



Lesson learned : Jibika project



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Acronyms

AEW	<i>Agriculture Extension Worker</i>
BDT	<i>Bangladeshi Taka</i>
CP	<i>Collection Point</i>
GoB	<i>Government of Bangladesh</i>
IDI	<i>In-Depth Interview</i>
IDP	<i>Integrated Development Programme</i>
KII	<i>Key Informant Interview</i>
LHW	<i>Livestock Health Worker</i>
LSP	<i>Local Service Provider</i>
NGO	<i>Non-Government Organisations</i>
PGPA	<i>Policy, Governance & Public Affairs</i>
PO	<i>Programme Organizer</i>
PR	<i>Public Relations</i>
VDO	<i>Village Development Organisation</i>



1. Introduction

Despite significant development and recent economic growth in Bangladesh, haor, char, and indigenous peoples of the country's plain lands still have a high prevalence of poverty and vulnerability. Various studies have identified these areas as poverty 'hot-spots' in the country. BRAC has also factored this into its programme strategy for 2011-2015, and subsequently for 2016 to 2020 as well. Aligned with BRAC's strategy, the Integrated Development Programme's (IDP) overall goal is "to improve the socio-economic condition and livelihoods of 1.1 million poor and ultra-poor people in the hard to reach area of haor, char, and indigenous people by 2020".

The Jibika project, a collaborative initiative of BRAC USA and Chevron USA, has been implemented under BRAC-IDP since October 2015 in the areas adjacent to the Chevron operated gas fields in Sylhet region (Sylhet, Moulvibazar and Habiganj districts). The project aims to promote entrepreneurship as a pathway to sustainable income growth for poor and marginalized farming households through community based cooperative institutes called Village Development Organisations (VDOs). IDEA, a local NGO, has been working as implementing partner with BRAC.

2. Background

After successful completion of the pilot phase in June 2017, the Jibika project was extended through December 2018. The project has significant achievements in these three years of time and based on its success there is a possibility of launching a new phase in 2019. The project's success is not achieved over night. It has come with many best practices, challenges and gaps throughout the planning and implementing stages, all of which are learnings for the project partners. So, it is perceived by both BRAC and Chevron that these learnings need to be captured which is believed to be helpful into the design of the new phase as well as to be shared with relevant stakeholders for using as reference for any similar project planning in future.

In order to achieve the project goal, project objectives are as follows:

- Improve VDO governance and institutionalisation.
- Develop value chains in targeted sub-sectors and other income generating activities and create market linkages for sustainable income and employment opportunities.
- Introduce social programmes in VDOs and improve access to government services.
- Establish research, monitoring, evaluation and communication systems.

3. Objective

The background of the study already gives the essence of the reason of developing this document. So, the core objective of the study is to prepare a comprehensive knowledge product considering the project's success factors, challenges and gaps regarding institutionalization of VDOs, enterprise and value chain implementation; bringing women in leadership position; addressing social issues; and collaboration between a development organisation and corporate sector working together for social development. This document will be helpful in designing similar projects, determining implementation strategies and situational decision making in future.

4. Limitations

This study has mainly focused on the qualitative findings. Limited number of interviews and focused group discussions have been conducted. Objective of the interviews and focused group discussions was to know in-depth on the key findings during the two day's workshop as well as to validate the findings. This study doesn't possess detailed analysis of partnership assessment, progress status or evaluation of interventions.

5. Methodology

For capturing lessons learned, Consiglieri has conducted document review and applied qualitative methods including a workshop, key informant interviews (KII), in-depth interviews (IDI), focus group discussions (FGD), intercepts and observation for data collection.

Documents reviewed included the project proposal, progress reports, annual operating plan, Group Development Stage (GDS) study, market analysis report, baseline report, recommendations from the external evaluator (MSI) and implementation strategy papers.

WORKSHOP OUTLINE

INSTRUMENTS: PROJECT JOURNEY MAP, TOPICAL DISCUSSION, STORY TELLING, GROUP-WORK, OPEN DISCUSSION

**TIMELINE: 10TH —11TH OCT
VENUE: BRAC CENTER
PARTICIPANTS: CHEVRON, BRAC, IDEA**

LEAD FACILITATOR: KAMRUL HASAN
CO-FACILITATOR: SHUKRANA AHMED



Initially, a workshop was conducted by Consiglieri to capture the viewpoints of the project partners, including BRAC, implementing partner IDEA, and the Chevron Bangladesh team and project's field staff. The two-day workshop consisted of

Institutionalisation is important to establish good governance. Some* of the VDOs have already started election processes for Executive Committee selection that indicate good governance.

