



MARKET DEVELOPMENT FORUM
BANGLADESH

Business Plan 2009

Draft

<u>Table of contents</u>	<u>Page #</u>
1. Vision of MDF	01
2. Mission of MDF	01
3. History of MDF	01
4. Objectives of Business plan -2009	02
5. Highlights of year 2008	02
6. Learning from 2008	02
7. Members feedback on year 2008	03
7.1. Methodology of collecting feedback	04
8. Business plan 2008	05
8.1. Executive Committee meeting	05
8.2. General Discussion event	06
8.3. Training	07
8.4. Major events	07
8.6. Thematic working group	08
9. Website	09
10. Marketing	10
11. Budget	10
11.1. Budget for year 2009	10

List of Annexure

Annexure 1: MDF member Feedbacks and proposal for year 2009	12
Annexure 2 Sample of feedback form collected from all the participants after each event	15
Annexure 3 Sample of survey form used for business plan development for year 2009	16
Annexure 4 List of MDF members (Till December 2008)	23

Business Plan 2009

Market Development Forum (MDF) in Bangladesh

1. Vision of MDF

To alleviate poverty in Bangladesh in an efficient and united method of all market development stakeholders in the country.

2. Mission of MDF

The mission of the MDF is information sharing among its members to identify opportunities for creating synergy and avoiding duplication among interventions by the member organizations.

3. History of MDF

MDF started its mission in 2005 and was formed as a joint effort of CARE- Bangladesh, GTZ-PROGRESS, KATALYST and IFC-SEDF with an aim to create greater collaboration and coordination among organizations and projects applying different market development approaches and to make those approaches more effective, synchronized and sustainable.

In year 2008, MDF had a very significant year. In this year, one of the major objectives of MDF has been to establish its mandate among its member through engaging in regular activities. For this reason, MDF organized various major events which attracted attention from various quarters. In most of the event, MDF announced its presence through branding and continuous communication with its stakeholder.

4. Objectives of Business plan -2009

The year 2008 has been very successful year for MDF. In this year, MDF emphasized on having a noticeable presence among its stakeholders. Following the mission of MDF, and building on the successes, MDF will operate on a new business plan that ensures and offers its mandate for its members.

5. Highlights of year 2008

- Hosting three major events. In these events members of MDF organizations as well as members from government and other organizations participated.
- The Secretary of Ministry of fisheries and livestock Mr. Syed Ataur Rahman and DG of Department of Livestock Mr. Sunil Chandra Ghosh were the Chief Guest and the special guest. The proceedings and the findings of this workshop was sought by the Ministry of Fisheries and Livestock for decision making.
- Four new members joined the MDF. They are PRICE, PLAN International, RTM International and CSDC.
- Another two organizations expressed its interest to join MDF and submitted their applications for membership.
- Hosted five general discussion meetings where speakers from private sector, senior govt. officials etc. attended to share their experience and learning's with the MDF members.
- All three thematic working groups have produced year end findings of their group by arranging publications, events or case studies.

6. Learning from 2008

In the year 2008, in all events MDF extended its effort to learn from it members on how to make this forum more effective and direct its activities to suite the members needs. In short, members have expressed their interest to make MDF more suited to their needs.

In the year 2008, MDF has hosted a number of events. These events were organized with the assistance of all MDF member organizations and each member has participated. Carrying forward from the lessons learnt through the course of the last two years, and looking into the potential position that can be reached by the MDF, the stakeholders have decided to be more proactive in accomplishing the vision of MDF. Possible services that can be provided or incorporated into the MDF are:

- A learning centre for market development in Bangladesh
- A complete resource centre for information on market development
- A platform for facilitating synergized market development activities among the actors in Bangladesh
- Sharing information between the different members on a regular basis
- Holding nationwide information sessions related to the lessons and successes of market development in Bangladesh

Thus the vision of MDF is intended to be realized by means of the annual business plans being developed with inputs from all the regular members of MDF. Activities in the business plan are to be designed aiming MDF to be the ultimate centre of market development information and resources in Bangladesh.

7. Members feedback on year 2008

- More participation, from regular members required.
- More events linking with private sector
- Donors could also have at least one regular event with us.
- Events could be more generic and not pinned on activities with the specific member organizations.
- Major events should be followed up by more similar events. e.g. more poultry events or events with private sectors etc.
- In training, more senior people need to attend and follow up training required.
- Send different people for different meetings based on interest. Instead of organization representation, personnel of these organizations could pursue their learning and knowledge sharing interest through MDF. In this way the participation would be livelier.

