

# BANGLADESH YOUTH EMPLOYMENT PILOT (BYEP)

## Program Description & Assessment Finding



Submitted by Education Development Center, Inc.

Associate Award #388-A-00-08-00187-00

Under EQUIP3 Cooperative Agreement

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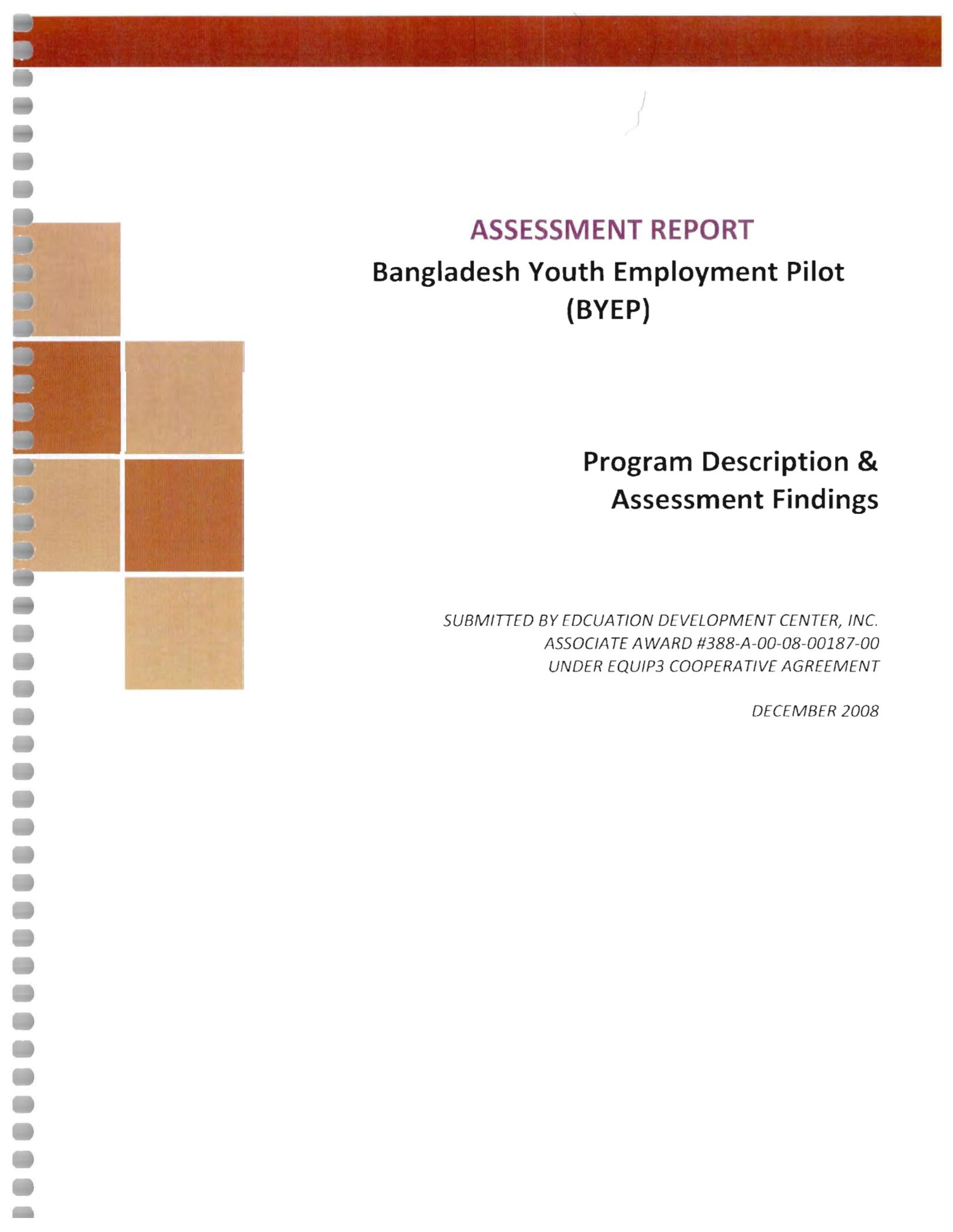
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## **ASSESSMENT REPORT**

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# EXECUTIVE SUMMARY



Focus on and assess the challenges and opportunities for improved vocational skills for youth...

EDC's application for the EQUIP 3 Bangladesh Youth Employment Pilot Project focuses on achieving goals that USAID/Bangladesh identified in the RFA for this activity:

- To develop a model for youth employment/employability activities that link best practices in youth development to demand-side activities in pro-poor private sector competitiveness and value chain development; and
- To train and place 360 youth in jobs in an eighteen-month pilot project implementation period.

The approach we have chosen focuses on Bangladesh's fast-growing aquaculture industry – specifically, the demand for labor that is needed by the fresh water prawn farming sub-sector. We have formed a partnership with a local non-governmental organization Working for a Better Life, that is affiliated with local hatchery enterprises in the Barisal Region.

Our goal over the 18-month pilot project is to recruit, train, and place 360 out-of-school youth from Barisal into jobs or self-employment in the prawn farming industry. We will work with an existing training curriculum developed by **Shiblee Hatchery & Farms Ltd.** and with trainers from Working for a Better Life (WBL). Youth will be trained in such tasks as aeration of hatchery and farm ponds, the use of local and quality feed production, familiarization with steps and processes in the value chain, post-harvest handling, sorting, and drying, and negotiation how to access and interpret market information. In addition, participating youth will receive training to strengthen their basic literacy and numeracy skills.

Our proposal summarizes the findings of a project assessment, describes our project design and the principles of our approach. It also provides implementation and staffing plans, an organization chart, project monitoring and evaluation plan, and biographical profiles of David Rosen (EDC Project Manager) and Mostafa Shiblee (Working for a Better Life Project Coordinator), two professionals who will work closely together to implement this activity

## 2. ASSESSMENT FINDINGS AND DESIGN IMPLICATIONS

### Needs Assessment for EDC Youth Employment Pilot Project in Bangladesh<sup>i</sup>

The following summarizes what we have learned from our needs assessment, conducted from November 4 – November 21<sup>st</sup>, and provides the rationale for the features of the proposed Bangladesh youth employment pilot project. Where needed, we have included evidence from the literature, as well as from our needs assessment interviews and youth focus groups.

1. **A focus primarily on aquaculture and to some extent on horticulture is promising for youth who have dropped out of school:** Since the leather sector employment needs will be addressed on a large scale by the Increasing Competitiveness of Enterprises (PRICE)<sup>ii</sup> project, EDC will concentrate on one high-employment sector that the PRICE June 2008 sector analysis report identified—aquaculture. The PRICE sector analysis report suggests that, “After five years, the entire aquaculture sector should grow from over 500 million to one billion USD in export and domestic sales, having adopted international standards in farming, quality and socially responsible practices, all for the benefit of farmers, women and young adults.”<sup>iii</sup> The report recommends prawn farming with regard to aquaculture sector growth, job growth potential, and potential for women and youth employment.<sup>iv</sup> These findings that note the potential for youth employment and micro-enterprise opportunities are supported by the interviews and discussions held by the EDC assessment team.<sup>v</sup> Products of aquaculture have a huge demand in the local and international market. They provide better earnings than any other agro-farming or processing work.<sup>vi</sup> Bangladesh soil, and in many areas, its numerous fresh water canals and ponds, make it very suitable for a huge range of aquaculture. While income from one acre of land through vegetable farming is often less than 30,000 taka (\$450) the same land if converted into properly conducted aquaculture, can be more than 100,000 taka (\$1,500) per harvest.

2. **The fresh water prawn farming sub-sector offers especially good opportunities for unemployed and underemployed youth and women:** The needs assessment has led to the decision that the EDC Youth Employment Pilot Project should specifically focus on fresh-water prawn, known as *golda*. Government projected farm yields per year, per hectare for golda are expected to increase 33% from 375 kgms in 2006, to 500 kgms in 2010. Areas under cultivation for golda are expected to dramatically rise in comparison with saline shrimp, known as *bagda*: a 100% increase, from 40,000 ha to 80,000 ha for golda, as compared with a 12% increase, from 170,000 ha to 190,000 ha for bagda. The annual production volume for bagda is expected to more than double, from 34,000 tons to 76,000 tons, but will nearly triple, from 15, 000 to 40,000, for golda. Export earnings for bagda are expected to rise nearly 300% from \$233M to \$685M, and for Golda by nearly 600%, from \$54M to \$300M. Since the average gher (pond) size is significantly smaller for golda than for bagda, and because golda are grown in fresh water ponds, opportunities for unemployed or underemployed, low-income farmers are much better for golda than for bagda. Aquaculture farming is not limited to areas on the coast, and is harmonious with other kinds of farming, including fish and rice and vegetable farming. *The expansion of gher areas under golda is expected to increase rapidly as this does not displace the rice crop, but increases the returns that the farmers can make from the land.*<sup>vii</sup> Golda farming has proved especially beneficial to small land owners who have seen this as a way of escaping poverty. Net revenue per hectare for Golda is Tk110,000 (when also including finfish in the same pond).<sup>viii</sup> As noted in the PRICE report, golda commands a much higher return than bagda.<sup>ix</sup> As a 2006 government report on the Shrimp sub-sector noted, *Shrimp and prawn can be highly profitable compared to other livelihoods options available in rural areas of Bangladesh.*<sup>x</sup>

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However, there are also some challenges in the golda farming value chain, challenges that we believe can be overcome through a carefully-designed and delivered, hands-on training model. The challenges include:

- Shrimp and prawn farming are associated with high levels of risk due to fluctuations in the international market (non-tariff barriers and price changes). This risk can be softened if golda farmers know how to produce high quality, standards-based prawns, if they grow fin fish together with golda, and if they also integrate growing vegetables on the dykes of their ponds. *The culture systems in Bangladesh use low-input, extensive methods and often integrate shrimp and prawn production with other crops such as rice, vegetables, finfish and salt depending on the local agro-ecological conditions. This reduces farmers' exposure to risks due to changing conditions in the market place, extreme climatic events and disease. These systems also tend to be more environmentally benign than more intensive operations and provide an important income for poor rural households in remote areas where alternative livelihood options are limited.*<sup>xi</sup>
- *Production efficiencies are low due to high mortality rates of stocked fry (the most expensive input), poor management techniques and a lack of infrastructure in coastal areas. Given the existing production inefficiencies, the potential to boost economic growth through increased production from improved extensive farming systems is considered to be high.*<sup>xii</sup> In order to achieve these efficiencies, training of hatchery technicians, technical workers, and managers (who do hatchery training) are all needed, as well as training for golda farmers. This intensive and extensive training is reflected in our design.
- *Hatchery production of fry for freshwater prawn cultivation fulfils only 10% of the current demand resulting in a heavy reliance of these farms on the supply of wild fry. However, new hatcheries are being developed to meet this demand and it is anticipated that the wild fry fishery will eventually decline to marginal levels.*<sup>xiii</sup> The new golda fry hatcheries hold promise; however, for that promise to be realized, for the hatcheries to open and flourish, a critical labor shortage must be addressed. The

hatcheries need technicians and technical workers. This will be a major focus of our training.

### 3. Growing fresh water prawns has strong potential for youth employment and income generation in several rural areas of Bangladesh.

Golda farming has the potential to bring massive improvement to the rural economy in Bangladesh. This is true for several reasons:

- a. There is a huge price advantage that golda farmers have over bagda farmers and farmers of white fish such as pungas, tilapia, or carp-related species. For example, 1 kg of the best size golda (weighing 150 gm plus each) sells at 1400 taka while a very good size carp may sell for only 100, tilapia 70, and Pungas (catfish) 60 taka.<sup>xiv</sup>
- b. Golda farming requires less expensive, organic feed inputs than for fish farming. Being carnivorous, they eat snails, earth worms or various other micro organisms which are naturally grown in ponds.
- c. Golda are more productive, with a higher ratio of harvests;
- d. Golda can be farmed with other aquatic species (such as white fish) and are harmonious with vegetable farming; and
- e. Crop rotation with rice and golda farming is positive for both species, and allows farmers to maintain food security.

By engaging a huge number of workers in various forward and backward linkages such as feed processing, farming, traders and depot workers, processing plant workers as well as some additional jobs in areas such as ice factories, basket weaving (for carrying golda from farm to depot and to processing plant) this productivity could be magnified, and many new jobs could be produced.<sup>xv</sup> Bangladesh currently only earns 0.5 billion USD per year from exporting shrimp which is less than 2.5% of the world market.<sup>xvi</sup> Annual shrimp demand is increasing by 10 percent as consumers, mainly from the US and Europe, increasingly seek aquatic foods.<sup>xvii</sup> Bangladesh has the potential for capturing a great portion of that market particularly as it received technical assistance

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and guidance on complying with U.S. and E.U. standards.

As mentioned earlier, there are two types of shrimp farmed in Bangladesh; one in brackish water called bagda (tiger shrimp) and the other in fresh water called golda. At the beginning of the shrimp industry in Bangladesh, bagda was emphasized because it has a quicker harvest than golda. Over the years, however, a number of problems have been found with growing bagda which fortunately are not shared by growers of golda:

- a. Bagda farming requires brackish (saline) water throughout the growing cycle and, as a result, over the years the land used for farming bagda loses its fertility for horticultural crops, causing a serious decline in rice farming, which is a major food security activity in Bangladesh.<sup>xxiii</sup>
- b. Bagda are subject to various types of viral attack, the prevention and cure of which are still unknown to scientists and farmers. As a result, every year bagda farmers can face huge losses; one report, for example, entitled "Setback in Shrimp Sector" published on September 13, 2007 in the Bangladesh Daily Star with a sub heading: 'Tk 150cr loss in 3 months due to massive viral infection in Satkhira farms' reveals that an unknown virus is causing a serious setback in the farming activity there.<sup>xxix</sup>

Unlike bagda, expansion of golda farming has applicability across the country, as golda can be farmed north or south, wherever there are fresh water ponds. The price of golda at pond side is twice that of bagda. Also there is no serious disease threat, especially viral disease.<sup>xx</sup> Most importantly, with bagda, farmers cannot do integrated rice farming and vegetable gardening because of soil salinity caused by brackish water.<sup>xxi</sup> Farmers in the south and southwest are incorporating fish and golda poly-cultural farming.<sup>xxii</sup> With increased accessibility to quality and quantity of key inputs, widespread availability of hatchery post larvae (HPL) and adapted scientific farming practices this sector can move ahead, thus creating impressive income jobs and self-employment income growth opportunities. Golda, with a two-fold

increase in correct inputs, can have 10 times the returns.<sup>xxiii</sup>

A key constraint for the growth of the golda industry, and its competitiveness in world markets, is use of hatchery PL, which compared with wild PL result in great efficiency and overall quality. Currently the Bangladesh PL is 80% sourced from the wild and 20% sourced from hatcheries.<sup>xxiv</sup> Our interviews with golda hatchery owners in the Barisal region in November found a significant and enthusiastic demand for locally-trained technicians and noted that 2 out of the 4 hatcheries on the specific island of Kuakata will close down next year due to the lack of trained technicians.<sup>xxv</sup> We also learned that hatchery technicians typically earn very good salaries, from 8 - 10,000 tk/month, and hatchery technical workers earn good salaries at 4 - 5,000 tk/month.