**as of 10 December 2018, 12 VDOs reorganized Executive Committee through election as registration compliances.*

discussion sessions comprising different participant groups. Project journey mapping, storytelling, topical discussions, and group work were key instruments in capturing information and opinions. Detailed session plans have been provided in Annex A.

FIELD INVESTIGATION OUTLINE

INSTRUMENTS: 1 GROUP DISCUSSION, 2 FGDs, 6 IDIs, 2 KIIs, Intercepts and Observation



TIMELINE: 22ND OCT – 25TH OCT

RESPONDENTS: CHEVRON REPRESENTATIVES, PO, FIELD FACILITATORS, GOVT. OFFICIALS, LHW, AEW, VDOs

The second phase included field investigations with stakeholders in project areas. Consiglieri conducted KIIs, IDIs, FGDs to capture insights from field staff, VDO members, and representatives of local government, local service providers, and Policy, Governance & Public Affairs (PGPA) field staffs from Chevron.

Specific recommendations for the next stage of the project have been made based on the critical factors for success and relevant challenges.

6. Learnings from best practices

The Jibika project performed a number of initiatives which have yielded good result and can be regarded as best practices. These may be considered for any similar project designing in future. Workshop discussions and field investigation validated their efficacy. The identified best practices are as follows:

6.1 Institutionalisation

When Jibika started in October 2015, 112 VDOs were inherited by BRAC from Chevron to implement the project. These VDOs were already formed years back and were funded by Chevron and operated under a different project. Though some of the VDOs were twelve years old, when Jibika started the VDOs were unstructured, inactive, and dysfunctional due to lack of compliance and legal status of VDOs. Legal incorporation of the VDOs ensures adherence with basic regulations for governance and sustainability. Until Jibika's intervention, none of these VDOs were registered under the cooperative law of Bangladesh. From the beginning of the project, it created enabling environment and provided guidance and trainings to the VDO members on VDO governance, accounts management, leadership development, conflict mitigation, and compliance documentation. All these helped the VDOs (106 out of 112) to be registered within three years of time¹. Following registration, the existing VDO members were officially inducted as members (all members including general

¹ Two VDOs remain dysfunctional due to internal conflict and governance issues. Therefore, out of 112 VDOs, 110 are functional. Out of the 110 functional VDOs, 106 VDOs have completed registration till date (10.12.2018)

members and EC members). The registered VDOs were observed to be more structured, organised, and functional than before the project's intervention in October 2015. The committees are now aware of their rights and recognise that having a legal entity is important for sustainability and institutional growth.

6.2 Capacity development for VDO executive committee

Being confused of their roles and responsibilities as executive members and lack of knowledge on maintaining compliance documents, the VDOs were disorganised and dysfunctional before Jibika's intervention. Understanding the gap, the project provided trainings on leadership, accounts management, conflict management, and gave hands-on demonstration of tracking cooperative compliances documents and records to the executive committee members. With their increased capacity to manage compliance documents the VDOs' functionality has been improved.

6.3 Infrastructure and amenities



Before Jibika, the VDOs had no specific place to hold meetings and operate their regular activities. This was a major reason of not having registration from government cooperative. Moreover, during conversation with VDO members, it's been found that members were reluctant to attend meetings before as those were mostly held on open fields or any member's house. Having taken this

situation under consideration, Jibika supported VDOs to build their own office rooms and where space was a crisis, rent rooms for its operation. Constructing a designated VDO office with required basic amenities was found to be effective in increasing VDO cohesion and organisation. Rather than treating the infrastructure merely as a meeting room for gathering, the members feel a certain level of pride and sense of belonging as members of the organisation.

Besides regular operations, the VDO offices are used as platforms for developing linkages between government and private sector service providers and VDO members for input supply and other social services through meetings, workshops, health camps. As such, the VDO offices are becoming 'community services and information centres' within their communities.