- Consistency required for one person to represent on specific topic from each organization. This is particularly specific for the Thematic Working Groups and events.
- MDF should network with other networks around the world for increased learning
- General Stakeholders meeting is not necessary as the monthly newsletter is keeping all informed. Quarterly progress on the business plan could be circulated. Since members are meeting regularly in the discussion events, stakeholders meeting could be omitted
- Resource library to established. Members have expressed interest to have facility from where various documents such as government papers, international development documents would be available.

7.1. Methodology of collecting feedback

To serve the mandate of the forum, the secretariat of MDF took initiatives of collecting feedback and used these feedbacks to design the business plan of 2009. The feedback were collected using following,

- i) **Structured questionnaire:** After each event all the participants were given a questionnaire and asked to give their feedback on topic of the program, what other topic they'd like have and on overall organization of the program. At the end of the program a report was prepared and further program were listed for next year. (example of a questionnaire at annexure 1.)
- ii) **Structured questionnaire twice in the year:** two questionnaires were circulated among the members once in the middle of the business year (July) and another at the end of the year (November). The findings of the questionnaire were also used for the business plan 2009. (example of questionnaire at annexure 2)
- iii) **General feedback from regular conversation:** MDF coordinator tried to encapsulate the members' feelings whenever he had opportunity to meet any member representatives. Valuable feedbacks were also found through this process.

After collecting these feedbacks, using a matrix process, a set of activities have been planned. By plotting into the matrix, specific requests are planned for year 2009's activities and events. (Feedback Matrix in Annexure 1)

8. Business plan 2008

Based on the mandate of the MDF, a set of activities were proposed. In general, there will be 5 activities for the year 2009.

1. General Discussion events
2. Major event in year 2009
3. Thematic working group
4. Executive Committee meeting
5. Resource Center

In addition to these events, MDF members will have the opportunity to carry out any other activities which are in line with MDF's vision, mission and objectives. It has been found that jointly organized activities have more impact among the members and other stakeholders.

8.1. Executive Committee meeting

The EC also requires to meet every three months for reviewing the activities. In these meetings, important decision regarding administrative, marketing decisions are to be taken. Four such events will take place

1. March
2. June
3. September (last week of September, or could be shifted to first week of October)
4. December (for finalizing the business plan year 2010).

Based on members feedback (as mandated by the EC Meeting on year 2008) following list of activities for next year have been confirmed. The list is based on the topic,

8.2. General Discussion event

Based on the members feedback, it has been observed that general members would like to have more discussion events. These events allow the member to network with the resource person, gain valuable technical insight, allows them to pursue personal interest and look for new dimension for their own work. Following list of events have been collected.

- i. Adaptation to Climate change and role of public sector & other development agencies.
- ii. Industrialization in agricultural
- iii. Private-public sector partnership in strengthening of information dissemination.
- iv. Sustainable agricultural projects.
- v. Industrialization of Dairy sector
- vi. Livestock projects.
- vii. Financial sector partnership with SME
- viii. Globalization and its impact on SME.
- ix. Technology (agricultural) transfer/ improvement
- x. Light engineering
- xi. Media and its role in development
- xii. Applied/ Vocational education
- xiii. Business Service industries

Among these topics, 6 topics could be used for discussion events. Based on the experience of the year 2008, it requires around 2 months preparation for organizing an event. Events are scheduled in following months.

- i. February
- ii. April
- iii. June
- iv. August (1st week)
- v. October
- vi. December (mid December)

there would 6 discussion events will be taken in the AGM, where members will opt for 6 events and finalize the date. Months have been proposed for organizing purpose, keeping adequate gaps among the events.

8.3. Training

As part of MDF's mandate, MDF is a forum of market development practitioners and is not a training organization. Though in year 2008 it organized training on impact assessment. The training is organized to make the MDF members up-to-date with the latest techniques, facilitate the group learning and thus allow economy of scale for many members etc. For next year various training topics have been received from the members. Among these topics, training on Value Chain will be hosted in 2009.

8.4. Major events

The major events of MDF for the year 2008 were organized by in three different topics. These events are also serves as a major platform for the MDF members to build a rapport with other stakeholders of MDF. This year major events could be hosted under following criteria.

- a. Topic that encapsulate a broad varieties topics of development sector but also include private sector, govt. officials etc.
- b. All members can contribute equally.

- c. All members have interest in the topic.

Based on the above criteria, this year's major events of MDF will work on the agri exports. A string of major events will be organized on the topic. There will be 4 events on this topic.



- i) Potentiality
- ii) Successes
- iii) Services required and policies
- iv) Involved input sectors.

