Training/Workshop/Seminar/Conference**

- Analysis the value chain constraints at different stages. Value chain mapping. Consider the environment issues.
- AFE training value chain program designed implementation.
- Identify viable and potential value chain in cluster area even for different P.A. levels. Analysis at constraints and come up with market based solution and interventions.
- Learned how identify the value chain of the specific area and how the community poor people involve them to increase their living standard and after all improve their systems.
- Learned on how to design a value chain that hopefully contributes in changing the livelihood of the poor.
- Concept of value chain is now very clear. It will help me for IPAC activities implementation. It will be very helpful to select value chain and which value chain is more viable for people and other stakeholders.
- Concept on ethical consumerism, fair trade, environmental issues. Learned how to select a value chain, how to analyze it and how to develop an enterprise, who are the different market actors and their role. It will play very important role in developing different Enterprise.
- Procedure of environment friendly value chain. Fair trade MSMEs, assessment and selection.
- Understanding of value chain. Focus to be considered designing enterprise. Product development.
- Potentiality assessment in the designated area. Value chain selection and assessment tool develops. Plan to whole processes of linkages in the chain.

Question # 2**How do you plan to apply the training?**

- Following 6 steps to introduce value chain in my area.
- In forest sector, I will try to create employment of the people who are dependent on forest. I will identify the business from where maximum people can be benefited. Train up the people, provide financial support and market based knowledge to the people.
- After doing assessment of potential area according to develop tools, techniques, methodology program will be applied at the field level.
- Maintaining the value chain analysis process and consideration of IPAC objectives. Value chain will be selected in our working area.
- I have planned to apply this training in my field. Potential value chain analysis based on forest products targeting rural women.
- In terms of wetland and forest resources conservation we should develop some AIGA. During AIGA we can follow training learning of value chain analysis.
- At first, I shall select one of the real values of my area, and then I shall plan out of that to implementing processes.
- Initially I will select the potential value chain. Then will prepare the short listing matrix. On the basis of the matrix I will try establish community based enterprise with involving all the relevant actors of the value chain.
- The training will be applied in preparation of plan of the PA based community (targeted stake holders) and project direction.
- To assist and follow up to select and implementation of value chain activities towards MSMEs for AIG and employment generation. To assist ESF and SC for implementation.
- Local fishermen are not aware of value chain program design and enterprise development. On behalf of Dept. of fisheries, we will develop a module to train up fish farmers on these issues.
- Oriented related field staff on value chain. Help in facilitating to identify alternative income generating activities.

- Apply this training on bamboo product value chain on behalf of my organization for IPAC project.
- Explain and shared the learning with my organization and will develop a methodology, how could I contribute the knowledge to various project of my organization.
- Go back and plan how enterprise development can be sustainable and environmental friendly. Consider empowerment of women. Brainstorm with key actors and discuss possible value chain option, constrain and implementation.
- Identify the PA peoples those need the AIGs of fish culture. Select the AIG (appropriate) for them. Implement the fish culture AIGs and follow up. Assessment of monitoring the AIG progress. Performances assessment/evaluation.

Question # 3

How do you measure the changes, as a result of training?

- By better performance of value chain analysis.
- Considering the big picture we will measure how many people/stakeholder is impacted in terms of income and employment generated.
- To identify the value chain we measure for the environmental aspect and how we can add value and services that is why major people can involve.
- If I contribute to my organization subsequently practiced my developed methodology of field level. If organization promote my knowledge in different project.
- Monitoring the changes/results of enterprise developments in the fields.
- Using knowledge
- Necessity and justification of value chain analysis for enterprise development has been understood.
- More stakeholders will be engaged.
- Many small, medium and large fisheries based enterprises will be developed across the country.
- Easy to understand the target household, what I will have to do for the household. How I will for the value chain steps.
- The change will be measured by feedback, monitoring, etc.
- Monitoring and evaluation of targeted enterprise income and business environment.
- Before the training, there was no idea about value chain and its analysis. Now I am able to analysis of any product base value chain.
- Now we can select some providers who will facilitate for AIGA.
- It will change my mindset and analytical ability which will help me to develop activities plan.
- MSMEs may grow up in the working area.
- It trained up persons can perform their work in their field we can measure the change.
- New idea / experiences gathered for establish the AIG (fish culture). Confidence level increased. Easy to motivate beneficiaries and stakeholders.

Question # 4

What support do you want from your supervisor/employer to implement your learning in the field?

- Expertise in specific value chain product, financial impact and co-ordination in marketing.
- Technical and financial support
- Follow up training. Other support services for enterprise development.
- Budget should be to implement the process.
- Need cooperation and sharing
- Necessary logistical support and cooperation from supervisor.
- Policy level advocacy from supervisor. Implementation suggestions and proper guideline.
- Policy level support to develop module, capacity building of fish farmers all over Bangladesh.

- Supports related to facilitation, communication and networking with related stakeholders/organizations.
- Administrative support
- Secondary data, cooperation of field level staff.
- Cooperation for local CBO's and head office.