4. **Market analysis: There is a great demand by prawn hatcheries for people with training in hatchery technology, as well as a strong market for farmers who know how to farm fresh water prawns efficiently and in ways that meet international standards.** Over the last few years, hundreds of new golda hatcheries have been financed in Bangladesh using a special fund from the government, called the Equity Entrepreneurs Fund (EEF). However, according to Mr. ATM Fazle Rabbi, Deputy General Manager of Bangladesh Bank, who has responsibility for managing this fund<sup>xxvi</sup>, the majority of these have not been able to start production due to the lack of necessary technical personnel. Both according to him and to the World Fish Center Project in Barisal<sup>xxvii</sup>, most hatcheries do not have enough technicians to operate their hatchery in an efficient manner. Many hatcheries are recruiting and hiring foreign technicians who do not want to share their techniques with locals, and who often bring harmful antibiotics from their own countries and apply them without consulting with hatchery management. Because foreign technicians join hatcheries for production on a profit-sharing basis, and because hatchery owners are somewhat captive in the hands of these foreign technicians, it is difficult to control their work. This trend has been noted by NGOs KATALYST and Proshika, who are working in the aquaculture sector, and who have

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initiated pilot hatchery technician trainings for 60 participants, but agree with the need for increased availability and wider access of such training.<sup>xxviii</sup>

One example of the technicians labor shortage leading to import of foreign technicians is Yusuf Agro complex, a golda hatchery situated in Feni district. It suffered a huge loss in two consecutive years in 2007 and 2008 according to its owner Mr. Abdul Hye Majumder.<sup>xxx</sup> As a result, they have decided to bring technicians from either India or China for the year 2009. Foreign experts' use of antibiotics, however, creates two serious problems:

- 1) The practice of using antibiotics does not comply with EU and HACCP standards; the hatchery is one of the most important links in the value chain for adhering to these standards. Adhering to EU and HACCP standards relies on traceability down the chain to the hatchery and addressing high levels of cancer-causing nitrofuron in golda sold to customers. The bagda sub-sector has already instituted mechanisms for traceability along the chain, and this is expected to be replicated in the golda sub-sector soon. This is why it is key to have high quality training for golda hatchery technicians<sup>xxx</sup> and
- 2) These practice weakens the prawns' natural resistance and causes increased mortality. A huge demand has been created in the country for the development of well-trained hatchery technicians who will comply with EU and HACCP standards and transfer knowledge on quality and quantity production to farmers through existing and potential buyer to seller relationships.

Golda farming cannot have an optimum level of production because of this shortage of trained local technicians. According to the Shrimp Sub-Strategy research report published by the Bangladesh Department of Fisheries<sup>xxxi</sup> the first of the eight major objectives should be *To form an effective two way flow of knowledge and information that will enable all stakeholders to develop a sector through the prudent application of knowledge and create a pool of fisheries technicians....*

Most importantly, if one receives training in both hatchery and farming technology, the chances of remaining employed full time, year round, is assured. Typically, golda hatcheries in Bangladesh operate only for 6 months, from February to August. Because hatching is difficult in monsoon and cooler seasons, hatcheries shut down their operations then. As a result, most hatcheries lay off their workers, only to invite them to work again at the beginning of the next year. However, if workers are trained both in golda hatchery and farming technology, they can remain employed year round, the first half in the hatchery and the later half in a golda farm. Additionally, farmers look to hatchery technicians and workers to understand practices for productivity and quality. Thus, skills in golda farming can create opportunities for a hatchery to sell consulting services beyond the six-month HPL cycle, thus extending employment of hatchery technicians who can generate income in the off season on their own farms or through sharecropping.<sup>xxxii</sup>

### 5. Meeting the Demand and helping to meet International Standards.

The need for hatchery technicians and hatchery technical workers could be addressed by training that we would provide. It would be based in large part on a curriculum developed by the Department of Fisheries ("Fresh Water Prawn Hatchery Operation Module"). Current work by KATALYST and other NGOs who are doing work with the fish and prawn depots that provide products to the fish and prawn processing plants, focuses on the need to work with farmers to increase use of Hatchery Produced Larvae (HPL) as opposed to wild caught post larvae in order to meet quality demands of the processors and international standards.<sup>xxxiii</sup> The training modules developed for the EDC Bangladesh Youth Employment Project, adapted from existing training curriculum developed by Department of Fisheries, will address international compliance issues such as this, and will be consistent with the FAO hatchery management manual.<sup>xxxiv</sup>

### 6. Training Components and the Benefits to the Sector.

Our proposed prawn sub-sector training will focus on skills related to several steps of the value chain. Exposure to the flow of the golda hatchery, farming, harvest, management and feeding roles in the sector could provide participants receiving hatchery and farming training

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with an understanding of market quality and quantity demands as well as access to knowledge of growing employment and micro-enterprise opportunities that arise as the sector grows. These employment opportunities include: packaging, transportation, and sheltering services. This growth trend is already occurring across the aquatic sector in Bangladesh and would be expected to be similar in creating opportunities in the Prawn Sub Sector.<sup>xxxv</sup> Interviews with International Development Enterprises (IDE), an international NGO, and with the International Labor Organization (ILO), highlighted the need for youth participating in this sector to understand several stages of the value chain.<sup>xxxvi</sup> Training could build upon existing materials developed by the FAO and Department of Fisheries in Bangladesh, and could include, among others, these critical concepts and features:

- a. **Aeration of hatchery and farm ponds.** Zakir Houssain, a professor at Primeasia University and staff member of the Chemonics PRICE project noted lack of aeration as a key factor in lower yields at the hatchery and farm level.<sup>xxxvii</sup>
- b. **Local and quality feed production that meets international standards.** As noted by Zakir Houssain, quality feed inputs that meet EU standards can increase yields by 10%. Currently 50 – 60 % of feed is imported, presenting an opportunity for local feed production and feed production businesses seeking trained feed technicians.<sup>xxxviii</sup> The KATALYST project, which is working with depots, has noted that depots see a need for hatchery and farmer training on quality feed issues, specifically related to contamination of nitrofurans and chloramphenicols, a key standards issue for the EU and the U.S.<sup>xxxix</sup>
- c. **Intensive training and follow-up.** An intensive training is needed, including home visits, group meetings, and business consultations. This design has been successful with many projects including those of BRAC.<sup>xl</sup> According to the potential participant focus group study that was conducted by the Needs Assessment Team with out of school young men on Kuakata island in the Barisal division, too often trainings span a short period of time, often only 2-3 days, and they do not provide the

necessary follow-up. This results in incomplete adoption of the trained practices. The training we propose should address this need for extended follow-up, which Bob Webster, Chief of Party of the PRICE Project and the ILO office in Bangladesh have also noted as a need.<sup>xli</sup>

- d. **Familiarization with the steps and players of the value chain** to understand the flow of quality demands and needs for hygiene and traceability to the hatchery level as demanded by EU standards. Traceability standards have already been established for the bagda sub-sector, and are expected to be replicated for the golda sub-sector. According to the World Fish Center, knowledge and training at the hatchery level are needed for efficient and effective traceability mechanisms in the golda sub-sector.<sup>xlii</sup>
- e. **Post-harvest handling, sorting, and drying techniques that address moisture content.**<sup>xliii</sup>
- f. **Negotiating skills supported by learning to access and interpret market information**<sup>xliv</sup> particularly through cell phone and text messaging technology. Knowledge of current price information and skills to access it is key to increasing income. Prawn farmers are typically basing harvest sales expectations on “yesterday’s prices” as opposed to up- to-date information and fluctuations.<sup>xlv</sup>

**7. Appeal of one particular location, Barisal division in the southern region:** Bangladesh has 6 divisions, including Sylhet, Rajshahi and Dhaka in the north and Khulna, Barisal and Chittagong in the south along the coast of Bay of Bengal. So far, the highest concentration of golda farming has been in the Khulna division started at least ten years ago. New farms have been established in Bagerhat district under the Khulna division while many bagda farms have been converted into golda farms in Satkhira in the Khulna division.

Although other divisions have the potential to support golda farming, as noted by a World Fish Center Project, Barisal has the highest number of ponds in Bangladesh. These are currently raising fresh-water fish but have great potential

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for the addition and harmonious integration of golda, termed “poly-culture.”<sup>xlvi</sup> Barisal, since it is the only region in the country with more than 1 million ponds and ghers (fish farm land), has the best potential to spread golda farming on a massive scale. A typical characteristic of each home in rural Barisal is digging a pond while constructing the house for elevating its plinth. That is why a pond becomes a must for every household in Barisal division. Mohammed Fazle Razik, from KATALYST, noted that their experience in coordinating hatchery development in the golda sub-sector<sup>xlvii</sup> revealed that hatcheries from Bagerhat in Khulna division eastward (including Barisal) are the highest quality because of their access to ocean water.<sup>xlviii</sup>

The soil and water quality in Barisal division is perfect for golda farming, according to World Fish Center Project in Barisal and Mr. Nurun Nabi, a private sector specialist for a project called Regional Fisheries and Livestock Development Component (RFLDC) under a joint collaboration of the governments of Denmark and Bangladesh to improve aquaculture and livestock farming in the Barisal region. He added that ponds and water bodies such as ghers hold water for most of the year in the Barisal division, compared to other areas of the country, because of having thousands of canals and rivers crisscrossing this region. According to him, golda grows faster in this region than in many other areas because of the nutrients available in its soil.

- 8. Youths in Barisal have vulnerability:** Barisal is the home of thousands of registered and unregistered madrashas in Bangladesh and also the homes of 3 major spiritual muslim leaders, Chormonai, Cholabhanga and Aatroshi (the last situated in Faridpur district within a close proximity from Barisal area) who maintain millions of their followers. Each year, the annual congregations of these leaders attract millions of people from the same region. As a result, this region witnesses numerous youths trained in a hardcore Islamic approach who may be vulnerable to extremist leaders taking advantage of their joblessness and poverty.

It is possible for this project to target large numbers of vulnerable youths, ages 18-29, from the

madrashas in the Barisal region for its pilot phase program on employment/livelihood. For example, it could target recruiting at least 200 of the youths, including 20% females, who have been trained in madrashas. Often youths drop out at high school or madrasa between 7<sup>th</sup> to 12<sup>th</sup> grades due to economic or other reasons. Dropout youths from these grades are the most frustrated group of youths especially as employment becomes a serious challenge for them to manage. They have enough education to have raised employment expectations, but not enough to meet them. Because these youths neither qualify for a proper job in an organization or office, nor find working as a physical-day laborer attractive for their social status, most remain unemployed for a long time.

### 9. Situation of employment among youths:

Youths in rural Bangladesh prefer self employment for a number of reasons. Based on the three focus groups the Needs Assessment Team did with young adults in Barisal, these include that self-employment:

- a. allows them to remain in their homes or near home where they can live a healthy family life, unlike working in far away places in a typical wage job; family values, interdependence within a joint family, parental, sibling and baby care etc can be ensured while working from/at home in a self employment situation;
- b. provides more freedom to integrate their farm and income-generating activities, compared with a full-time job in an organization or company; and
- c. provides higher income from self employment compared with wage employment.

Millions of rural entrepreneurs in Bangladesh refuse to take jobs in factories or organizations preferring instead to stay at home, access local micro credit and earn their own livelihood. Recently JOBS, a USAID-funded organization in Bangladesh, imparted training to youths on leather technology in rural areas and most, instead of seeking employment in leather factories became small entrepreneurs in their own neighborhoods because they could make two-to-three times more money than working in a wage job.

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**10. Scope to expand the model in the north after pilot phase.** As mentioned earlier, fresh water prawn farming can take place anywhere in Bangladesh. All that is needed is access to prawn larvae, at least a third of an acre of fresh water in a pond, and the technical knowledge of how to be a successful farmer.

- Permit some level of youth and partner level outcome measurement;
- Build toward sustainability of outcomes and/or program elements.

Sharing these elements, the three models are summarized below and presented in full in section 4.4, including a discussion of the distinct advantages and disadvantages of each.

**1. Center-based Model:** This model delivers a holistic package of services to youth through neighborhood youth centers that link with work experience providers. The full ‘service package’ includes center-based livelihood and work readiness training, work experience opportunities offered through partners, plus mentoring and support provided by center staff. Upon enrollment, all youth will be assessed in literacy/numeracy and work readiness skills, and placed in a program track tailored to build assets and skills that will facilitate entry to the work experience component. Highly skilled youth will move relatively quickly to the livelihood experience while low-skilled youth will participate in a more intensive instructional program before moving to livelihood referral services.

**2. Networked Services Model:** In this approach, the RYOP uses a combination of sub-grants, educational resources and technical assistance to strengthen existing governmental, non-governmental and private sector partners to deliver holistic livelihood services to youth. The RYOP delivers services through this network of partners (i.e. their youth programs replace direct service delivery by RYOP) and counts their youth clients as its participants. In this model, the RYOP is the center for research, curriculum development, capacity building,

communication and monitoring. Each partner will contract with RYOP to implement a program that combines its existing services (e.g. job placement, training, etc.) with enhancements provided by RYOP. While the approach to addressing youth livelihood needs will vary with each partner, the RYOP can influence both the youth population and the type of services it receives by establishing participant criteria and common service packages (e.g. curriculum) that all partners incorporate into their program.

**3. Hybrid Model (Youth Opportunity Center(s) Plus Networked Services with an Industry/Sector Focus):** This model posits a balance between center-based services and networked services. The Rwanda Youth Opportunity Program would create a small number of centers providing core employability and educational services. These centers would be linked to a number of “lead partners” whose role is to connect young people with further employment experiences. One quarter to one-third (proportion will be determined as part of a full proposal) of all youth would receive the full package (both instructional and work-experience) of center-delivered services (as in Option 1), while the remainder would be drawn from partners’ existing populations and served by them. Partners will build their capacity with curriculum and program support from RYOP.

By presenting these three options, the team emphasizes that while any one of them is feasible, each implies trade-offs; the decision of which to use can only be made with USAID collaboration. However, from a purely programming standpoint (as opposed to cost or USAID agency requirements), the assessment team endorses the hybrid model (#3), as the approach that combines the ‘high touch’ and quality of contact of youth centers with the broader outreach that a network of partners bring. That said, EDC will look forward to working with USAID in reaching a final decision, and will design a more detailed proposal based on the model selected.

## 3. TECHNICAL APPROACH

### 3.1 Purpose and Goal

The proposed program is intended “to develop a model for youth employment/employability activities that link best practices in youth development to demand-side activities in pro-poor private sector competitiveness and value chain development.” The Youth Employment Pilot will focus on and assess the challenges and opportunities for improved vocational skills for youth in at least one of three value chains identified by the USAID/Bangladesh PRICE contract. These three sectors include horticulture, aquaculture, and leather products. The goal is to train and place 360 youth in jobs in an eighteen-month pilot project implementation period.

### 3.2 Program Design

EDC will provide six cycles of intensive, 70-day training that includes two major components. The first is golda (fresh-water prawn) hatchery technician training for potential employment in golda hatcheries that sell hatchery post-larva (fingerlings) to golda farmers. The second is golda farming, integration of vegetable, rice, and fish production with golda farming, golda marketing techniques and price acquisition, and golda farming business skills. The focus of this training complements the strategic activities noted for the sector in the PRICE June 2008 Report, which specifically mentions the importance of “Training for better shrimp farm practices for higher yields, Initiative to certify labor practices in shrimp sector to preserve markets, Facilitating mobile phone technology for current market prices for farmers, and Training hatchery technicians for more local, technology control.”<sup>xlix</sup>

#### PROGRAM DESIGN FEATURES

1. Recruit youth participants. The project will focus on 360 youth participants, school drop-outs (those who have not earned a 12<sup>th</sup> grade certificate), in a rural area in the Barisal Division of Southern Bangladesh. They will be served in two cohorts. The first cohort, 240, will be served from February, 2009 to December, 2009, with follow up technical assistance and employment counseling services extended through June,

2010. The second cohort of 120 will be served from August, 2009 through June, 2010.

2. Provide intensive, hands-on and classroom training for a total of 70 days that includes:
  - a. Technical training for hatchery technicians and hatchery workers (45 days, one full cycle at a working hatchery/training center)
  - b. Training in standards-based, fresh-water prawn farming (15 days)
  - c. Supplemental training in vegetable gardening with a focus on growing seedlings (10 days)
3. Provide follow-up technical assistance and employment/income generation counseling services
4. Training will include a curriculum (topic outline attached), including modules on the sub-sector value chain understanding and its employment opportunities, and on entrepreneurial and business skills particularly relevant to the sector, as well as in technical areas.
5. Offer work-related literacy and numeracy (provided by NGO's such as Codec or Brac) integrated with training curriculum.
6. Link entrepreneur participants with affiliated micro-finance Institutions to provide them with credit for their fresh water prawn farming or backyard prawn hatcheries. The training will work with participants to understand the initial and continual costs in golda farming to understand what is and how to use a micro-loan. A number of NGOs/MFIs are working in the Barisal region and we can connect our trained youths with one or more of them. BRAC, Proshika, Asa, Grameen Bank, all four large NGOs are working along with many other small ones. We are especially interested in an affiliation with CODEC as a possible partner for such credit partnership. We have talked to Mr. Komol Sen Gupta,

Deputy Executive Director, CODEC (Community Development Center) and later with his colleague, Mr. Mohammad Ali Siddik, Zonal Micro Finance Manager, and have learned that CODEC will be more than happy to provide support to our youths who, after receiving training on golda farming, can set up a small/micro enterprise and seek credit from CODEC. According to Mr Siddik, CODEC itself is also looking for similar golda farmers in Barisal region who are competent to run golda farming project where they can invest as an MFI.