6.4 Operational cost of management mechanism

Usually no fees are taken from the VDO members for maintaining their documents and processing loans taken from the VDO, though these processes take a handsome amount of time and effort by the executive committee members. They do it as part of their responsibilities. However, some of the VDOs have started to charge a fee from the VDO member against the loan application form. The money generated from this is being used to manage the utility bills for VDO offices and logistics expenses for organizing meetings.

South Lamua VDO (Moulvibazar) felt the need to identify revenue sources to give VDO utility bills and administrative costs. The VDO finally came up with the solution of charging a small fee for loan applications.

This is a key example of efficient operations management and the modality can be adapted by other VDOs with a valid and approved guideline for implementing such process. The amount charged for any service can vary depending upon the nature of service and the discretion of VDOs.

6.5 Provision of incentives

Some VDOs have started to provide incentives to the cashiers (treasurers) who manage the paperwork for loan processing, maintain accounts, and liaise with banks and financial partners. The VDOs have realized that these tasks are very important for their own management and thus need to be carried out with the utmost professionalism and integrity. The VDO members have recognised that this is additional labour for the cashiers to undertake, so they have introduced monetary incentives for performing these services. It has been found from field investigation that the cashiers who are incentivized are motivated and sincere in discharging their fiduciary responsibility for the VDOs.

In one VDO, the committee has nominated one of their members to organise and document fortnightly meetings. This task comprises making phone calls and documenting meeting notes and resolutions. They offered the nominated member some remuneration for these services. Meeting attendance and proper documentation were markedly improved after taking this initiative.

6.6 Effective linkage and networking with the Union and Upazila-level government offices

Both BRAC and IDEA played a significant role in building linkages with local government officials and cooperative departments through regular visits to their

offices; inviting them in VDO meetings and workshops; and taking their suggestions on institution and enterprise development. This good relationship helped to achieve registration of VDOs from government cooperative offices, maintaining compliances, holding elections in VDOs and organizing different national and international day observations including National Cooperative Day. These events are participated by government officials, VDO members, BRAC, Chevron, IDEA representatives and other persons from similar organisations.

Kalapur VDO (Moulvibazar) has prevented two child marriages thanks to contact with ward members.

In Union level, the ward members and chairmen of Union Parishads² attend some of the VDO meetings in regular intervals (every 2-3 months) to increase awareness among VDO members about the services and inputs available from the government. Besides services and inputs local government has some authority to protect some social issues like violence against women, child marriage, dowry etc. Good relations with the local government have also helped the VDOs to secure group citizenship certificates (certified by the chairman) to ease the VDO registration process. Jibika has developed Local Service Providers (LSPs) (LHW, AEW, HW) who built good relationships with the government's Department of Women Affairs, Department of Agriculture, and Department of Livestock which ease for VDOs and its members to receive different services to support their enterprise and build awareness on social issues.

6.7 Linkages with the private sector

VDO producer groups have been linked with private sector market actors for both sourcing inputs and selling their produce. For instance, Shwapno, a chain supermarket, is sourcing vegetables and eggs from some VDO producer groups. Project-established collection points are facilitating linkages between traders and producer groups. Similarly, another chain supermarket, Fizza & Co is sourcing products from these groups. Additionally, a partnership has been established with Laal Teer, a seed company, for ensuring better and more timely inputs for the producers/growers.

² Union Parishads are the smallest rural administrative and local government units in Bangladesh.

6.8 Collection Point

The project has set up produce 'collection points' in some localities where producers gather and sell their produce at fair prices through collective bargaining. This has also reduced transportation hassles, especially for female entrepreneurs in the area. Moreover, for financial sustainability, a collection point management committee has been formed to ensure the collection points complement local markets. Through the collection points, VDO producers can aggregate their produce and sell directly to area supermarkets such as Shwapno and Fizza and Co. Establishing Collection Points³ has facilitated the linkage activities one step forward. Collection Points adjacent to the VDOs are effectively used for sorting, grading and supplier-buyer meetings.