These events will be hosted in

- i.  I
- ii. June
- iii. October
- iv. December

An idea that has been expressed by some members is that, members would like to arrange the event with other networks which have experience in relative field. This would allow members to have better liaison with donors and other relative stakeholders.

8.6. Thematic working group

Programs and schedules of any working group event will be decided by the respective working group members. These working groups shall be formed based on a specific theme or issue. For any specialized event by the working groups, the respective working group members will sponsor the event or find alternative source of funds. These groups would start their activities from February 2009 and then would decide their own schedules and plan of operation

This year (year 2008) all the thematic working group has performed quite well. Three of these thematic working groups could be carried out for the next year. In addition, thematic working group could also arrange events.

1. Working with the govt. institution.
2. Working with the lead firms
3. Local Economic Development

In addition, a thematic working group on Finance' could be arranged. It has been noticed that, organizations who are working with SME, they would like to receive more knowledge on sourcing finance, technology transfer and accessing the export market. Each of these thematic groups would be requested to come up with publications and organize one event. These events could be either internal or could be organized in more broader perspectives such as major events.

9. Website

Website proves to be an important media for disseminating the information. All the members are requested to share their documents through website. For this reason, MDF secretariat will remind every two months for sharing the information.

As one of the objectives of MDF is to eliminate duplication, all members will be requested to share description of the projects. In addition, in all stakeholder meeting and EC meeting, review of website services to be made.

In addition, as the members responded in their feedbacks, MF website needed to be resourced with more materials for the members to be utilized. In the feedbacks, members have requested following facilities to be available through MDF website.

- i) Govt. documents/ database accessing in digital form.
- ii) Documents from other similar networks.

- iii) Research/ study of other organizations including MDF members.

This task will not be possible for MDF secretariat to accomplish it on its won. For this reason. a professional organization will be outsourced with this task.

10. Marketing

For a forum to be effective, networking efforts to be undertaken to offer services

1. Donor organizations
2. Leading Business organizations
3. Other similar networks.

A committee (of 3-4 members) will be formed to maintain constant communication of the above mentioned organizations. Jointly hosting program with these organizations will increase the potential of learning and networking among the members.

Memberships from other development agencies will be sought. The secretariat, in coordination with the EC members will be overseeing the process.

11. Budget

The events and activities of MDF are supported by its members. Budget of the events and activities will be finalized by the members in the

11.1. Budget for year 2009 (to be determined by the member)

SL	Activities	Date	Amount (BDT)	Facilitated/ supported by
1	General Discussion event 1			
2	General Discussion event 2			
3	General Discussion			

	event 3			
4	General Discussion event 4			
5	General Discussion event 5			
6	General Discussion event 6			
7	Thematic working group			
8	Major events			
	Agro-exports (Potentiality)			
	Agro-exports (Successes)			
	Agro-exports (Services required)			
	Agro-exports (Involved input sectors)			
	Publications			
	Administrative			
	Website			
	MDF Secretariat			

Annexure 1

MDF member Feedbacks and proposal for year 2009

Feedback	Resulting events
<ol style="list-style-type: none"> 1. More participation required from the part of MDF members 2. Too short gaps between stakeholder meeting 3. Consistency required for one person to represent on specific topic from each organization. This is particularly specific for the Thematic working groups and events. 4. Resource library to established. Members have expressed interest to have facility from where various documents such as govt. papers, international development documents would be available. 5. More events linking with private sector 	<ol style="list-style-type: none"> 1. One person may be assigned for each event and consistency to be maintained. 2. Regular participations will sought from members. 3. Resource centre will be initiated. And website will be developed further to suite member's need.
<p>General discussion meeting</p> <ol style="list-style-type: none"> 1. Event on livestock and dairy 2. More events on agriculture and commercialization 	<p>The final decisions will be made in AGM 2009 as to which topics and the organization that are willing to host the events.</p>

<ol style="list-style-type: none"> 3. GO, NGO and private sector to be invited in the discussion events 4. Discussion events on media and its role in development 5. Sustainable agricultural projects 6. vocational education 7. light engineering 8. business services industries 9. Events with donors 10. More events with private sector 11. major events to be followed up by other events 	
<p>Training</p> <ol style="list-style-type: none"> 1. Designing a development program. 2. Program auditing – financial and impact assessment 3. Continuation of M&E workshop (follow up training) 4. Financial planning. 5. Training on Value Chain Activities 	<p>Training</p> <p>Value chain activities</p>
<p>Major events</p>	<p>This year major event will be on theme of agri-exports and 4 workshops will be</p>