7. Explore ways to incorporate training on use of mobile phones to gather market information and sms messaging into the training design and curriculum.
8. Six-month follow up for first cohort to determine change in employment status following training.
9. Active job development and job placement by Shiblee Hatcheries Ltd., specifically with prawn hatcheries. A formal golda hatchery association is currently being formed and Shiblee Hatcheries Ltd. is already linked to and communicating with members inside and outside of this national network.
10. Documentation of all trainee participants, of which participants completed the training, and of the earnings changes or employment status over the six month period following training. We will assess at enrollment each participant's earnings for the previous 12 months and their degree of participation in the aquaculture and horticulture sectors. At least six months after training, the employment status and earnings of the first cohort (240 participants) will be assessed since training. Similarly, we also will assess the employment status and earnings of the second cohort (120 participants) five months after training.
11. Shared Learning and Replication of Project. We anticipate holding at least one (June, 2010) and possibly two events (an earlier event in November, 2009) in which we would share the learning of this project with colleagues who might be interested in expanding prawn farming in other parts of the country. These would include, for example, representatives from PRICE, the National Prawn Hatcheries Association,

Winrock, KATALYST, The World Fish Center, and the Bangladesh Shrimp and Fish Foundation, among others. We would invite them to a small conference in Kuakata, where they could visit the Shiblee Prawn Hatchery and Training Center and where, together we could discuss opportunities to build on the outcomes of this project.

This model of intensive training combined with a private-sector employer, a model that provides participants with full knowledge of the value chain, could be replicated for other sectors and sub-sectors, for example for cold chain management for technician needs, or for contract farming of rice or of mango pulp.

### 3.3 Principles of Our Approach

The following principles have informed the design of the project and will guide decision making by project management staff:

#### ***Developing the Sustainable Livelihood Capacity of Bangladeshi Youth***

The 360 youth whom the Bangladesh Youth Employment Pilot project will place in work situations, will also learn skills (i.e., numeracy and literacy) needed to support their long-term economic and social development. The BYEP will help prepare youth with work readiness, technical and entrepreneurship skills that will enable them to develop a sustainable livelihood.

#### ***Building a Quality Market Driven Program***

The BYEP is a youth centered approach designed to add value to the industry's value chain and provide education and employment opportunities for young women and men. 360 youth will be introduced to all the parts of the industry value chain, so participants see how the industry works and where in the industry their present and future employment opportunities might lie.

#### ***Build linkages between employers and education and training providers.***

BYEP will help bridge the gap between labor market demand and education and training program supply. BYEP will organize education and training programs that combine real work experiences with access to technical skills training to place youth in both wage employment and self-employment. By combining education (*work-related literacy and numeracy*) and

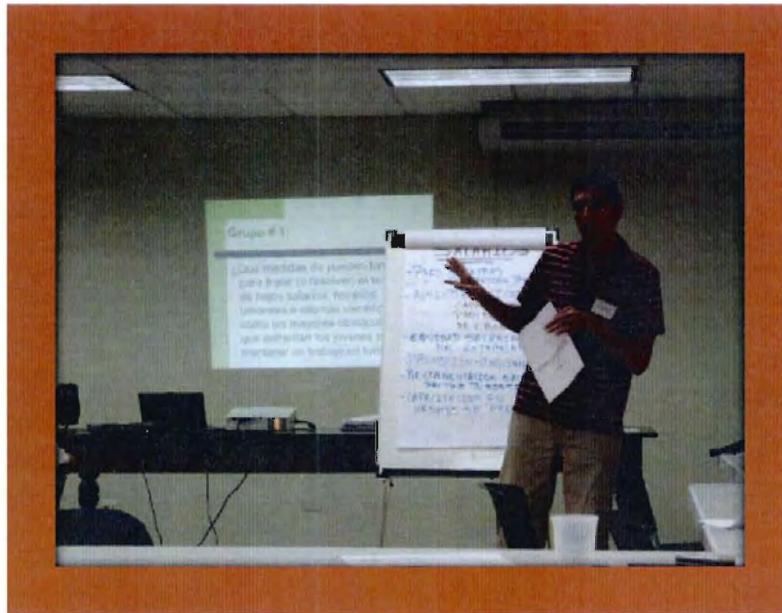
### 3. TECHNICAL APPROACH

*hands-on technical training*, the project will actively involve the business community in identifying skill needs.

***Building Local Capacity to Lead and Manage Relevant Training Activities***

EDC believes that there is sufficient local expertise in Dhaka, Barisal, and elsewhere in Bangladesh to develop and manage the training activities proposed.

We plan to recruit local experienced experts to form the backbone of our project staff, and provide them with whatever additional skills they need to develop and sustain the training activities. We will also establish an Advisory Board composed of representatives from local stakeholder institutions to guide the development of the training activities.



## 3.4 Implementation Plan (18 months)

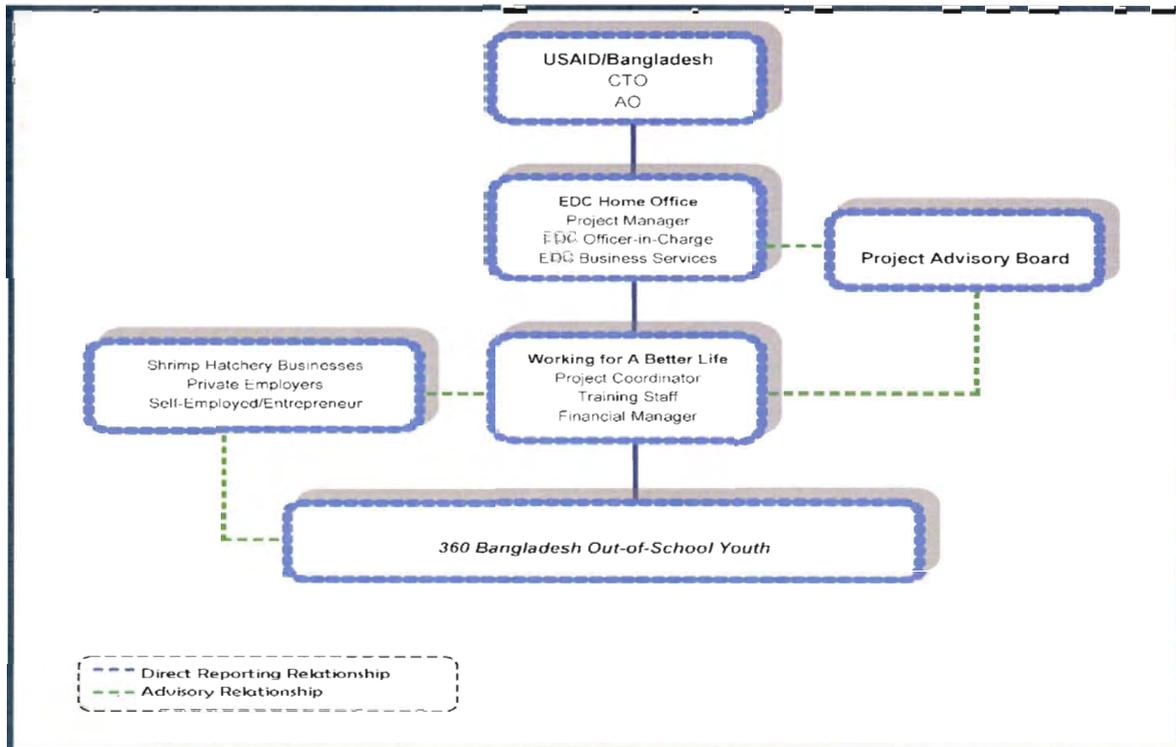
### Bangladesh Youth Employment Pilot (BYEP) Project Implementation Plan

	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Immediate tasks</b>																			
Discuss with USAID, modify, and get approval on the Project Design																			
Recruit, hire, and train personnel																			
Train local staff in EDC accounting systems and existing internal financial control systems																			
<b>Recruitment</b>																			
Issue partners sub-grants and/or consultant agreements																			
Establish a sub-grant monitoring tracking system																			
Work with implementing partners to determine technical roles and synergies																			
Work with implementing partners to develop a youth recruitment and job placement strategy																			
Recruitment of Participants																			
Recruitment of Trainers for Hatchery Training																			
Finalization of Training Modules and Content																			
<b>Training Schedule</b>																			
Hatchery and Golda Farmer Training for First Cycle of 80 Participants																			
Hatchery and Golda Farmer Training for Second Cycle of 80 Participants																			
Hatchery and Golda Farmer Training for Third Cycle of 80 Participants																			
Horticulture Farming Integration with Golda Farming Training for First Cycle of 80 Participants																			
Horticulture Farming Integration with Golda Farming Training for Second Cycle of 80 Participants																			
Horticulture Farming Integration with Golda Farming Training for Third Cycle of 80 Participants																			
Certificate Ceremonies and Industry Lesson Sharing Events for the First 240 Participants																			
Horticulture and Golda Farming Training for the Fourth Cycle of 60 Participants																			
Horticulture and Golda Farming Training for the Fifth Cycle of 60 Participants																			
Follow-up Services for the First 240 Trained Participants																			
Hatchery Training for Fourth Cycle of 60 Participants																			
Hatchery Training for Fifth Cycle of 60 Participants																			
Follow-up Services for the First 240 Trained Participants																			
Certificate Ceremonies and Industry Lesson Sharing Events for the Last 120 Participants																			
Job development and Placement																			
<b>Monitoring &amp; Evaluation, Communications, and Reporting</b>																			
Design M&E Tracking System (Spreadsheet)																			
Introduce & Refine M&E Plan with project staff and implementing partners																			
Collect data																			
Develop a communications plan (website updates, news briefs, telling the story, branding)																			
Develop and disseminate success stories & anecdotal information																			
Analyse and share progress results and assess project next steps																			
Submit quarterly reports																			

## 4. MANAGEMENT AND PERSONNEL

### 4.1 Organizational Structure

In Section 4.1 we provide an organization chart and highlight the roles and responsibilities of core project units.



The BYEP Organization Chart above describes the relationships between six project units: USAID/ Bangladesh; EDC; Working for a Better Life (our local implementing partner); participating out-of-school youth; the Project Advisory Board; and participating shrimp hatchery businesses.

- *USAID/Bangladesh*: Provides program and contract oversight and project funding
- *EDC*: Responsible for achieving project outcomes; provides overall technical direction and management supervision of project activities; an EDC Project Manager will maintain close contact with the field office team, and make periodic visits to the field to help ensure that the project is being effectively implemented.
- *Working for a Better Life*: Responsible for implementing project training, job placement, and monitoring and evaluation activities; will provide a Field Project Coordinator, and local staff responsible for training, job placement, data collection, and administration.
- *Participating Bangladesh Out-of-School-Youth*: 360 out-of-school Bangladesh youth from ----- District, who receive workforce training and get placed in jobs or self-employment opportunities

- *Project Advisory Board:* provides EDC and Working for a Better Life with advice and guidance; composed of representatives from the private sector, foundations, and government; meets three times a year
- *Shrimp Hatchery Businesses:* provide employment and entrepreneurial opportunities for youth participating in the project

### 4.2 Project Staffing

In Section 4.2 we provide brief job descriptions for core project positions.

- *Project Manager:* provides technical and management oversight of project activities; supervises the work of the Project Coordinator and his team; responsible for development and implementation of sub-grants; responsible for design and supervision of project monitoring and evaluation activities; reports to EDC Officer-in-Charge.
- *Project Coordinator:* Responsible for the design and implementation of on-site education, training and job placement activities; supervises local implementation team composed of training, technical assistance, and administration and logistics specialists; reports to Project Manager
- *Recruitment & Training Management Team:* This team of two persons will be responsible for recruiting youth participants from all over Barisol District.
- *Training Team:* This team of eight persons will be responsible for coordinating and conducting project-based training. The existing Hatchery Technical Officers (HTO) of Shiblee Hatchery & Farms Ltd. will be involved in conducting the trainings. This team reports to Project Coordinator.
- *Follow-Up Technical Team:* This team of 2 persons will be responsible for linking with

private sector employers and the business community. Members of this team will ensure the proper employment created for the trainees. This will include connecting with different existing hatcheries and farms in the country and arranging employment placements for the trained youth participants. The follow-up team also will be responsible for the collection of project monitoring and evaluation data. This team reports to Project Coordinator.

- *Administration & Logistics Team:* This team will be responsible for managing the administration, finance and logistics of the project including coordination and external communication. This team reports to the Project Coordinator.
- *Finance Manager:* Responsible for setting-up and managing project accounting system; reports to Project Director and also to EDC Business Services.

### 4.3 Personnel

In Section 4.3 we provide biographical profiles of our proposed Project Manager (David Rosen) and Project Coordinator (Mostafa Shiblee).

- *Project Manager—David Rosen*

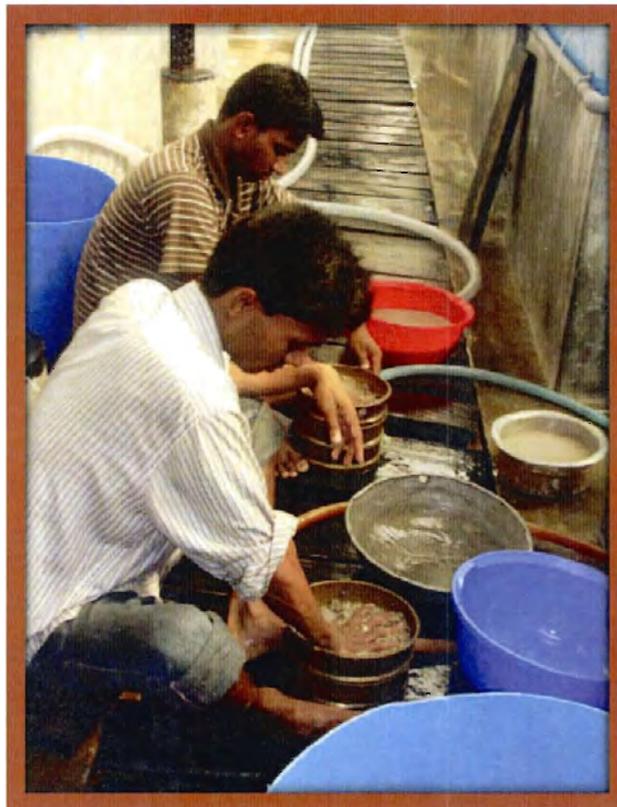
Mr. Rosen is a workforce development specialist with over 30 years of international and domestic experience. He has provided extensive technical assistance to projects that aim to reintegrate marginalized youth into the education system or the labor force through skills development—including literacy and numeracy, work readiness skills, technical, and vocational skills. Mr. Rosen areas of expertise include youth development, staff training and professional development, capacity building, curriculum development, program monitoring and evaluation, use of information technologies for education and training, policy analysis, and English as a Second Language education. Mr. Rosen holds a M. Ed., and an Ed.D from the University of Massachusetts School of Education.

## 4. MANAGEMENT and PERSONNEL

- *Project Coordinator – Mostafa Shiblee*

Mostafa Shiblee is Founder and Executive Director of Working for Better Life (WBL). WBL has implemented a variety of international donor funded projects including a project funded by Actionaid on curbing child marriage and establishing equal rights for girl children in Kuakata island by engaging students and teachers of Madrashes and schools. Another project

that was funded by the British Red Cross involved WBL coordinating livelihood training for the 2000 cyclone affected men and women. Shiblee is also the Managing Director of Shiblee Hatchery & Farms Ltd which was the recipient of The Best Hatchery Award in 2008. Shiblee received a Bachelor's degree with honors in English Literature, Sociology and International Relation from the University of Dhaka.



# 5. MONITORING & EVALUATION and COMMUNICATIONS

## 5.1 Monitoring & Evaluation Plan, Indicators, and Data Collection Approach

EQUIP3 will utilize a two-part approach to BYEP performance monitoring and evaluation. Part I will focus on indicators related to objectives for economic growth and investing in people/education in the U.S. Foreign Assistance framework. Part II will focus on indicators related to the BYEP project objective, i.e. to train and place 360 youth in jobs in an eighteen-month pilot project implementation period. The following table provides details of our performance monitoring plan.