6.9 Training before loan disbursement

When receiving a loan to start a new income generating activity, VDO members are first assessed for their specific needs and then provided training on a specific relevant sub-sector. Sub-sector-based guidelines and modules have been developed to provide quality trainings to enhance the capacity of the VDO entrepreneurs. A member is eligible for a loan only after receiving training on the specific sub-sector they will engage with (e.g. livestock, poultry rearing, or vegetable cultivation). This policy has helped VDOs to increase the likelihood of timely loan repayment, as entrepreneurs' enhanced capacity leads to increased profits and decreased possibility of loan default.

³ Jibika has established 5 Collection Points adjacent to 5 VDOs. Collection Points have infrastructure for gathering produces as well as conducting meetings.

Laila, the secretary of Dhanokandi VDO (Jalalabad) is very impressed by the livestock training from Jibika. She received training on livestock feeding techniques and health. She took a 40,000 BDT loan from her VDO to purchase and rear a cow, which she later sold for 78,000 Taka. She believes that if she had not received the training, the profit margin would not have been as high.

6.10 Competitiveness - a key to enterprise development

The project team conducted market mapping on its four selected sub-sectors and a study was prepared to understand the market conditions. Based on the findings, the project developed a value chain guideline and sub-sector-based frameworks. The project team then trained VDO members on advanced and innovative techniques for agriculture and livestock activities. There was successful uptake of all sub-sectors, with particular success in beef fattening (cow rearing) and goat rearing activities, with a high adaptation rate and income increases observed among the VDO members. Capacity development was conducted based on the members' needs, interest, prior experience, and sub-sectoral presence in that particular area. For example, if a member wanted training on fisheries but did not have access to a pond, s/he would be encouraged to receive training on a more feasible option. The trainings have contributed towards improved economic condition of the VDO members. The members appreciated the trainings and reported that they found them to be helpful and effective.

6.11 Innovation and technology adaptation

ELEVATED SHED: Elevated sheds (*macha ghar*) have been proven to reduce goat sickness to a significant level. It has been reported that 90% of VDO livestock farmers have adopted elevated sheds in Doluchhora (Moulvibazar). Non-VDO members in Doluchhora have also replicated the technology for their goats.





DOUBLE MANGER: Suriya Begum, a member of Kasba VDO (Bibiyana), received training on livestock rearing. Previously, she used a BDT 20,000 loan to buy and rear one cow, and which she was able to sell for BDT 25,000. After the training on double manger and beef fattening technique, she now has healthier cows and enjoys higher profit margin. Recently she took a BDT 30,000 loan to purchase and rear a cow she then sold for BDT 50,000 making a 400% increase in her profit margin.

PLASTIC MULCHING: Rais Mia is an active VDO member of Kalapur VDO (Moulvibazar). He received training from the Jibika team on plastic mulching, an improved cultivation practice. Following training, he produced 42 mounds of cucumbers in 27 days using the plastic mulching technique and made a substantial profit. He is also using plastic mulching for tomato and cauliflower farming. Now, some farmers have replicated his plastic mulching technique as it is cost-effective and generates greater profits.



Jibika project had a demonstration on a new crop i.e. cauliflower at Kalapur, Sreemangal, Moulvibazar in the last season. This is to be noted that, cauliflower cultivation was not in practice in that particular region (i.e. Sreemangal area) among the farmers. Realizing the success of the demonstration and market value of the new crop, Md. Shahinur Rahman who is not even a VDO member of Kalapur VDO, has started to grow cauliflower in his small land (8 decimal) from this season.

6.12 Research-based design

A Group Development Stage (GDS) study was conducted for the initial VDO assessment process. This study helped the project team design a detailed intervention to organise and restructure the VDOs. The study helped identify and engage active VDO members, and as a result, there are now 106 registered VDOs with more active participation from members. Regular action research by BRAC's action research and monitoring and evaluation team has also helped the project team identify loopholes and take corrective measures quickly.

It is worth noting that the third GDS study indicates that VDOs have developed their governance and management systems and enhanced leadership capacity. As a result, VDOs have more easily been able to register with the government cooperative department. However, it has also been observed that after becoming registered, some VDO success indicators have decreased. Evidently, following VDO registration back-up support from the project team was reduced as required by compliance policies for registered VDOs, which resulted into decreased VDO performance. This indicates that in order to phase out support to these VDOs in future, the project needs to introduce specific capacity-building to ensure VDOs can track and maintain their management performance indicators independently.