<p>1. Major events should be followed up by more similar events. e.g. more poultry events or events with private sectors etc.</p>	<p>organized</p>
<p>Other</p> <ol style="list-style-type: none"> 1. Donors could also have at least one regular event with us. 2. In training, more senior people need to attend and follow up training required. 3. MDF should network with other networks around the world for increased learning <p>General Stakeholders meeting is not necessary as the monthly newsletter is keeping all informed. Quarterly progress on the business plan could be circulated.</p> <p>Since members are meeting regularly in the discussion events, stakeholders meeting could be omitted</p>	<ol style="list-style-type: none"> 1. In the major events donors will be invited as an organizing partner 2. in the training senior members will be invited to attend 3. Networking with other similar networks such as SEEP is been initiated. 4. This has not been kept in the Business plan 2009

Annexure 2

Access to information 5th November @ Intercooperation

Name: _____ Organization: _____

Email: _____

	Excellent	Very Good	Good	Not Good	Did not enjoy
General Discussion event					
1. Event was adequately prepared	1	2	3	4	5
2. The presentation & discussion was very useful	1	2	3	4	5
3. Discussion was very enjoyable	1	2	3	4	5
4. This event was well organized	1	2	3	4	5

Please give your overall comment/ suggestions about the Discussion event

Event organization

1. The whole event was scheduled properly	1	2	3	4	5
2. The coordination was proper	1	2	3	4	5
3. The venue was ideal for this event	1	2	3	4	5

Please give your overall comment/ suggestions about the event organization

Please suggest some topic for next year's discussion events

(you may use other side of the paper)

Annexure 3

Survey for Business plan (2009)

Dear Sir/ Madam,

Please complete the following questionnaire. This questionnaire has been prepared to improve the MDF's effectiveness and to serve its stakeholder. All the data/ information you provide will remain confidential. You may use additional sheet if you'd like.

SL	Particular	Your response
1	Name of the organization	
2	Date joined MDF (month-year)	
3	Contact person for MDF	
4	Please let us know in which following programs of MDF you have attended and provide comments/ suggestions	
5	General Stakeholder meeting	
A	General Stakeholder meeting on 24 th January 2008 @ Katalyst a. Did you attend the event. If yes, please write your comment/ suggestions. If not, please let us know why?	
B	General Stakeholder meeting on 29 th May 2008 @ MIDAS a. Did you attend the event. If yes, please write your comment/	

	<p>suggestions. If not, please let us know why?</p>	
C	<p>General Stakeholder meeting on 16th October 2008 @ IFC-SEDF.</p> <p>b. Did you attend the event. If yes, please write your comment/ suggestions. If not, please let us know why?</p>	
<u>D</u>	<p>'Private Sector Meet and Greet' discussion event on 28th February 2008 @ IFC-SEDF</p> <p>a. Did you attend the event. If yes, please write your comment/ suggestions. If not, please let us know why?</p>	
E	<p>'Sustainability' discussion event on 27th March 2008 @ Katalyst</p> <p>a. Did you attend the event. If yes, please write your comment/ suggestions. If not, please let us know why?</p>	
F	<p>'Access to export Market' discussion event on 26th June 2008 @ Katalyst</p>	

	<p>a. Did you attend the event. If yes, please write your comment/ suggestions. If not, please let us know why?</p>	
G	<p>'BMO's & CBO's discussion event on 28th August 2008 by Practical Action @ Hotel Riggs Inn.</p> <p>a. Did you attend the event. If yes, please write your comment/ suggestions. If not, please let us know why?</p>	
H	<p>'Access to Information' discussion event on 5th November @ Intercooperation.</p> <p>a. Did you attend the event. If yes, please write your comment/ suggestions. If not, please let us know why?</p>	
6	Workshop/ Seminar/ training	
A	<p>Private Sector Development Approaches in the Poultry Sector on 20th April 2008 @ Lake shore</p> <p>a. Did you attend the event. If yes, please write your comment/ suggestions. If not, please let us know why?</p>	
B	<p>'Training on Impact Assessment' from 27th</p>	

	<p>July to 31st July at BRAC CDM in Rajendrapur.</p> <p>a. Did you attend the event. If yes, please write your comment/ suggestions. If not, please let us know why?</p>	
7	Thematic Working Group	
A	<p>Local Economic Development.</p> <p>a. Please make your comments or suggestions about this working group</p>	
B	<p>Working with Large firms</p> <p>a. Please make your comments or suggestions about this working group</p>	
C	<p>Working with government</p> <p>a. Please make your comments or suggestions about this working group</p>	
8	Please let us know if you'd like to see any general discussion event on specific topic next year and would like to organize?	
A	<p>a.</p> <p>b.</p> <p>c.</p> <p>d.</p> <p>e.</p> <p>f.</p>	
9	Please let us know if you'd like to propose thematic working group on any topic.	