### PART I: USG FOREIGN ASSISTANCE FRAMEWORK INDICATORS

INDICATOR	BASELINE	MONITORING	OUTCOME ACTIVITIES	OUTCOME TARGET
OBJECTIVE: Economic Growth PROGRAM AREA: Workforce Development (6.3)				
Number of youth participating in USG-funded workforce development programs	Core staff develop participant intake survey form; administer survey and record results prior to training	Core staff tabulate intake survey results.	Core staff tabulate intake survey forms.	360 youth who have registered for program
Number of persons completing USG-funded workforce development programs.	Core staff develop participant activity completion/evaluation form and administer form at each training.	Core staff tabulate training completion/evaluation form.	At end of training period, reassess youth knowledge and skills. Core staff tabulate activity completion/evaluation forms.	360 youth who have completed one or more program training.
Number of youth gaining employment or better employment as a result of the participation in USG funded workforce development programs	Core staff develop work placement survey/form to track # of youth whom the project helps gain employment.	Core staff monitor # of youth whom the project helps gain employment.	Core staff total # of youth whom the project helps gain employment.	360 youth who have gained employment (wage of self-employment) as a result of workforce training

### PART II: BYEP RESULTS-BASED EDUCATION AND TRAINING INDICATORS

INDICATOR	BASELINE	MONITORING	OUTCOME ACTIVITIES	OUTCOME TARGET
PROJECT OBJECTIVE: <b>To train and place 360 youth in jobs in an eighteen-month pilot project implementation period</b>				
Number of youth participating in training activities.	Core staff develop participant intake survey form; administer survey and record results for first month.	Core staff tabulate intake survey results.	Core staff tabulate intake survey forms.	360 youth who have registered for program.
Number of youth placed in livelihood opportunities.	Core staff develop work placement survey/form to track # of youth whom the project helps place in livelihood opportunities.	Core staff monitor # of youth whom the project helps place in livelihood opportunities.	Core staff total # of youth whom the project helps place in livelihood opportunities.	360 youth placed in livelihood opportunities.

## 5.2 Approach to Communications, Program Dissemination, and Lessons Learned

BYEP's approach to communications will be directed to two main audiences: USAID and local stakeholders. Project efforts will be geared to appropriately reach all audiences to showcase the project, enhance its implementation and share lessons learned. The following is a brief description of BYEP's approach to communications.

## 5. MONITORING & EVALUATION and COMMUNICATIONS

### ***Communications with USAID Bangladesh***

Communications with USAID will include, quarterly reports, project debriefs (face-to-face and at a distance), and ongoing sharing of anecdotal and success stories. Face-to-face debriefs will be conducted at USAID/Bangladesh by the Home Office Program Manager (David Rosen) at the start, middle, and end of project implementation. EDC will also showcase BYEP and disseminate success stories in Washington through the EQUIP3 electronic newsletter and website, which targets different offices within USAID/Washington and around the world.

### ***Communications with Local Stakeholders***

Keeping project stakeholders informed will be the primary focus of the BYEP's approach to communications in Bangladesh. Activities will range from community outreach for the launch of the project to ongoing network and communications sessions with the local partners (private sector and education and training technical implementing partners). Aside from these programmatically embedded activities where communications play a role, BYEP will identify opportunities to represent the project and share success stories in local youth, workforce, business, and development events taking place in Dhaka and Barisal.

### ***Youth-Focused and Youth-Driven Communications Component***

Within its overall approach to communications, BYEP proposes a youth-focused and youth-driven component that allows young participants to express and represent their experiences throughout the project and more effectively reach other youth and local audiences. These activities will be modest in scope and will rely on volunteerism and leadership skills among participants, with limited guidance from project staff. Activities may include: write up of success stories, public speaking in local events, and use of cost-effective technologies already used in the project. This component will help establish youth ownership of the project, create and promote a project identity that is locally relevant and youth appropriate, and reach broader audiences beyond actively involved partners.



Annex A List of Assessment Contacts

Annex B Sample Training Module

Annex C Working for Better Life Institutional Capacity Statement

Annex D Horticulture Intervention Opportunities

Annex E EDC EQUIP3 Programs

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ANNEX A

Company / Organization	Primary Contact Name	Title	Type of Stakeholder	Email and Contact	Website/Links	Mobile	Landline	Fax	Address	Meeting Schedule and Date	Sector	Subsector	Value Chain Role	Employment and Training Needs
LIST OF MEETINGS COORDINATED AND ATTENDED BY THE EDC BANGLADESH YOUTH EMPLOYMENT PILOT PROJECT TEAM														
USAID	S.M. Abdul Wadood	Program Management Assistant, Office of Democracy Governance and Education	USG	<a href="mailto:awadood@usaid.gov">awadood@usaid.gov</a>			880-2-885-5500 X 2720	880-2-882-3648	US Agency for International Development, American Embassy Madani Avenue, Baridhara, Dhaka 1212	11/04/08	Economic Development		Funder	
USAID - Bangladesh	Aniruddha Hom Roy	Project Management Specialist	USG	<a href="mailto:hroy@usaid.gov">hroy@usaid.gov</a>		880-1713257360	880-2-885-5500 X2541	880-2-989-0195	US Agency for International Development, American Embassy Madani Avenue, Baridhara, Dhaka 1212	11/04/08	Economic Development		Funder	
Primeasia University and PRICE PROJECT	Zakir Hossain Ph.D.	Professor and Director of Business Development/ SME/ Sector Team Leader of PRICE	NGO	<a href="mailto:zakirepic@yahoo.com">zakirepic@yahoo.com</a>		8801730056311				11/04/08	Economic Development and Business Management		NGO and Private Sector Development	
BRAC	Md. A Saleque	Program Head - Agro & Salt	NGO	<a href="mailto:saleque.ma@brac.net">saleque.ma@brac.net</a> , <a href="mailto:development@brac.net">development@brac.net</a>	<a href="http://www.brac.net">www.brac.net</a>	88-0181-9212016	880-2-9881265	880-2-8823542, 880-8826448	75 Mohakhali, 19th Floor, Dhaka-1212, Bangladesh	11/05/08	Aquaculture and Horticulture	Several	Variety of Roles depending on Sub-sector Ranges from producer, processor, sector-specific NGO support, and retailer	Potential partnership to do develop small scale processing centers for horticulture products, which can employ youth. Additional market research required to identify specific horticultural products. Noted that mangoes, guava, and
International Development Enterprises	Syed Mahmudul Huq	Training Coordinator	NGO	<a href="mailto:mahmud@ide-bangladesh.org">mahmud@ide-bangladesh.org</a>		8801713-031892	880-2-9886515, 880-2-9886529 (Ext. 119)	88-02-9886548	House # 28 (3rd Floor), Road # 130, Gulshan-1, Dhaka 1212	11/06/08	Private Sector Development		NGO, Funder, and Private Sector Development Services	
International Development Enterprises	Bakaul Islam	Project Coordinator	NGO	<a href="mailto:bakaul@ide-bangladesh.org">bakaul@ide-bangladesh.org</a>		8801712 699830	880-2-9886515, 880-2-9886529 (Ext. 105)	88-02-9886548	House # 28 (3rd Floor), Road # 130, Gulshan-1, Dhaka 1212	11/06/08	Private Sector Development		NGO, Funder, and Private Sector Development Services	
KATALYST	Manish Pandey	Deputy General Manager	NGO	<a href="mailto:manish.pandey@swisscontact-bd.org">manish.pandey@swisscontact-bd.org</a>	<a href="http://www.katalystbd.com">www.katalystbd.com</a>	8801711590328	+88-02-8823833, 88-02-886-1416, 88-02-882-3822, 88-02-885-9233, 88-02-882-9504, 88-02-986-0656	+88 (02) 8829555	House 20, Road 6, Baridhara, Dhaka-1212, Bangladesh	11/09/08	Private Sector Development		NGO, Funder, and Private Sector Development Services	
Ejab Group	Avijit Barua	Business Development Manager	Private Sector	<a href="mailto:avijit@ejabgroup.com">avijit@ejabgroup.com</a>	<a href="http://www.ejabgroup.com">www.ejabgroup.com</a>	8801817169676 00	88028816691-3, 88028816670	88028816663	Awal Center (9th Floor) 34 Kemal Ataturk Avenue, Banani, Dhaka 1213	11/19/08	Horticulture	Several	Producing and Processing	Same as reference for Eshtiaque Ahmed from Ejab Group
Ejab Group	Eshtiaque Ahmed	Managing Director	Private Sector	<a href="mailto:eahmed@ejabgroup.com">eahmed@ejabgroup.com</a>	<a href="http://www.ejabgroup.com">www.ejabgroup.com</a>	8801817291717 00	88028816691-3, 88028816670	88028816663	Awal Center (9th Floor) 34 Kemal Ataturk Avenue, Banani, Dhaka 1213	11/19/08	Horticulture	Several	Producing and Processing	Training around 50 cold storage site managers and technicians in electricity management and efficiency and cold storage mechanics as well as storage procedures adaptations to different crops to prevent post-harvest lost. There are over 350 cold storage facilities across Bangladesh who have also noted such a need. Ejab's Managing Director is the current Chairman of the Cold-Storage
KATALYST	Md. Fazle Razik	Business Consultant, Industry and Rural Sectors Division	NGO	<a href="mailto:fazle.razik@swisscontact-bd.org">fazle.razik@swisscontact-bd.org</a>	<a href="http://www.katalystbd.com">www.katalystbd.com</a>		88028861416, 88028823822, 88028859233, 88028829504, 88029860656	88028829555	House 20, Road 6, Baridhara, Dhaka-1212, Bangladesh	11/20/08	Aquaculture	Bagda, Golda, Fin Fish	NGO, Funder, and Private Sector Development Services	

ANNEX A

Company / Organization	Primary Contact Name	Title	Type of Stakeholder	Email and Contact	Website/Links	Mobile	Landline	Fax	Address	Meeting Schedule and Date	Sector	Subsector	Value Chain Role	Employment and Training Needs
LIST OF MEETINGS COORDINATED AND ATTENDED BY THE EDC BANGLADESH YOUTH EMPLOYMENT PILOT PROJECT TEAM														
USAID - Asia	Michael p. Silberman	Regional Alliance Builder, Regional Development Mission/Asia	USG	<a href="mailto:msilberman@usaid.gov">msilberman@usaid.gov</a>			662-263-7448, 662-263-7400	662-263-7499	US Agency For International Development, Regional Development Mission/Asia, GPF Withayu Tower A, 10th Floor, 93/1 Wireless Road, Bangkok 10330, Thailand	11/18/2008	Economic Development	Public Private Sector Partnerships	Funder	
USAID	Adam Schumacher	Deputy Director, Office of Democracy Government and Education	USG	<a href="mailto:aschumacher@usaid.gov">aschumacher@usaid.gov</a>		8801711593252 00	880-2-885-5500 X2725	880-2-882-3648	US Agency for International Development, American Embassy Madani Avenue, Baridhara, Dhaka 1212	11/4/2008 4:00:00 PM, 11/5/2008, 11/17/2008 1:00 pm			Funder	
USAID	Denise Rollins	Mission Director Bangladesh	USG	<a href="mailto:drollins@usaid.gov">drollins@usaid.gov</a>		8801713-031-117	880-2-885-5500	880-2-882-2115	US Agency for International Development, American Embassy Madani Avenue, Baridhara, Dhaka 1212	11/5/2008, 11/17/2008 1:00 pm			Funder	
USAID	Carey N. Gordon	Deputy Mission Director	USG	<a href="mailto:cagordon@usaid.gov">cagordon@usaid.gov</a>			880-2-885-5500 X 2309	880-2-882-2115	US Agency for International Development, American Embassy Madani Avenue, Baridhara, Dhaka 1212	11/5/2008, 11/17/2008 1:00 pm			Funder	
KATALYST	Rajiv Pradhan	Division Manager for Industry and Rural Sectors Division	NGO	<a href="mailto:rajiv.pradhan@swisscontact-bd.org">rajiv.pradhan@swisscontact-bd.org</a>	<a href="http://www.katalystbd.com">www.katalystbd.com</a>	8801711595337	+88-02-8823833, 88-02-886-1416, 88-02-882-3822, 88-02-885-9233, 88-02-882-9504, 88-02-986-0656	+88 (02) 8829555	House 20, Road 6, Baridhara, Dhaka-1212, Bangladesh	11/9/2008 11:00:00 AM, 11/15/2008 9:00 am	Private Sector Development		NGO, Funder, and Private Sector Development Services	
Action for Enterprise	Jill Majerus	Country Director	NGO	<a href="mailto:jmajerus@actionforenterprise.org">jmajerus@actionforenterprise.org</a>			88-01733-991073			11/4/2008, 11/14/2008	Private Sector Development		NGO, Funder, and Private Sector Development Services	
Hortex Foundation	Tajul Isalm PhD	Managing Director	NGO - Industry Association	<a href="mailto:hortex@citechco.net">hortex@citechco.net</a>	<a href="http://www.hortex.org">www.hortex.org</a>	01711-565731	880-2-9125181	880-2-9125181	Hortex Foundation Sech Bhaban (3rd floor) 22, Manik Mia Avenue Sher-e-Banglanagar Dhaka-1207	11/09/08	Horticulture	Several	Industry Association and Sector Specific Services, Cold Chain Transporter,	Employeering youth in a pilot market information collection project for HORTEX's existing market price information service provided to member companies in the horticulture sector.
ACI Foods Ltd.	Bishwajit Roy	Business Manager Foods	Private firm	<a href="mailto:bishwajit@aci-bd.com">bishwajit@aci-bd.com</a>	<a href="http://www.aci-bd.com">www.aci-bd.com</a>	88-0-1711-840084	88-0-988-5694 X 405	88-02-988-4784, 88-02-881-9969	ACI Centre, 245 Tejgaon Industrial Area, Dhaka 1208	11/10/08	Horticulture	Spices	Producer and Processor	Training around 150 youth, with a level of secondary education, to be salaried sales representatives. Training 200-300 youth for contract farming relationships.
ILO	T.I.M Nurunnabi Khan	Programme Officer	International Organization	<a href="mailto:nabi@ilo.org">nabi@ilo.org</a>			88-02-9112836, 88-02-9112876, 88-02-8114705, 88-02-9112907	88-02-8114211	House #12 (New), Road #12, Dhamondi R/A., Dhaka 1209	11/10/08	Labor and Employment		NGO and Funder	
ILO	Ronald Berghuys	International Expert - Urban Informal Economy for National Time Bound Programme	International Organization	<a href="mailto:berghuys@ilo.org">berghuys@ilo.org</a>		88-01711-591625	88-02-9127766, 88-02-9143516	88-0209143516	House #8A/KA, Road #13, Dhamondi R/A., Dhaka 1209	11/10/08	Labor and Employment		NGO and Funder	
ILO	A.K.M. Shahiduzzaman	TVET Reform Project Officer,	International Organization	<a href="mailto:shahidzaman@ilo.org">shahidzaman@ilo.org</a>		88-0-1716314539	88-02-9112836, 88-02-9120649, 88-02-9112876 X 117	88-02-9135208, 88-02-8114211	House #12 (New), Road #12, Dhamondi R/A., Dhaka 1209	11/10/08	Labor and Employment		NGO and Funder	
ILO	Francis Dilip De Silva	Workplace Learning & Productivity Advisor, TVET Reform Project Adviser	International Organization	<a href="mailto:desilva@ilo.org">desilva@ilo.org</a>		88-01713461259	880-2-9112836, 880-2-9120649, 880-2-9112876 X 120	880-2-9135208, 880-2-8114211	House #12 (New), Road #12, Dhamondi R/A., Dhaka 1209	11/10/08	Labor and Employment		NGO and Funder	