6.13 Women Empowerment

Among the VDO members (of all 110 functional VDOs) 58% are female. Females are not only just included, many of them are in leadership positions in VDOs. Field investigations found active participation of the female members with strong vocal while sharing their experiences, challenges and future plans.

“Now women are empowered, and they can express their emotion. They are earning money and helping their families. Women are now economically well off and smart. In past, men used to consider us (women) as burden now they use to consider us same as them.” - Laila, Secretary, Dhakanadi Shabuj VDO, Sylhet Sadar.



6.14 Emotional attachment and empathy

The stories shared by the project staff illustrate their strong emotional attachment and cohesion with the community, which is crucial for influencing and encouraging the community people to adopt new thoughts and ideas. During the field investigation, it

was observed that the project staff have very warm relationships with the VDO members. VDO members were found to be very cooperative in granting time for sharing their issues and progress, asking for suggestions, and for social bonding. VDO members always made a point to mention their gratitude towards the respective project team members during the discussions. Consiglieri's observations revealed exceptionally good chemistry between the beneficiaries and the project implementer.

6.15 Test case: Group investment

For financial sustainability of VDO members and VDOs as institution, as per project design Jibika concentrated on individual income generation activities through enterprise development by the VDO members rather than group investment. To support them, loans were provided from VDOs, members were linked with BRAC MFI and other financial institutes and they were also provided trainings on financial transaction. To increase VDO's financial condition, savings of VDO members and the sale of VDO shares are main sources for VDO's fund mobilization.

However, after having significant success in individual enterprise, some of the VDOs are also considering group income generation activities for their individual and VDO's revenue. One VDO has already initiated this, which could be considered as a best practice for VDO's financial stability. Such self-initiatives by the VDOs clearly indicate enhanced awareness and confidence in conducting economic activities as well as an entrepreneurial mind-set among VDO members. As this is a very new initiative, it will take certain time to see the result of such initiative in community level and after considering challenges and viewing results, the initiative may be considerate for future replication.

In Doluchhora (Moulvibazar), a VDO has bought goats for 6 to 7 members for rearing. The business plan is to rear and sell the goats at a profit, which will recoup the investment cost and pay a percentage of the profit to the VDOs.

7. Learning from gaps

7.1 Incomplete Design

Jibika was started as a piloting project which had some gaps while designing. For example, the design of Value Chain Development and Enterprise Development interventions was found to be incomplete. Specifically, the market linkage strategy was not clear enough to be transferred into action. This issue has already been addressed by the project team and remediation strategy has been adapted. For instance, Value Chain Development guideline was developed based on the MSI recommendations and comprehensive training was provided to the project staffs (32 participants) on market

development and value chain management. The project team believes that if the gaps were addressed earlier, it would have led to better results. Due to the incompleteness of the design, the Agriculture Extension Worker (AEW) intervention was not as successful as the Livestock Health Worker (LHW) intervention.

7.2 Incomplete Strategy

The Jibika project did not have a complete communication and public relations strategy in its core project design. Despite having sufficient visibility at the community level, Chevron's expectation that the project be showcased in national-level media has not been met. Nonetheless, the project team felt duty bound in following compliance guidelines for communication. A complete and concrete communications strategy could bridge the gap in implementing communication activities and PR plan for better visibility.

Because the baseline survey conducted by external evaluator MSI was not shared with BRAC and the BRAC-conducted baseline was not properly articulated, a proper monitoring framework could not be developed. Moreover, research planning was not adequate and issue-based monitoring was not conducted. An important reason behind the lack of any framework was the short duration of the project, and the project extension period was subsequently too short and without proper planning to introduce a comprehensive monitoring framework. As a result, the project could not fully showcase the increased incomes of entrepreneurs, behavioral changes of VDO members regarding social issues and women's empowerment, improvements in VDO management and cohesion, or other observed project achievements. For proper visibility of the outcomes of a project, the mechanism of monitoring and conducting some issue-based baseline and end-line surveys is crucial.

8. Critical success factors

8.1 Project design and strategy

- ✓ Design strategy of the project allowed enough flexibility in achieving the objectives of the project to be a key factor behind project successes/desired outcomes. Significant changes have been made in the project design including objectives and interventions during implementation. The changes have been done in collaboration and based on mutual understanding between the partners.