ANNEX A

Company / Organization	Primary Contact Name	Title	Type of Stakeholder	Email and Contact	Website/Links	Mobile	Landline	Fax	Address	Meeting Schedule and Date	Sector	Subsector	Value Chain Role	Employment and Training Needs
<b>LIST OF MEETINGS COORDINATED AND ATTENDED BY THE EDC BANGLADESH YOUTH EMPLOYMENT PILOT PROJECT TEAM</b>														
Chemonics International PRICE Project	Bob Webster	Chief of Party	NGO	<a href="mailto:webster@chemonics.com">webster@chemonics.com</a>			88029880607	88029880607	Suite 601, House 12, Road 19/A, Block M, Banani, Dhaka 1213	11/13/08, 11/19/2008	Private Sector Development		NGO, Funder, and Private Sector Development Services	
Chemonics International PRICE Project	Tanq Rizvee	Business Advisor	NGO	<a href="mailto:tzvee@price.com.bd">tzvee@price.com.bd</a>		88-0-17300-56314	88029880607	88029880607	Suite 601, House 12, Road 19/A, Block M, Banani, Dhaka 1213	11/13/08, 11/19/2008	Private Sector Development		NGO, Funder, and Private Sector Development Services	
World Fish Center	Mohammed Zakir Hossain	Technical Specialist	NGO	<a href="mailto:zakir170468@yahoo.com">zakir170468@yahoo.com</a>		88-01711-439583	880-2-8813250, 880-2-8814624	880-2-8811151	The World Fish Center, Barisal Area Office, Doctors Park, Hazrat Kalushah Sarok Alekanda Barisal	11/11/08	Aquaculture	Bagda, Golda, Fin Fish	NGO and Sector Specific Private Sector Development Services	
Shiblee Hatchery Farms Ltd	Mostafa Shiblee	CEO	Private Firm	<a href="mailto:mshantapur@yahoo.com">mshantapur@yahoo.com</a>		88-0-1711-544777				11/11/2008 - 11/13/2008	Aquaculture	Golda	Input Supplier/Hatchery Owner	15 - 20 Hatchery Technicians
Working for a Better Life	Mostafa Shiblee	Executive Director	NGO	<a href="mailto:mabi1511@yahoo.com">mabi1511@yahoo.com</a>	<a href="http://www.workingforabetterlife.net">www.workingforabetterlife.net</a>	88-0-1711-544777	880-2-891-6966		Corporate Office: House 8, Road-1, Sector-9, Uttara, Dhaka-1230. Project Office: Chhotoder Rajjo Training Center, West Kuakata, Patuakhali	Entire trip	Social Entrepreneurship		NGO and Social Development	
Alipur Gaida Hatchery				Retrieve from Mostafa Shiblee						11/13/08	Aquaculture	Golda	Input Supplier/Hatchery Owner	15 - 20 Hatchery Technicians
NSS	Shahabuddin Panna, M A. LL B	Executive Director	NGO	<a href="mailto:nssbd@hotmail.com">nssbd@hotmail.com</a>		88-0-172-795-359	880448-62922-164	880448-62922-106	Munnu Villa (GF) UNO Office Branch Road, Upazila-Amtali, District-Barguna, Post Code - 8710	11/11/08	Aquaculture	Bagda, Golda, Fin Fish	NGO and Sector Specific Private Sector Development Services	
Bangladesh Shrimp & Fish Foundation	Dr. Mahmudul Karim	Executive Director	Association	<a href="mailto:karim@shrimpfoundation.org">karim@shrimpfoundation.org</a>	<a href="http://www.shrimpfoundation.org">www.shrimpfoundation.org</a>	8801711590366	88-02-9887731	88-02-9892709	House #465 (1st floor), Road # 8 (East), DOHS, Baridhara, Dhaka-1206	11/17/08	Aquaculture	Shrimp	Industry Research Association and Sector Specific Services	
PRAN - RFL Group	Major Md. Paramuddin Hossain,	General Manager Export	Private firm	<a href="mailto:export@prangroup.com">export@prangroup.com</a>	<a href="http://www.pranrflgroup.com">www.pranrflgroup.com</a>	8801912257588	88029563126-29, 88027163709 ext-100	880-2-955915	Property Heights, 12 R. K Mission Road, Dhaka 1203	11/16/08	Horticulture		Producer and Processor	Training farmers for contract relationships with the mango pulp production facility, vertically integrated into the mango juice and food processing divisions. Training farmers for contract relationships for the Rangpur basmati rice production facility
PRAN	Kamruzzaman Kamal	Exec. Director Marketing	Private firm	<a href="mailto:mktg@prangroup.com">mktg@prangroup.com</a>	<a href="http://www.pranfoods.net">www.pranfoods.net</a>		880-2-9563126	880-2-9559415	Property Heights, 12 R. K Mission Road, Dhaka	11/16/08	Horticulture		Producer and Processor	Same as reference for the PRAN-RFL Group
Apex Adelchi Footwear Limited	Md. Mominul Ahsan,	Head of Human Resources	Private firm	<a href="mailto:ahsan@apexadelchi.com">ahsan@apexadelchi.com</a>			88028620300, 88028621591, 88028628258	88028613038	House No. 06, Road, 137, Block No. SE(D), Gulshan-1, Dhaka 1212	11/15/08	Apparel and Textiles	Footwear	Producer	
Partex Group	Aziz al Mahmood,	Managing Director	Private firm	<a href="mailto:mahmood@partex.net">mahmood@partex.net</a>	<a href="http://www.partexgroup.com">www.partexgroup.com</a>	8801713002222	88029550555	88029556515	Danish Condensed Milk Bangladesh Ltd. Sena Kalyan Bhaban (16 Fl), 195 Motijheel C/A, Dhaka 1000	11/16/08	Horticulture		Producer and Processor	Training 100 farmers for contract relationships with PARTEX's white fish farm in the south. Training around 150 farmers for contract relationships with PARTEX's new vegetable farm in the south. Interested in a cost-sharing
Partex Group	Md. Joynal Abedin, FCA	General Manager (F&A)	Private firm	<a href="mailto:jabedin@partex.net">jabedin@partex.net</a>	<a href="http://www.partexgroup.com">www.partexgroup.com</a>	8801713093566	88029550555	88029556515	Danish Condensed Milk Bangladesh Ltd. Sena Kalyan Bhaban (16 Fl), 195 Motijheel C/A, Dhaka 1000	11/16/08	Horticulture		Producer and Processor	Same as reference for Md. Joynal Abedin, FCA from Partex Group
e-Zone	Md. Mominul Ahsan	Managing Director	Private Consulting and Training Firm	<a href="mailto:ahsan@e-zonebd.com">ahsan@e-zonebd.com</a>	<a href="http://www.e-zonebd.com">www.e-zonebd.com</a>	8801713363055	880-2-8651161, 880-2-8652455, 880-2-8652513	880-2-8652513	Planners Tower (10th Floor) 13/A, Bipanon C/A, Sonargaon Road, Dhaka-1000	#####			Sector Specific Services in regards to training and human resources	Identify private sector players interested in training programs for contract farmers, including Square, ACI, and PRAN. Assisting with design and delivery of the
e-Zone	Md. Zakir Hossain Khan	Director	Private Consulting and Training Firm	<a href="mailto:zakir@e-zonebd.com">zakir@e-zonebd.com</a> , <a href="mailto:lopzak@yahoo.com">lopzak@yahoo.com</a>	<a href="http://www.e-zonebd.com">www.e-zonebd.com</a>	8801819211518	880-2-8651161, 880-2-8652455, 880-2-8652513	880-2-8652513	Planners Tower (10th Floor) 13/A, Bipanon C/A, Sonargaon Road, Dhaka-1000	#####			Sector Specific Services in regards to training and human resources	Same as reference for Md. Mominul Ahsan of e-Zone

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Grameen Trust	Professor H.I. Latifee	Managing Director	NGO	g_trust@grameen.com			tel: WK (880)-2-900-5257 ext 1285		Grameen Trust Mirpur 2 Dhaka, Bangladesh	11/16/08	Microfinance		NGO and Microfinance provider	
Grameen Trust	Tamim Islam	Assistant General Manager	NGO	tamim@grameen.com, hilatifee@yahoo.com, tamim@gmail.com,		88-0155231873	tel: WK (880)-2-900-5257 ext 1285		Grameen Trust Mirpur 2 Dhaka, Bangladesh	11/16/08	Microfinance		NGO and Microfinance provider	
<b>ADDITIONAL RELEVANT CONTACTS COLLECTED BY THE KATE DAVENPORT AND ECOVENTURES INTERNATIONAL - A MEETING WAS NOT HAD WITH THESE CONTACTS WHILE THE ASSESSMENT TEAM WAS IN BANGLADESH BUT COULD BE RELEVANT FOR THE DEVELOPMENT AND IMPLEMENTATION OF THE</b>														
Ministry of Youth and Sport	K.M Amanur Rahman		GOB	dirtraining@dtd.gov.bd			Tel: (88-02) 9560761 (off), (88-02) 8918924 (Res)							
Padakhep Manabik Unnayan Kendra			NGO	House # 548, Road # 10 Baitul Aman Housing Society, Adabar, Mohammadpur, Dhaka-1207, Bangladesh Phone : PABX 8151124-26, 9128824 Fax : 880-2-9137361 E-mail : info@padakhep.org, padakhep@bdonline.com	www.padakhep.org							Aquaculture, Horticulture	Training- youth, women, indigenous	
International Trade Centre	S. Gujadhur		International NGO	gujadhur@intracen.org								Apparel and Textiles	Leather	Leather Services Training
Afhab Bahumukhi Farms Ltd	Shah Habibil Haque	Director	Private firm	abfl@bdcom.net			880-2-9568903	880-2-9566306	125/A, Motiheel C/A, Dhaka-1000	Kishorganj District	Aquaculture and Poultry		Input/Feed Supplier	None
Ministry of Commerce	Mustafa Mohiuddin	Joint Secretary	GOB	m.mohi_btsp@yahoo.com			+88-02-7169508		Government of Bangladesh, Bangladesh Secretariat, Dhaka-1000	sent email oct 28th				
Ministry of Fisheries and Livestock	Syed Ataur Rahman	Secretary	GOB	fsivesec@moestab.gov.bd			+88-02-7164700	+88-02-7161117	Government of Bangladesh, Bangladesh Secretariat, Dhaka, Bangladesh.	sent email oct 28th - mail delivery				
Ministry of Labor and Employment	Mahtuzul Haque	Secretary-in-Charge	GOB	dmahfuzulhaque@yahoo.com	www.mole.govt.bd		+88-02-7162141	+88-02-7168660	Government of Bangladesh, Building No. 7 (5th floor), Bangladesh Secretariat, Dhaka-1000	sent email oct 28th - mail delivery				
Oxfam Bangladesh											Agriculture	Fair trade		
Association for Land Reform and Development (ALRD)				http://www.oxfam.org.uk/resources/countries/bangladesh.html							Agriculture	Land Rights		

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LIST OF MEETINGS COORDINATED AND ATTENDED BY THE EDC BANGLADESH YOUTH EMPLOYMENT PILOT PROJECT TEAM															
Ministry of Agriculture			GOB	<p>Extended Contact List                      Scroll Down to See Entire List: Bangladesh Agricultural Research Council                      New Airport Road, Farmgate Dhaka 1215                      Bangladesh                      Phone: 88 02 8114032                      PABX: 9132214-18                      Fax: 88 02 8113032                      Email: webmaster@barcbgd.org</p> <p>M. Harun-ur-Rashid,                      Executive Chairman                      Office Phone: 9135587                      Residence Phone: 9261518                      Email: Ec-barc@barc.gov.bd,                      barc@bdmail.net</p> <p>Dr. Khalequzzaman Akand Chowdhury, Member                      Director, Crops                      Tel Office: 8118275,                      9126663                      Tel Residence: 9134014                      Email: Md.crops@barc.gov.bd</p> <p>Dr. Kazi M Kamaruddin,</p>	<a href="http://www.barc.gov.bd/">http://www.barc.gov.bd/</a>						Agriculture	Research			
South Asian Association for Regional Cooperation (SAARC)			International Organization		<a href="http://www.saarc-sec.org/main.php?id=185">http://www.saarc-sec.org/main.php?id=185</a>							Agriculture			
World Bank			International Organization		<a href="http://www.wds.worldbank.org/external/default/WDSPContentServer/WDSP/IB/2006/07/19/000112742_20060719105225/Rendered/INDEX/36295010B.D.txt">http://www.wds.worldbank.org/external/default/WDSPContentServer/WDSP/IB/2006/07/19/000112742_20060719105225/Rendered/INDEX/36295010B.D.txt</a>							Agriculture			

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EurepGAP - Euro-Retailer Produce Working Group, Good Agricultural Practices			International NGO	<p>EUREPGAP Secretariat c/o FoodPLUS GmbH P.O. Box 19 02 09 D-50499 Köln (Cologne, Germany)</p> <p>Please call for general information or inquiries. Phone: +49 (0)221-57993-25 Fax: +49 (0)221-57993-89 or send an email to info@foodplus.org</p> <p>Valeska Weymann Technical Manager Coffee, Integrated Aquaculture, Assurance, Tea Phone: +49 (0)178 47714 64 weymann@foodplus.org</p> <p>Hugo Hays Integrity Programme Manager Technical Manager Integrated Farm Assurance Phone: +34 629 785628 hays@foodplus.org</p> <p>Dr. Elm Coetzer Standards Manager Technical Manager Fruit and Vegetables, Integrated Farm</p>	<a href="http://www.eurepgap.org/Languages/English/about.html">http://www.eurepgap.org/Languages/English/about.html</a>							Agriculture, Aquaculture, Horticulture		Certification		
British Retail Consortium (BRC) - ECOCERT	ECOCERT Office International Gueterbahnhofstr. 10 D-37154 NORTHEIM, GERMANY TEL: +49 (5551) 90843-0 FAX: +49 (5551) 90843-80 email: office.international@ecocert.com		Trade Association	<p>In regards to Fair Trade: India: Caroline ADUA caroline.adua@ecocert.com Other Countries: Laurent LEFEBVRE laurent.lefebvre@ecocert.com</p> <p>For organic food products based on local regulations, the international contact for Bangladesh would be: ECOCERT Office International Emma TSESSUE Gueterbahnhofstr. 10 D-37154 NORTHEIM, GERMANY TEL: +49 (5551) 90843-0 FAX: +49 (5551) 90843-80 email: office.international@ecocert.com</p>	<a href="http://www.ecocert.com/?lang=en">http://www.ecocert.com/?lang=en</a>								Agriculture, Textiles, Other products		Certification	
Jenny's International Ltd.	Md. Mazharul Haque	General Manager	Private firm	jennys@bangla.net			880-2-8824885	880-2-8824481	House No 6, Road No 68/A, Gulshan-2, Dhaka		Apparel and Textiles	Leather, Footwear	Tannery	As they double their retail capacity in 2008, they will also double their contracts with small factories.		

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Bangladesh Garment Manufacturers and Exporters Association (BGMEA)			Trade Association	Email: info@bgmea.com	<a href="http://bgmea.com.bd/index.php">http://bgmea.com.bd/index.php</a>		880 2 9144552/3	880 2 8125732	BGMEA Head Office: BGMEA Complex 23/1 Pantha Path Link Road Kawran Bazar, Dhaka 1215 Bangladesh		Apparel and Textiles	Apparel and Textiles		
Bengal Leather	Tipu Sultan	Director	Private firm	bllfea@citechco.net			880-2-8622167 / 8	880-31-627321	House #61, Road #2A, Dhanmondi R/A, Dhaka-1209		Apparel and Textiles	Finished leather		
Bata											Apparel and Textiles	Footwear		
The Bagra Handicrafts Association			Local NGO								Apparel and Textiles	Handicrafts	Market broker for association	
Streams Corporation	M. J. A. Bhuiya (Joyonto)		Private firm			8801819628320, 8801717122569	880-4433-329678	880-031-726587	109, Ayesha Manzil, 4th Floor, Road no-17, CDA R/A Agrabad, Chittagong-4100, Bangladesh		Apparel and Textiles	Leather	Supplier - Leather Waste	
Global Trade International/Sett Group International			Private firm						sonatongar, zigatola, Bangladesh Dhanmondi, Dhaka 1209 Bangladesh		Apparel and Textiles	Leather	Supplier - Leather Waste	
Kingwon International, Ltd.	Golam Mustafa		Private Firm		<a href="http://us.my.alibaba.com/mcweb/contact.htm?action=mcweb_contact_action&amp;do_main=0&amp;id=101163335">http://us.my.alibaba.com/mcweb/contact.htm?action=mcweb_contact_action&amp;do_main=0&amp;id=101163335</a>		880-02-9895085	880-02-0814	7, Kamal Ataturk Avenue, Banani City : Dhaka		Apparel and Textiles	Leather	Exporter	
USAID Jobs Program	Sk. Md. Moshir Rahman		US Government	<a href="mailto:mshahir@jobsiris-dhaka-bd.net">mshahir@jobsiris-dhaka-bd.net</a>	<a href="http://www.jobsproject.org/programs/leathergoods.htm">http://www.jobsproject.org/programs/leathergoods.htm</a>						Apparel and Textiles	Leather	Footwear (value-added leather)	
USAID Jobs Program	Md. Emdadul Haq, Deputy Manager, Sector Development Program		US Government	<a href="mailto:emdad@jobsiris-dhaka-bd.net">emdad@jobsiris-dhaka-bd.net</a>	<a href="http://www.jobsproject.org/programs/leathergoods.htm">http://www.jobsproject.org/programs/leathergoods.htm</a>						Apparel and Textiles	Leather		
PJ Trading Corporation	Nasrullah Chowdhury		Private Firm			8801711567967 / +8801611567967	880-2-8152097	880-2-9134949	P.O. Box 5264, Dhaka 1205, Bangladesh.		Apparel and Textiles	Leather	Shoe Supplier	
Bangladesh Garment Manufacturers and Exporters Association (BGMEA)			Association		<a href="http://bgmea.com.bd/index.php?option=com_content&amp;task=view&amp;id=103&amp;Itemid=211">http://bgmea.com.bd/index.php?option=com_content&amp;task=view&amp;id=103&amp;Itemid=211</a>						Apparel and Textiles		Vocational Training	
Turzo Apparel Sourcing			Private Firm	<a href="mailto:syed_l_global@edge-network">syed_l_global@edge-network</a>							Apparel and Textiles			
Apex Footwear			Private firm								Apparel and Textiles	Footwear	Shoe producer for export	
Bangladesh Shrimp & Fish Foundation	Syed Mahmudul	Chairman	Association	<a href="mailto:bsi@dhaka.net">bsi@dhaka.net</a>	<a href="http://www.shrimpfoundation.org">www.shrimpfoundation.org</a>		88-02-9887731	88-02-9892709	House #465 (1st floor), Road # 8 (East), DOHS, Baridhara, Dhaka-1206		Aquaculture	Shrimp		Growth is foreseen in value added processing particularly for ready to eat foods where employment opportunities will be geared mostly for women.
Peninsula Seafood	Appel Mahmud	Manager Marketing	Private firm	<a href="mailto:appel_bd@gmail.com">appel_bd@gmail.com</a>		0181-9557659	880-2-9125936	880-31-627321	BSRS Bhaban (12th floor), 12 Kawran Bazar C/A.		Aquaculture	Shrimp		sales agents
Jl Chilled Fish House	Mr. Alamgir Latif		Private firm				8809894298	8809883888/8061383	403, North Ibrahimpur, Kafui City / Province Country: Bangladesh		Aquaculture	Fish	Packaging for Export	

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MACH - Wetland Subsistence Farming			GOB								Aquaculture	Fish	Producer Association	
ActionAid	AFM Shahidur Rahman		NGO								Aquaculture	Livelihood Development	Producer Support	
BRAC	Aminul Alam	Deputy Executive Director	NGO	aminul_a@brac.net	www.brac.net		880-2-8826448	880-2-8823542	75 Mohakhali, 19th Floor, Dhaka-1212, Bangladesh		Aquaculture	Shrimp		
Al Sherab Ltd	Annuar Ali	Production Manager	Private firm	annuaqa4u@yahoo.com			0088-01720062850		Cox's Bazar		Aquaculture	Shrimp		
BFFEA	Mahmudul Hasan	Vice-President	NGO	bffea@dhaka.net	www.bffea.org		880-2-8316882	880-2-8317531	Skylark Point (10th floor) 24/A, Bijoynagar		Aquaculture	Shrimp		
Meenhar Fisheries Ltd	Jamil Ahmed	Asst. General Manager	Private firm	meenhar@btb.net.bd	www.msfl-bd.com	0171-395606	088-0341-63324	088-0341-64433	BSCIC Industrial Estate, Jhilonja, Cox's Bazar		Aquaculture	Shrimp		
Sonargaon Hatchery	Nazrul Kader Patwary	General Manager	Private firm	sonarga@bangla.net		01819-350455	0341-64605		Kalatoli Hatchery Zone, Cox's Bazar		Aquaculture	Shrimp	Inputs /Post-Larvae Producer	
Eurasia Food	Mohammed Ehtemad-Ud-Dowla	Managing Director	Private firm	tushan@eurofoods-bd.com	www.eurofoods.co.uk	0171-3301009	880-2-7713364	880-2-7713365	Gouripur, Ashulia, Savar Dhaka, Bangladesh		Aquaculture	Shrimp		
Bagerhat District Shrimp	Elias Mahmud	President	NGO						Khulna		Aquaculture	Shrimp	Producer Association	
Fresh Food Limited	Mohammed Masudur Rahman	Director	Private firm	hygienic@khulna.bangla.net	www.seapride.com	88 01 711296172	88 041 800164	88 041 800190	Elaipur, Rupsha, Khulna-9241		Aquaculture	Shrimp		
Fresh Food Limited											Aquaculture	Shrimp	exporter	
Alawala	Mr. Islam	Marine Biologist	Private firm						Cox's Bazar		Aquaculture	Shrimp, Tilapia		
Alawala											Aquaculture	Tilapia	Producer	
Center for Natural Resource Studies (CNRS)			NGO	cnrs@dominox.com			88-2-9886514	88-02-9886700	Center for Natural Resource Studies (CNRS) House-14, Road-13/C, Block-E Banani, Dhaka-1213 Bangladesh		Aquaculture	Wetlands and Fisheries		
Gachihata Aquaculture Firms Ltd			Private firm				880-02-8826868		87, Sarwardi Ave Baridhara Central Plaza (3rd Fl), Baridhara Dhaka, Bangladesh		Aquaculture		Collection and Processing	
Bangladesh Fisheries Research Institute			Local NGO				880-341-63855		Marine Fisheries & Technology Station, Cox's Bazar 4700		Aquaculture			
Bangladesh Rural & Agricultural Ventures Ltd.			Private firm			880 1713120821	880-31-2552585		House# 31 (4th Fl.), Road# 1, Hill View H/ S., 571 Nasirabad Chittagong		Aquaculture		Feed/Equipment	
Ministry of Labour and Employment (MOLE)	Mr. S.M. Wahiduzzaman	Director general	GOB		<a href="http://www.mole.gov.bd/bmet_link.php">http://www.mole.gov.bd/bmet_link.php</a> <a href="http://www.mole.gov.bd/objectives.php?function_id=36">http://www.mole.gov.bd/objectives.php?function_id=36</a>	8809349925					Education	Labor and Employment	Training and Employment Linking	
Ministry of Labour and Employment (MOLE)	Mr. Md. Ahsan Habib,	Director Training Direction	GOB		<a href="http://www.mole.gov.bd/bmet_link.php">http://www.mole.gov.bd/bmet_link.php</a> <a href="http://www.mole.gov.bd/objectives.php?function_id=36">http://www.mole.gov.bd/objectives.php?function_id=36</a>	8808313777								
Gonoshahajjo Sangstha (GSS) Schools			NGO								Education	Primary, Secondary, Adult Ed, Continuing Ed, Advocacy		

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LIST OF MEETINGS COORDINATED AND ATTENDED BY THE EDC BANGLADESH YOUTH EMPLOYMENT PILOT PROJECT TEAM														
Technical and Vocational Education and Training (TVET) Reform in Bangladesh - The European Commission's Delegation			Donor Agency		<a href="http://www.eudelbangladesh.org/en/projects/education_projects.htm">http://www.eudelbangladesh.org/en/projects/education_projects.htm</a>						Education	Technical Training		
Campaign for Popular Education (CAMPE)			NGO		<a href="http://www.campebd.org/">http://www.campebd.org/</a>						Education			
Center For Mass Education in Science (CMES)			NGO		<a href="http://www.ilo.org/public/english/employment/skills/hrdr/init/ban_1.htm">http://www.ilo.org/public/english/employment/skills/hrdr/init/ban_1.htm</a>						Education			
Post-Literacy and Continuing Education for Human Development Project			NGO		<a href="http://web.worldbank.org/external/projects/main?menuPK=278424&amp;theSitePK=40941&amp;pagePK=64283627&amp;piPK=73230&amp;Projectid=P050752">http://web.worldbank.org/external/projects/main?menuPK=278424&amp;theSitePK=40941&amp;pagePK=64283627&amp;piPK=73230&amp;Projectid=P050752</a>						Education			
Underprivileged Christian Children's Program			NGO	ucep@citechco.net	<a href="http://www.ucepbd.org/">http://www.ucepbd.org/</a>		880-2-8011014	8808016359	UCEP-Bangladesh Plot No 2 & 3, Mirpur-2, Dhaka - 1216, Bangladesh		Education		Vocational Training	
Ministry of Power, Energy & Mineral Resources			GOB		<a href="http://www.powerdivision.gov.bd/index.php?page_id=234">http://www.powerdivision.gov.bd/index.php?page_id=234</a>						Energy	Electricity		
Free-for-service Solar Home System Program Rural Electrification and Renewable Energy Development - World Bank			NGO		<a href="http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:21387765~menuPK:64282138~pagePK:41367~piPK:279616~theSitePK:40941,00.html">http://web.worldbank.org/WBSITE/EXTERNAL/PROJECTS/0,,contentMDK:21387765~menuPK:64282138~pagePK:41367~piPK:279616~theSitePK:40941,00.html</a>						Energy	Solar energy	consumer of energy, potential producer of solar energy	
Bangladesh Forest Research Institute			NGO	bfri@sphnetcg.com							Forestry	Bamboo		
Forest Resources Management Project - World Bank			International Organization		<a href="http://www-wds.worldbank.org/external/default/WDSCContentServer/WDSP/IB/2006/07/19/000112742_20060719105225/Rendered/INDEX/36295010B.D.txt">http://www-wds.worldbank.org/external/default/WDSCContentServer/WDSP/IB/2006/07/19/000112742_20060719105225/Rendered/INDEX/36295010B.D.txt</a>						Forestry	Forest Management and Reforestation		
Ahmed Food Products	Mohammad Ahmed	Managing Director	Private firm	ahmedfd@dhaka.net	<a href="http://www.ahmedfood.com">www.ahmedfood.com</a>		880-2-8011168	880-2-8015339	M/4/4, Road-7, Section-7, Mirpur, Dhaka		Horticulture	Starch Products	Processor	
Eilson Foods	Md. Nurul Islam	Proprietor	Private firm	eilsonfoods@yahoo.com		017 1300 5542	880-2-9561597	880-2-9564582	27, Dikusha, C/A, 6th floor, Suite 701, Dhaka		Horticulture	Sweets	Processed sweets and chocolates	
Golden Harvest	Mohius Samad Choudhury	Chief Financial Officer	Private firm	samad@goldenharvestbd.com	<a href="http://www.goldenharvestbd.com">www.goldenharvestbd.com</a>	88 01711 543412	880-2-9146556	880-2-9117339	Ideal Trade Center (5th floor) 102, STAH, Tejgaon		Horticulture			
Modhupur Pineapple Association			Association								Horticulture	Pineapple	Producer Market Linkages	
Social Investment Bank Limited (SIBL)											Horticulture	Pineapple	Financier of pineapple value chain, considering opening own processing plant	



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UNICEF	Josephine Ippe	OIC, Health & Nutrition Section, Unicef BCO	International Organization	jippe@unicef.org										
UNICEF	Tanveer M. Kamal	(Programme Officer, Rep's Office, Unicef BCO)	International Organization	tmkamal@unicef.org										
Shapna Shahjo Shanstha											Youth			
Zibika											Youth			
SEED											Youth			
Utteron											Youth			
MMS											Youth			
ESDO											Youth			
Young Power in Social Action (YPSA)	Md. Mahabur Rahman	(Coordinator Field Operation)	NGO	mahabob_ypsa@yahoo.com	<a href="http://www.ypsa.org/mey.htm">http://www.ypsa.org/mey.htm</a>	8801714-064979	88-0203028-56185/56241		Core Program Office College Road, Sitakund-4310 Chittagong, Bangladesh		Youth	Microenterprise Development	Training and Financing	
Bangladesh Association for Social Advancement (BASA)			NGO	edbasa@worldnetbd.net	<a href="http://www.basango.org">www.basango.org</a>			88 008802-9880957	House # 247, Road # 18, New DOHS, Mohakhali, Dhaka-1206 Bangladesh		Youth		Training and Research	
Bangladesh Association of Young Researchers (BAYR)				bayr.contact@gmail.com nafz_r@hotmail.com	<a href="http://www.bayrbd.org">http://www.bayrbd.org</a>	8801710953233	88-02-008802, 88-02-9862464, 88-01711528281		Head Office: House no. 1, Journalist Residential Area, Section-11, Block-F, Kalshi, Mirpur, Dhaka-1216.		Youth			
Global Youth Coalition on HIV/AIDS											Youth			
National Federation of Youth Organizations in Bangladesh (NFYO)	Mr. Dulal Biswas,	Secretary General		biswasdb@aolbd.net	<a href="http://www.nfyob-bd.net/firms.com/">http://www.nfyob-bd.net/firms.com/</a>		88 02 9111660, 2/7	8802- 8122010	Sir Syed Road, Mohammadpur 1207		Youth			
Youth Forum on ICT Development											Youth			
globalEDGE Network					<a href="http://globaledge.msu.edu/resourceDesk/Network/index.asp?region=&amp;industry=?4&amp;country=BD&amp;pageSize=10&amp;sortBy=0">http://globaledge.msu.edu/resourceDesk/Network/index.asp?region=&amp;industry=?4&amp;country=BD&amp;pageSize=10&amp;sortBy=0</a>							Facilitate upper level value chain linkages		
Embassy of the United States of America	Kapil	Second Secretary, Economic and Political Affairs	USG	<a href="mailto:GuptaK@state.gov">GuptaK@state.gov</a>			+880-2-885-5500 x2206	+880-2-882-4008	Madami Avenue, Baridhara Dhaka-1212, Bangladesh					
Export Promotion Bureau	Md. Shahab Ullah	Vice-Chairman	GOB	<a href="mailto:vc@epb.gov.bd">vc@epb.gov.bd</a>	<a href="http://www.epb.gov.bd">www.epb.gov.bd</a>		880-2-8159140	880-2-9119531	TCB Bhaban (4th floor), 1 Kawran Bazar, Dhaka				Manufacturing, Diversified Ag Products	
Export Promotion Bureau - Ministry of Commerce	Md. Shahab	Vice-Chairman (CEO)	GOB	<a href="mailto:vc@epb.gov.bd">vc@epb.gov.bd</a>	<a href="http://www.epb.gov.bd">www.epb.gov.bd</a>		88-02-8159140	88-02-9119531	TCB Bhaban (4th floor), 1 Kawran Bazar, Dhaka-1215, Bangladesh					
Export Promotion Bureau - Ministry of Commerce	Md. Khalilur	Director General	GOB	<a href="mailto:dg1@epb.gov.bd">dg1@epb.gov.bd</a>	<a href="http://www.epb.gov.bd">www.epb.gov.bd</a>	01712-5259665	88-02-9144641	88-02-9119531	TCB Bhaban (4th floor), 1 Kawran Bazar, Dhaka-1215, Bangladesh					
Export Promotion Bureau - Ministry of Commerce	M Abdur	Director	GOB	<a href="mailto:dir_policy@epb.gov.bd">dir_policy@epb.gov.bd</a>	<a href="http://www.epb.gov.bd">www.epb.gov.bd</a>		88-02-9144821	88-02-9119531	TCB Bhaban (4th floor), 1 Kawran Bazar, Dhaka-1215, Bangladesh					
Export Promotion Bureau - Ministry of Commerce	Mohammad Shawkat	Director (Information & ICT)	GOB	<a href="mailto:dir_info@epb.gov.bd">dir_info@epb.gov.bd</a>	<a href="http://www.epb.gov.bd">www.epb.gov.bd</a>	0171-5-088088	88-02-9144886	88-02-9119531	TCB Bhaban (4th floor), 1 Kawran Bazar, Dhaka-1215, Bangladesh					
Jute Diversification Promotion Center	Dr. A B M. Abdullah	Executive Director	GOB	<a href="mailto:adpc@yahoo.com">adpc@yahoo.com</a>			880-2-9145511	880-2-9121523	A/7 Professors Quarter Sher-E-Bangla Krishi					
Ministry of Foreign Affairs	Md. Touhid Hossain	Foreign Secretary	GOB	<a href="mailto:hossain_touhid@yahoo.com">hossain_touhid@yahoo.com</a>			+88-02-9562121	880-2-9562723	Segunbagicha, Dhaka-1000, Bangladesh					