8.2 Project Implementation and Management

- ✓ The social component of the project worked well, and a significant number of women are reported now to be in VDO leadership positions. Including women's empowerment in the implementation strategy was a key factor for this.
- ✓ Tapping into the right market demand was key to the success of the LHW intervention.
- ✓ The project was able to sensitize shared ownership of the VDOs to the local government representatives. Engaging and involving government representatives more frequently made stakeholder engagement easier for the project team.

8.3 Partnership

- ✓ Participation of Chevron Bangladesh's staffs in various programs and workshops has made the partnership (between BRAC and Chevron) stronger and effective.

8.4 Organisational Capacity

- ✓ BRAC's organisational best practices and employment of qualified field resources have positively changed the process for mobilizing community organisations i.e. VDOs.

9. Major challenges

9.1 Project Design and Strategy

- ✓ Delivering diversified priorities through the same channel of resources (especially Programme Organisers⁴) has been challenging.

9.2 Project Implementation and Management

- ✓ Overdue loans are a challenge. Initiatives have been taken by Upazila Managers to overcome the challenge. An experienced Fund Manager has been recently engaged to formulate a risk mitigation plan.

⁴ Programme Organizers are field-level staffs who are directly involved in organizing VDOs and delivering intervention wise activities.

- ✓ The project had a few hiccups initially in managing diversified activities and priorities.
- ✓ Improving VDO governance and registration were quite challenging and project did very well in achieving the target. Some new challenges have been observed after VDOs are registered. Not more than half of the VDOs have capacity in financial management and managing compliance (according to the policy of cooperative department). In a few of the VDO communities, it is difficult to find even one literate person. Some VDO representatives also expressed their concerns (to the Programme Organizers) regarding their higher level of time engagement for meeting compliance.

9.3 Partnership

- ✓ Partnership between BRAC and Chevron worked well, though there are some minor issues, including the timeline of the feedback process and common understanding on the programmatic approaches.
- ✓ There are still a few gaps between expectations of both partners. Chevron expects clearer propositions and reports from BRAC whereas BRAC expect long-term commitment well in advance.
- ✓ The partnership between IDEA and BRAC had a small number of issues in the very initial stage of the project, which have been resolved. The relationship is now quite strong.

9.4 Organisational Capacity

- ✓ In terms of human resource allocation, BRAC and Chevron possess different opinions, but both partners agree that optimization can be achieved through better planning.

9.5 Monitoring and Evaluation

- ✓ Real-time monitoring (RTM) has limitations in portraying the overall interventions and project progresses as required by BRAC head office staff and Chevron.
- ✓ Internal monitoring systems lack proactivity. An issue-based monitoring system is expected to give more clarity on the project process.

9.6 Communication, Media & PR

- ✓ A structured communication protocol can eliminate the gap between the two partners' understanding of project progress and requirements.

Recommendations

OBJECTIVE 1: Improve VDO governance and institutionalisation:

- For sustaining the VDOs as independent institutes, capacity building is required. The capacity building approach should clearly indicate the point of sustainability, i.e. at the end of the project, the VDOs can demonstrate self-sustaining/self-managing systems are in place.
- Flexible or seasonal loan payment methods may minimize the numbers of loans overdue. *Example: The rate of loans overdue has been observed to increase from the agricultural farmers in Digholbak, Kasba, Fadulla and Radhapur VDOs during April to August as the Kushiara River overflows and hampers agricultural activities.* Customized loans can be designed based on need or location to mitigate the loan overdue issue and also improve the economic condition of the farmers.
- An appropriate fund management guideline can be an efficient tool in managing overdue loans. The VDO members can be trained on this to establish their own loan collection mechanism.