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Ministry of Foreign Affairs	Masudur Rahman	Director	GOB	<a href="mailto:rahman1001@gmail.com">rahman1001@gmail.com</a>			+88-02-9562121	+88-02-9555283	Segunbagicha, Dhaka-1000, Bangladesh					
Nowapara Jute Mills Ltd.	Md. Halibur Rahman Khan	Asst. General Manager	Private firm	nowapara@dhaka.net	www.nowapara.com	017 1410 3012	880-2-8157016 / 8	880-2-8158943	Firoz Tower (10th floor), 152/3-B Pantha Path, Dhaka					
Office of the US Trade Representative	Adina Renee	Director for South Asia	USG	<a href="mailto:Adina_Adler@ustr.eop.gov">Adina_Adler@ustr.eop.gov</a>	<a href="http://www.ustr.gov">www.ustr.gov</a>		+1-202-395-4990	+1-202-395-2961	6th Floor, 1724 F Street, NW, Washington, DC 20506					
SME Foundation	Mohammed Altaf Hussain	Deputy Secretary	GOB	<a href="mailto:altaf@smef.org.bd">altaf@smef.org.bd</a>	<a href="http://www.smef.org.bd">www.smef.org.bd</a>	1712049188	+88-02-9566704	+88-02-9559531	76 Motijheel C/A, Dhaka-1000, Bangladesh					
SME Foundation	Horendro Nath Ghosh	Program Manager (Technology Development)	GOB	<a href="mailto:horendro@smef.org.bd">horendro@smef.org.bd</a>	<a href="http://www.smef.org.bd">www.smef.org.bd</a>	+88-01-711-319833	+88-02-9566704	+88-02-9559531	76 Motijheel C/A, Dhaka-1000, Bangladesh					
SME Foundation	Md. Mujibur Rahman	Deputy General Manager (ICT)	GOB	<a href="mailto:mujib@smef.org.bd">mujib@smef.org.bd</a>	<a href="http://www.smef.org.bd">www.smef.org.bd</a>	1714069793	+88-02-9566704	+88-02-9559531	76 Motijheel C/A, Dhaka-1000, Bangladesh					
SME Foundation	Ahmed Ali Shah	Deputy General Manager (Capacity Building)	GOB	<a href="mailto:shah@smef.org.bd">shah@smef.org.bd</a>	<a href="http://www.smef.org.bd">www.smef.org.bd</a>	1556329189	+88-02-9566704	+88-02-9559531	76 Motijheel C/A, Dhaka-1000, Bangladesh					
SME Foundation	Mohammad Altaf Hussain	Deputy Secretary	GOB	<a href="mailto:altaf@smef.org.bd">altaf@smef.org.bd</a>	<a href="http://www.smef.org.bd">www.smef.org.bd</a>	01712-049188	880-2-9566704	880-2-9559531	76 Motijheel Commercial Area, Dhaka-1000					
US Agency for International Development	Jo Lesser-Oltheten	Office of Economic Growth	Donor	<a href="mailto:jlesser@usaid.gov">jlesser@usaid.gov</a>			(880-2) 885 5500 x2159	(880-2) 882 3648	American Embassy, Madani Avenue, Baridhara, Dhaka 1212					
US Agency for International Development	M. Eileen Devitt	Director, Office of Financial Management	Donor	<a href="mailto:mdevitt@usaid.gov">mdevitt@usaid.gov</a>			(88) 01711 593256	(880-2) 989 0209	American Embassy, Madani Avenue, Baridhara, Dhaka 1212					
US Agency for International Development	Habiba Akter	Human Rights & Rule of Law Advisor	Donor	<a href="mailto:hakter@usaid.gov">hakter@usaid.gov</a>			(88) 01711-593-990	(880-2) 885 5500 x2566	American Embassy, Madani Avenue, Baridhara, Dhaka 1212					

Name: Module for Fresh Water Prawn (Golda) Hatchery Technician Course

Course Duration: 45 days

1. Introduction to Fresh water Prawn (golda) industry; hatchery, farm, depot, processing plant, marketing
2. Fresh water Prawn hatchery in Bangladesh and career opportunity as a hatchery technician
3. Introduction to Fresh water prawn hatchery
4. Duties and responsibilities of a technician in a prawn/golda hatchery
5. Site selection for fresh water prawn hatchery
6. Physical structure and designing of different types/sizes of golda hatchery
7. Introduction to different types of materials, equipment for golda hatchery
8. Collection and Preservation of different materials, equipment
9. Disinfection of different materials and equipment as well as phphysical structures of hatchery
10. Water collection for a hatchery; sea water, brine water from a salt bed
11. Preparation and treatment of water with 12 PPT salinity for the hatchery operation
12. Merits and demerits of use of different medicine, chemical and antibiotics.
13. Introduction to prawn and its life cycle
14. Breeding of prawn, selection and collection of berried (egged) female prawn
15. Brood stock development
16. Sources of wild brood in Bangladesh and its transportation
17. Brood acclimatization
18. Brood Disinfection
19. Brood stocking in hatchery
20. Berried female grading based on maturity
21. Egg hatching and collection of larvae
22. Acclimatization of larvae
23. Larval disinfection
24. Stocking in LRT( Larvae Rearing Tank)
25. Introduction to artemea
26. Artemea decapsulation, hatching, disinfection and determination of required quality
27. Water quality and changes of water in LRT
28. Introduction to custard for larvae
29. Preparation of custard
30. Preservation and application of custard
31. Feeds and feeding of larvae
32. LRT Observation
33. Health checking of larvae
34. Daily data collection, presentation and analysis
35. Waste removing by siphoning
36. Bio security of hatchery
37. Different larval stages
38. Introduction to different disease and its prevention and cure
39. HACCP in prawn hatchery

40. Traceability and certification system
41. Acclimatization of PL to fresh water
42. Packing and transportation
43. Marketing of PL
44. Management of heating system and electrical works in a hatchery
45. Introduction and management of aeration system in hatchery
46. Introduction and management of power supply and generation in hatchery
47. Post delivery works in hatchery
48. Reloading LRTs with larvae
49. Production planning and budgeting

Name: Module for Fresh Water Prawn (Golda) Farm Technician Course

Duration: 15 days

***Nursing:***

1. Identification of good quality PL
2. Nursery Pond preparation
3. Stocking of PL and feeding
4. Water quality management of nursery
5. Introduction to different disease and its prevention and cure
6. Collection and identification of prawn juvenile and male-female grading
7. Transportation of juvenile
8. PL nursing in Hapa
9. PL nursing in cemented tank

***Prawn culture***

10. Site selection of culture pond
11. Design and excavation
12. Soil and water quality for prawn culture
13. Present status of fresh water prawn culture
14. Pond preparation for fresh water prawn culture
15. Fertilization and liming
16. Species selection for poly-culture
17. Stocking of fresh water prawn
18. Mono Culture and Poly-culture
19. Feeds and feeding
20. All male culture
21. Health checking and sampling
22. Water quality management
23. Disease, control and cure
24. Harvesting and preservation
25. Transportation and marketing
26. HACCP focusing on farming, harvesting, transportation and sales
27. Traceability (source of PL, feed etc)
28. Certification system, proposed rules
29. Processing system

### **Institutional Capacity of Working for Better Life (WBL)**

1. Working for Better Life (WBL) was formed in 1995. Mr. Mostafa Shiblee is the founder Executive Director of the organization. It has obtained registration from NGO Affairs Bureau (NAB) under the Prime Minister's Office of Bangladesh Government in February 1998. The registration number is # 1246. It has been renewed twice since then and current validity of registration lasts till February 2013.

It is managed by an Executive Committee (EC) comprising 7 members, elected after every two years by a general committee.

The founder of WBL, Mr. Shiblee is also running a fresh water prawn hatchery called Shiblee Hatchery & Farms Ltd. which is one of the most successful hatcheries in the country situated in sea shore island called Kuakata. It has been training hatchery technicians and technical experts with support from a Danish government collaboration project in Bangladesh. It also operates a large livestock and agricultural farm.

WBL's training center is located in the campus of the farm and many of its hatchery and farm technicians work as trainers in various WBL's livelihood related training program.

2. The organization is run by an experienced group of workers groomed over a period of a decade who has been working in various projects since its inception. Finances are controlled by experts under close monitoring of EC and NAB.
3. Over the years, WBL has implemented a number of projects in partnership with various international organizations such as The British Council, Citibank N.A., Canadian International Development Agency (CIDA), Action Aid, and very recently with The British Red Cross. Its prime focus for many years was to work with the teen age school and madrasa students in Bangladesh and help them grow their problem solving abilities by organizing debate and theatre etc. It has trained thousands of youths in debate, theatre etc. to fight against various social problems such as child marriage, domestic violence, corporal punishment etc.

Since 2008, it has started working in livelihood related program first with a Danish project (DANIDA) called RFLDC in Barisal region and later with British Red Cross in Kuakata. With DANIDA, for the first time in the country, it has trained some 25 hatchery workers and 14 Hatchery Technical Experts from fresh graduates in Fisheries discipline from various universities. With British Red Cross, WBL is nearly completing training some 1800 men and women on various livelihood program such as livestock rearing, aquaculture, seedling farming, handicrafts etc.

## 4. Key staffs:

- i) Mostafa Shiblee – Executive Director and trainer on psycho social issues as well as on entrepreneurship.
- ii) Abdullah Al Mamun- Finance Manager and trainer on psycho social issues.
- iii) Mr. Mamunur Rashid Shafi, Monitoring and Evaluation Expert
- iv) Mr. Lokman Hakim- Trainer on Golda hatchery & Farming
- v) Ms. Taslima Begum- Manager, Cash and Store Management
- vi) Ms. Mona, Manager, Logistics.
- vii) Mr. Amirul Islam, Livestock Expert and trainer
- viii) Mr. Abdul Halim, Fisheries Trainer and farming expert.
- ix) Mr. Sunil Chandra, part time consultant, Horticulture

Employeeing youth in a pilot market information collection project for HORTEX's existing market price information service provided to member companies in the horticulture sector. Providing assistance to link youth trained in grading, sorting, and packaging to potential employers who are existing member companies of HORTEX.	
Company / Organization	Product Focus
Ejab Group	Training around 50 cold storage site managers and technicians in electricity management and efficiency and cold storage mechanics as well as storage procedures adaptations to different crops to prevent post-harvest lost. There are over 350 cold storage facilities across Bangaldesh who have also noted such a need. Ejab's Managing Director is the current Chairman of the Cold-Storage Association and could easily assist in setting up private sector cost-sharing for the development of a training program considering the substantial need in this level of the value chain for agricultural products.
Partex Group	Training 100 farmers for contract relationships with PARTEX's white fish farm in the south. Training around 150 farmers for contract relationships with PARTEX's new vegetable farm in the south. Interested in a cost-sharing partnership for the salary of existing project manager to deliver training programmed co-developed with FDC.
PRAN - RFL Group	Training farmers for contract relationships with the mango pulp production facility, vertically intergrated into the mango juice and food processing divsions. Training farmers for contract relationships for the Rangpur basmati rice production facility (interested in a pilot that would train two farmers from 50 villages, totaling a 100 trainees) to become employees for PRAN.
ACI Foods Ltd.	Training around 150 youth, with a level of secondary education, to be salaried sales representatives. Continued need for trained sales representatives that have at least a 10th grade education. Training 200-300 youth for contract farming relationships, specifically focusing on seed knowledge, cultivation, hygine, and storage issues. Have additionally highlighted the need for skilled raw material suppliers; technicians for quality control, product development; and production in Food processing plants; managers for factories with a particular focus on labor management.
Hortex Foundation	Employeeing youth in a pilot market information collection project for HORTEX's existing market price information service provided to member companies in the horticulture sector. Providing assistance to link youth trained in grading, sorting, and packaging to potential employers who are existing member companies of HORTEX.
BRAC	Potential partnership to do develop small scale processing centers for horticulture products, which can employ youth. Additional market research required to identify specific horticultural products. Noted that mangoes, guava, and tomatoes as possibilities.
e - Zone	Identify private sector players interested in training programs for contract farmers, including Square, ACI, and PRAN. Assisting with design and delivery of the training program.

Additional Notes and Trends for Potential Youth Employment Pilot Project in the Horticulture Sector	
General Trends for Specific Training Needs Related to Horticulture Crop Production:	selection of seeds, hygiene, fertilizer application and management, productivity, post-harvest handling, packaging, accessing markets, quality specifications and management. Longer term training and technical assistance required in comparison to current training programs too short to create adequate knowledge transfer and implementation in farm activities.
Other Potential Horticulture Crops:	Other sectors mentioned but extensive research required at this point: crabs, soyabeans, furniture, flowers, tree nursery, asian vegetables



## EQUIP 3's CAPACITY TO SUPPORT STABILIZATION PROGRAMS IN CONFLICT AND POST-CONFLICT COUNTRIES

### A. ABOUT EQUIP 3

**EQUIP3** is a USAID funded Leader with Associate Award (LWA) mechanism, implemented by Education Development Center, Inc., in collaboration with a number of international partner organizations including the Academy for Educational Development (AED), the International Youth Foundation (IYF), the National Youth Employment Coalition (NYEC), and Youth Build International.

**EQUIP 3** seeks to prepare and engage out-of-school youth for their roles within the world of work, civil society and family life. The program assists USAID Missions and countries around the world to improve earning, learning, and skill development opportunities for out-of-school boys and girls, young men and young women. Much of EQUIP 3's work takes place in conflict and post-conflict countries, and is part of an overall USAID strategy designed to help stabilize these environments

**EQUIP 3** specializes in:

- ♦ Providing at-risk youth with relevant education, skills and entrepreneurship training, and access to employment.
- ♦ Supporting sustainable youth livelihoods in tough economic environments.
- ♦ Engaging young people in community service and civic engagement.
- ♦ Encouraging positive youth development.

We do this by:

- ♦ Assessing the realities, needs and assets of at-risk youth and communities;
- ♦ Engaging young people in the design and implementation of programs that affect them;
- ♦ Designing programs that are developmentally appropriate and contextually relevant for the youth they serve;
- ♦ Meeting the needs of young people for trusting relationships, and a sense of belonging;
- ♦ Designing programs that can be sustained by local stakeholder organizations;
- ♦ Programming across sectors so that several different kinds of behavior are impacted by specific interventions.

## B. EQUIP 3'S APPROACH TO YOUTH STABILIZATION IN CONFLICT AND POST-CONFLICT COUNTRIES

According to the Department of Defense "Section 1207" Security and Stabilization Assistance Fact Sheet, Section 1207 of the National Defense Authorization Act for FY2006 (FY2006 NDAA, P.L. 109-163) provides authority for DOD to transfer to the State Department up to \$100 million in defense articles, services, training or other support in FY2006 and again in FY2007 to use for reconstruction, stabilization, and security activities in foreign countries. This authority was extended through FY2008 by Section 1210 of the FY2008 NDAA (P.L. 110-181), which amended the original legislation.

In FY2007, 1207/1210 monies supported efforts in targeted countries that were directed toward a range of stabilization and security promotion activities including civilian police reform and community policing, security and justice infrastructure rehabilitation, deterrence of terrorist recruitment activities (particularly among youth); and youth employment and income generation activities.

The use of 1210/1207 monies to focus on conflict and post-conflict environments, and to support (among other things) youth income generation activities and the deterrence of youth recruitment to terrorism overlaps considerably with E3's original mandate to:

"Enhance the quality of life for out of school youth through expanded job and livelihood opportunities, education and training, reintegration into civil society, access to credit and technology and increased involvement in community service." (E3 Original Program Proposal)

Our work with at-risk youth in Afghanistan, Haiti, Morocco, the Philippines (Muslim Mindanao), Timor Leste, West Bank and Gaza, and other countries has served to underscore this mandate. Our approach to working on youth and stabilization programs includes the following elements:

**# 1 Begin by targeting at-risk communities:** Youth at-risk for extremism and disaffection usually live in communities, which themselves are at-risk for destabilization. Thus, E3 has found that identifying such at-risk communities is a good first step towards identifying at-risk youth. Indicators for such at-risk communities include poverty, unemployment, crime, the numbers and types of youth-serving organizations; attitudes of adults towards youth; the attitudes of youth towards the community. Within Moslem countries, additional indicators include the number and types of madrassas and mosques; the number and types of fundamentalist institutions with programs for youth; the number of radical/fundamentalist teachers, and the extent to which youth are exposed to them; and the number of women wearing Hijab.

**# 2 Target all youth within at-risk communities:** Such an all-inclusive approach to program participation often requires a differentiated outreach strategy; i.e., different approaches to recruiting different types of youth (boys/girls, those living at home, those living on the street, etc.). E 3 has found that effective recruitment strategies for marginalized youth can

be implemented through peer-to-peer, family and tribal networks, as well as through moderate religious leaders. Sometimes we have found that it is useful to study the process through which extremist organizations recruit youth and create a positive mirror of their recruitment model.