OBJECTIVE 2: Develop value chains in targeted sub-sectors and other income generating activities and create market linkages for sustainable income and employment opportunities:

- Value chain development intervention/s should be designed based on market system development approach to ensure systemic changes.
- Value chains need to be selected based on market research and evaluating the overall market dynamics (demand, supply, value addition, support services, and enabling environment etc.). BRAC has very successful social enterprises (e.g. Aarong, BRAC Chicken, BRAC Dairy etc.) who can be the effective forward market for the Jibika developed enterprises.
- BRAC has well-functioning systems and teams in M&E, WASH, public health, and many other areas. A collaborative approach from BRAC is expected by Chevron where BRAC can offer linkages with its other initiatives, projects, and systems.
- For enterprise development the project can design additional sub-sectors based on the location and occupations of villagers, as there are more sectors that villagers are currently engaged in that can be targeted for economic development. *Example: Villagers currently working as bamboo cultivators, tailors, or plastic flower designers could be brought under the project's enterprise development intervention.*
- Farmers can be trained on climate resilience cropping to ensure a regular flow of income.

OBJECTIVE 3: Introduce social programmes in VDOs and improve access to government services.

- Geographic areas of work can be expanded, as there is demand from local government representatives and communities near the gas fields for similar activities. There are many untapped areas which can be explored.

OBJECTIVE 4: Establish research, monitoring, evaluation and communication systems.

- Project design should include a clear strategy for each component and should engage technical experts for designing the interventions. A communication, media, and PR strategy and an exit or scale-up strategy should be included in the design.
- Long-term partnership is recommended for visibility of results. Long-term partnership will also help to ensure better staff retention, better ownership, and steady outputs.
- An expanded communication strategy should address the project's online presence and social media (e.g. Facebook, YouTube), which are effective and cost-efficient means of enhancing project visibility. A communication protocol should be well articulated to eliminate any gaps between partners.



Annex A: Workshop Sessions

Session 1 Schedule: 09:30 - 13:00 hours, 10 October 2018 Venue: BRAC INN

Participants	Technique	Expected Outcome
1. Program Coordinator 2. Focal - Partner NGO 3. Livelihood and Value Chain Coordinator 4. Manager, Communication and Material Development 5. Asst. Manager Action Research 6. Asst. Manager M& E 7. Sector Specialists (4) 8. Upazila Manager, BRAC (2) 9. Upazila Manager, IDEA (2) 10. PP/FF (BRAC 2, IDEA 2) 11. Accountant (IDEA) 12. Chevron Representative/s (Optional)	Project Journey Map, Group work	achievements, failure, challenges, mitigations

09:30 – 09:45: Sharing objective of the workshop and warm-up

09:46 – 10:45: Project Journey Map

10:46 – 11:00: Tea break

11:01 - 11:20: Group Work (clustering)

11:21 – 12:20: Project journey Map

12:21 – 13:00: Groupwork and wrap up (debating and clustering)

Session 2 Schedule: 14:00 - 16:00 hours, 10 October 2018 Venue: BRAC INN

Participants	Technique	Expected Outcome
1. Focal - Partner NGO 2. Upazila Manager, IDEA (2) 3. FF (2) 3. Accountant (IDEA)	Open Discussion	relationship, conflict & resolution, experience beyond JIBIKA

Session 3 Schedule: 09:30 - 13:00 hours, 11 October 2018 Venue: BRAC INN

Participants	Technique	Expected Outcome
1. Program Coordinator 2. Focal - Partner NGO 3. Livelihood and Value Chain Coordinator 4. Manager, Communication and Material Development 5. Asst. Manager Action Research 6. Asst. Manager M& E 7. Sector Specialists (4) 8. Upazila Manager, BRAC (2) 9. Upazila Manager, IDEA (2) 10. PP/FF (BRAC 2, IDEA 2) 11. Accountant (IDEA) 12. Chevron Representative/s (Optional)	Story telling, Topical discussion	success stories, failure stories, uniqueness, innovation, critical success factors

09:30 – 09:45: Intro on day activities

09:46 – 10:15: Partnership modality

10:16 – 10:45: Program design

10:46 - 11:00: Tea Break

11:01 – 12:00: Interventions

12:01 – 12:20: Budget handling

12:21 – 13:00: Significant changes - Stories.

Session 4 Schedule: 14:00 - 16:00 hours, 11 October 2018 Venue: BRAC INN

Participants	Technique	Expected Outcome
1. Program Coordinator 2. Focal - Partner NGO 3. Livelihood and Value Chain Coordinator 4. Manager, Communication and Material Development 5. Asst. Manager Action Research 6. Asst. Manager M& E 7. Chevron Representative/s	Open discussion	critical success factors, learning from failures, mitigation strategy