*Gender:* In many societies, young men and women lead very different lives. E3's first step is to learn about each gender's typical social expectations, daily routines, challenges, aspirations, livelihood preferences and opportunities, etc. Then, we develop outreach and programming practices that are most relevant for each group

**# 3 Speak with youth to understand their concerns, interests, and resources:** Before designing any youth stabilization program, E3 conducts in-depth interviews with a number of relevant youth subgroups. We strive to maintain a regular feedback loop, even when project activities are underway.

In our assessments, whenever possible, we work with and through youth as peer investigators. We seek out safe and neutral discussion venues. We use a range of tools such as ...

- ♦ Community Youth Mapping – research process carried out by teams of youth to learn what programs, opportunities and assets already exist in the community to serve youth. The teams use checklists, surveys and focus groups to elicit information from community leaders and the youth themselves.
- ♦ Youth Asset Analysis – using research of the Search Institute, estimate extent to which youth manifest 40 positive behaviors that help them become fulfilled, competent and responsible adults.
- ♦ Youth Mobility Mapping – focus group tool that invites youth to indicate the structures and spaces where they spend their time and the gains they receive from such investments.
- ♦ Positive and Negative Risks – focus group tool that explores with young people the kinds of positive and negative risks they might take in order to be successful and to reflect on the forces in their environment that push or pull them to take risks.
- ♦ Models and Scenario Testing – focus group tool that obtains youth perceptions about attributes of potential youth activities, services, and programs in the areas of content, operation - hours of the day, length of program, location, admittance requirements, staffing, youth role, governance, etc.

**# 4 Develop programs that provide youth with a sense of belonging and trust:** Research has shown that extremist organizations often provide at-risk youth with a need for trusting relationships and a sense of belonging. Hence, E3 has found it important to offer young people a positive alternative that can address these needs; for example, the opportunity to participate in a community service program with their peers or develop a mentoring relationship with a trained youth outreach worker.

**# 5 Organize activities that empower youth:** Marginalized at-risk youth often feel disempowered to act within the structures of mainstream society. Therefore, E3 has found that a program to engage the interest and talents of these young people can succeed if it empowers them to lead and take action; for example, the provision of a small grant to help them implement service programs in their communities; or an opportunity for an internship with a potential employer.

**# 6 Develop a critical mass of youth participation:** Programs that succeed in engaging a critical mass of youth from at-risk communities usually reach a critical mass or tipping-point. In our experience, once this point has been reached, large numbers of young people soon become engaged. In a small at-risk community, for example, it may only require twenty or so youth to become trained as leaders, to send a message to their peers that program participation is the “in-thing” to do.

**# 7 Make sure that the program reaches at-risk youth where they are with activities that target their needs:** Youth programs sometimes organize their activities in locations that are not readily accessible by young people living in marginalized neighborhoods; and often activities that are of little use to these same youth. Therefore, it is wise to establish programs in locations that are as close as possible to the target population, and to provide services that make a difference in the lives of at-risk youth.

**# 8 Build transition pathways that help youth stay connected:** Even in the most stable and secure environments, it is unusual for people to overcome all challenges on their own. This is all the more true for at-risk youth in conflict or post-conflict zones. Much as extremist groups and delinquent gangs work very hard at encouraging “converts” to stay connected and to have members reinforce group identity, E3 is that much more effective over the long term when it helps program participants make positive next steps after program termination. Specifically, E3 has identified three critical success factors for youth stabilization efforts in these difficult areas or countries:

- Ensure that program graduates have solid ‘next steps’ before they transition away from E3 support—whether these be enrollment in further education and training; experience in a formal sector job or internship; or experience owning and operating a small business.
- Continue mentoring and tracking youth for a period of time, even after direct service delivery ends.
- Work with government, local civil society and the private sector to expand opportunities for youth, so that after the program ends, youth stabilization can still continue.

## D. DESCRIPTION OF E3 PROGRAMS AND SERVICES IN YOUTH AND STABILIZATION ENVIRONMENTS

E3 offers a range of experience in youth assessment, program design and implementation, and general tools and research. Summary descriptions of our work in each area appear below.

### Project descriptions:

#### ***Haitian Out-of-School Youth Livelihood Initiative (IDEJEN) (USAID, 2003 – ongoing)***

IDEJEN identifies and addresses the challenges of out-of-school young people, strengthens and inculcates best practices in organizations and programs already working with them, and ultimately enables Haiti's young population to support themselves and their families. One of the project's main objectives is to re-integrate marginalized youth into society, through support in the areas of employability and skills training, basic and vocational education, job placement and small business development services to these youth. Some 80 percent of youth with 0-3 years of formal education are passing literacy and numeracy exit exams at the 4<sup>th</sup> or 5<sup>th</sup> grade level. Among the 90 percent of students who take government certified vocational training exams, the pass rate is averaging 90 percent. These successes have prompted USAID to expand the program from serving 2,300 youth per year to 13,000.

#### ***Afghanistan Literacy and Community Empowerment Program (LCEP) (USAID, 2004-2007)***

LCEP was an integrated community development initiative that included components in literacy, capacity building for income generation, and local governance. Its basic functional literacy program prepared youth ages 10 - 25 to participate in local governance and income-generating activities. Teachers in LCEP village Learning Centers provided purposeful, standards-based instruction in reading, writing, numeracy, interpersonal and other life skills in the context of community governance and economic development.

#### ***RUWWAD: Palestinian Youth Empowerment Program (USAID, 2005-ongoing)***

RUWWAD, which translates from Arabic into "pioneers," works with at-risk young men and women between 16 -30 years of age, local communities, and policy leaders and technical staff in government Ministries to empower Palestinian youth and the adults who serve them. This expanding project provides young Palestinian men and women with service-learning, training, apprenticeship, internship, and leadership development opportunities in order to equip them with the skills needed to act as agents for positive change in their communities.

#### ***Philippines Education Quality and Access for Learning and Livelihood Skills Phase 2 (EQuALLS 2) (USAID, 2006 – ongoing)***

The aim of EQuALLS 2 is to increase access to quality education and livelihood skills in selected areas of the Philippines, particularly those most affected by conflict and poverty. One of the program's central objectives is to improve relevance of training for out-of-school children and youth. EQuALLS 2 is building the capacity of a wide range of stakeholder organizations including local parent/teacher associations, regional councils, district and provincial governments, local and regional NGOs, national and regional

partnerships, and relevant Departments of Education to ensure future opportunities for youth.

***Timor-Leste Prepara Ami ba Servisu (Preparing us for Work)*** (USAID, 2007 – ongoing)

This project will provide minimally-educated rural men and women, ages 16-30, with a 12-month workforce preparation program that combines off-the-job instruction with on-the-job training. Elements of this program include literacy/language learning, employability and life-skills training, entrepreneurship training, and vocational skill building. The three main outcomes for this project are job placement, return to formal or informal school, or return to vocational education.

**Assessment descriptions:**

EQUIP3 conducts youth assessments to inform strategic and program planning in USAID field missions around the globe. Many of these assessments take place in conflict and post-conflict countries, and help USAID Missions address issues of youth and stabilization.

West Bank and Gaza: To address USAID's Strategic Objective of "Building a New Generation of Leaders," the Education Development Center fielded a team of international and local specialists to conduct a Rapid Appraisal. The team focused on: assessing the socio-demographics of the environment in which Palestinian youth live, and identifying strengths and gaps in existing programs and potential interventions that could best engage youth and develop positive youth leaders. This *strength- or asset- based* approach respected the many ways in which young Palestinians already contribute to family and community well being, and recognized that new programming should build on institutional assets already in place.

Uganda: Microfinance, youth and conflict case study. This research assessed the challenges and opportunities in serving youth with microfinance from the perspectives of current and potential microfinance providers and youth-serving organizations (YSOs) and clients. It also pilot tested qualitative tools and research methods to clarify common myths that require further understanding prior to serving youth with microfinance in conflict-affected areas.

Haiti: Economic realities and opportunities for out-of-school youth. Using youth mapping and rapid participatory appraisal techniques, E3 assessed all informal economic activities that report an income, as well as formal types of business in which youth could sustain a livelihood. The youth mapping activity engaged both in-school and out-of-school youth in assessing their livelihood activities in both the formal and informal economies, as well as their attitudes, knowledge and desire for skills.

Morocco: Scenario-testing of a new youth strategy for USAID. An EQUIP 3 assessment team conducted focus group s with at-risk youth and interviews with key stakeholders to get their reactions to a proposed new USAID youth program strategy. The assessment helped the Mission develop better program options for activities that would meet the needs of youth at-risk for extremism.

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Eastern Caribbean: Assist USAID in developing a new regional youth strategy. EQUIP 3 is assisting the USAID Eastern Caribbean Region in carrying out a comprehensive youth assessment. The assessment will pay special attention to identifying strategies and program that can deter a recent trend towards youth violence and participation in gangs.

Yemen: Youth and stabilization assessment. EQUIP 3 has been asked to carry out an assessment to assist USAID in developing its 1207 country stabilization strategy. The assessment team will help the Mission identify youth at-risk for extremism, and develop recommendations for youth programs that can engage these young people in positive youth development activities.

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- <sup>i</sup> Youth are defined for this project as 16-29 year olds
- <sup>ii</sup> A USAID funded project implemented by Chemonics International
- <sup>iii</sup> Ibid. page 8.
- <sup>iv</sup> Ibid, page 4.
- <sup>v</sup> Interview with Syed Mahmudul Huq, Training Coordinator from International Development Enterprises (IDE), by Kate Davenport and David Rosen on November 5, 2008.
- <sup>vi</sup> PRICE *Sector Analysis and Recommendations Report*, Page 8.
- <sup>vii</sup> Bhaban, Matshya. SHRIMP SUB-STRATEGY, *Development Targets*. Department of Fisheries, Bangladesh Government. Dhaka, January 2006, Page 6
- <sup>viii</sup> SHRIMP SUB-STRATEGY, page 32
- <sup>ix</sup> PRICE Report, page 5.
- <sup>x</sup> SHRIMP SUB-STRATEGY, Page 11.
- <sup>xi</sup> SHRIMP SUB-SECTOR, Page 11
- <sup>xii</sup> Ibid. page 11
- <sup>xiii</sup> Ibid. page 12
- <sup>xiv</sup> Based on market prices in 2008
- <sup>xv</sup> PRICE Sector Analysis and Recommendations Report, June 19, 2008
- <sup>xvi</sup> From a report published in the Bangladesh Daily Star on 2007-09-01 titled "Shrimp export up 13pc in FY07 on hygiene compliance"
- <sup>xvii</sup> Ibid.
- <sup>xviii</sup> Interview with Zakir Houssain of the PRICE Project by Kate Davenport and David Rosen on November 4, 2008.
- <sup>xix</sup> "Setback in Shrimp Sector" Daily Star, published on September 13, 2007.
- <sup>xx</sup> PRICE Report, op.cit. page 8
- <sup>xxi</sup> PRICE Report, page 8.
- <sup>xxii</sup> Interview with Tajul Isalm, General Manager, of Hortex Foundation by Kate Davenport and David Rosen on November 9, 2008, and interview with Mohammed Zakir Hossain, Technical Specialist, from the World Fish Center by Kate Davenport, David Rosen, and Mostafa Shiblee on November 11, 2008.
- <sup>xxiii</sup> Interview with Mohammed Zakir Hossain, Technical Specialist, from the World Fish Center by Kate Davenport, David Rosen, and Mostafa Shiblee on November 11, 2008.
- <sup>xxiv</sup> PRICE Sector Analysis and Recommendations Report, June 19, 2008
- <sup>xxv</sup> Interview with Alipur Galda Hatchery by Kate Davenport and Mostafa Shiblee on November 13, 2008.
- <sup>xxvi</sup> In an interview with Mostafa Shiblee on October 15, 2008
- <sup>xxvii</sup> Interview with Mohammed Zakir Hossain, Technical Specialist, from the World Fish Center by Kate Davenport, David Rosen, and Mostafa Shiblee on November 11, 2008..
- <sup>xxviii</sup> Interview by Kate Davenport and Mostafa Shiblee on November 20, 2008 with Mohammed Fazel Razik, Business Consultant, Industry and Rural Sectors Division, KATALYST.
- <sup>xxix</sup> In an interview with Mostafa Shiblee on November 8, 2008.
- <sup>xxx</sup> Bangladesh Department of Fisheries, Government Regulatory Framework. *Shrimp Sub-strategy*, January, 2006, Page 4.
- <sup>xxxi</sup> Published in January, 2006, page 5
- <sup>xxxii</sup> Interview by Kate Davenport and Mostafa Shiblee on November 20, 2008 with Mohammed Fazel Razik, Business Consultant, Industry and Rural Sectors Division, KATALYST.
- <sup>xxxiii</sup> Interview with Manish Pandey Deputy General Manager and Rajiv Pradhan Division Manager for Industry and Rural Sectors Division of Katalyst by Kate Davenport on November 6, 2008.
- <sup>xxxiv</sup> Retrieved 11/14/08 from <http://www.fao.org/docrep/FIELD/006/AD530E/AD530E00.HTM#Contents>
- <sup>xxxv</sup> Interview with Syed Mahmudul Huq, Training Coordinator from International Development Enterprises, by Kate Davenport and David Rosen on November 5, 2008.
- <sup>xxxvi</sup> Interview with Syed Mahmudul Huq, Training Coordinator from International Development Enterprises, by Kate Davenport and David Rosen on November 5, 2008. AND Interview with Ronald Berghuys, International Expert, A.K.M. Shahiduzzaman, TVET Reform Project Officer, T.I.M Nurunnabi Khan, Programme Officer, and Francis Dilip De Silva, TVET Reform Project Adviser, from of the International Labor Organization by Kate Davenport and David Rosen on November 10, 2008.
- <sup>xxxvii</sup> Interview with Zakir Houssain by Kate Davenport and David Rosen on November 4, 2008.
- <sup>xxxviii</sup> Interview with Zakir Houssain by Kate Davenport and David Rosen on November 4, 2008.

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- <sup>xxxx</sup> Interview with Manish Pandey Deputy General Manager and Rajiv Pradhan Division Manager for Industry and Rural Sectors Division of Katalyst by Kate Davenport on November 6, 2008. Also, see <http://www.bqsp.org/fisheries.php>
- <sup>xi</sup> Interview with Md. A. Saleque of BRAC by Kate Davenport and David Rosen on November 5, 2008.
- <sup>xii</sup> Interview with Bob Webster of the PRICE Project by David Rosen on November 13, 2008. AND Interview with Ronald Berghuys, International Expert, A.K.M. Shahiduzzaman, TVET Reform Project Officer, T.I.M Nurunnabi Khan, Programme Officer, and Francis Dilip De Silva, TVET Reform Project Adviser, from of the International Labor Organization by Kate Davenport and David Rosen on November 10, 2008.
- <sup>xiii</sup> Interview with Mohammed Zakir Hossain, Technical Specialist, from the World Fish Center by Kate Davenport, David Rosen, and Mostafa Shiblee on November 11, 2008.
- <sup>xiv</sup> Noted as a need during Interview with Syed Mahmudul Huq, Training Coordinator from International Development Enterprises, by Kate Davenport and David Rosen on November 5, 2008.
- <sup>xv</sup> Noted as a need during Interview with Syed Mahmudul Huq, Training Coordinator from International Development Enterprises, by Kate Davenport and David Rosen on November 5, 2008.
- <sup>xvi</sup> Interview with Mohammed Zakir Hossain, Technical Specialist, from the World Fish Center by Kate Davenport, David Rosen, and Mostafa Shiblee on November 11, 2008.
- <sup>xvii</sup> Interview with Mohammed Zakir Hossain, Technical Specialist, from the World Fish Center by Kate Davenport, David Rosen, and Mostafa Shiblee on November 11, 2008.
- <sup>xviii</sup> Md Fazle Razik, Business Consultant, Industry and Rural Sectors Division, KATALYST [www.katalystbd.com](http://www.katalystbd.com), Baridhara, Dhaka. ([Fazle.razik@swisscontact-b08d.org](mailto:Fazle.razik@swisscontact-b08d.org)) in an interview with Kate Davenport and Mostafa Shiblee on 11/20/08.
- <sup>xix</sup> PRICE Report, pg 4.

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