A	<ul style="list-style-type: none"> a. b. c. d. e. f. 	
10	General discussion events that you would like to have	
A	Any particular event would you like to add in this category for your organization?	
11	Any General Event that you would like to see as Thematic Working Group	
A	<ul style="list-style-type: none"> a. Private Sector – Meet & Greet b. Sustainability c. Access To export Market d. BMO's and CBO's e. Access to information f. Other _____ 	
12	Please comment/ provide suggestions how can we increase members participation	
A		

13	Other	
A	Please comment on how the sharing of knowledge and ideas can be made more effective and efficient.	
B	Website	
C	For development of the website, please write your suggestions.	
D	Please make comment/ suggestions to make MDF secretariat more effective	
14	Please rank (from 1 to 5, 1 being highest) the ideal characteristics of a coordinator for MDF.	

A	Effective Information distribution	
B	Knowledgeable about what is happening	
C	Strong communication skill	
D	Proactiveness	
E	Other	
F	Please give your comments/ suggestions to make the coordinator more effective for your concern.	
15	Any other suggestions/ comments on MDF's activity	
A		

Thank you for your response. We wish to incorporate the MDF more effective with your response.

Have a nice day !!!!

Annexure 4

List of MDF members (till December 2008)

SI	Organization	Contact person	Phone number	Email address	Address
1	Business Advisory Services Center	Munzure Aziz	8110693 8110694 8112467	basc@bangla.net	House 75, Road 7A, Dhanmondi
2	CARE- Bangladesh	Asif Ahmed	9112315, 8114207	asif@carebangladesh.org	Pragati RPR Center (8th fl), 20-21 Kawran Bazar
3	Consortium for Business Development Services	Dr. Md. Musa	9125341	mmusa@uiu.ac.bd	House 120 (1st Floor), Road 13, Block E, Banani, Dhaka-1213
4	Changemaker	Syed Tamjidur Rahman	8159970 9126784	tamjid@changemaker-bd.org	House 8, Road 13 (new), Dhanmondi
5	GTZ-PROGRESS	Dr.Dietrich Stotz	9887567, 8823070	Dietrich.stotz@gtz.de	Road 90, House 10/C, Gulshan-2, Dhaka-1212
6	International Development Enterprises – Bangladesh	Shyam Sundar Saha	9886515, 9886529	shyam@ide-bangladesh.org	House # 28, (3rd Floor), Road # 130, Gulshan - 1, Dhaka- 1212.
7	IFAD				
8	Intercooperation	Shirin Biswas	8815688, 8827633	shirin.biswas@intercooperation-bd.org	House 2F NE(D), Road 73, Gulshan 2

9	Japan International Cooperative Agency	Md. Anisuzzaman Chowdhury	9891857	MdAnisuzzaman.BD@ica.jp	Uday Tower, 7th Floor, 57%57A, Gulshan-1, Dhaka-1212
10	Katalyst	Rajiv Pradhan	8823822	rajiv.pradhan@swissco.ntact-bd.org	House 20, Road 6, Baridhara, Dhaka-1212
11	MIDAS	ASM Mashiur Rahman	9117154	mashiur@midas-bd.com	House 5, Road 27, Dhanmondi
12	Practical Action	Abdur Rob	9110060	rob@practicalaction.org.bd	House 32, Road 13A, Dhanmondi
13	IFC-SEDF	Lutful Kabir	8833752-9	Mkabit1@ifc.org	Bay's Galleria (2nd Floor) 57, Gulshan Avenue (CWS-A 19), Dhaka-1212.
14	Winrock International	P K Barua	8819587, 8823528, 9889183, 9887943	pbarua@winrockbd.org	House 2, Road 23/A, Gulshan 1
15	UNDP				
16	Seba Limited	Borhan Amin Raj	8850621 8824370	raj@sebalimited.com	House 52, Road 13/C, Block E, Banani
17	Plan International – Bangladesh	Maksudur Rahman	9860167, 8826209	maksudur.rahman@plan-international.org	House 14, Road 35, Gulshan-2, Dhaka-1212

18	RTM International	Irfanul Haque	80527722	irfanul@rth- international.org	RTM Complex, 581, Shewrapara, Rokeya Sarani, Dhaka-1216
19	PRICE	Reza Patwary	9880607	rpawary@price.com.b d	Suite 601, Hs 12, Rd 19/A, Block M, Banani, Dhaka-1212
20	CSDC	Farhana Asmee	01819-835- 696	farhana@csdc.com.bd	BRAC Centre, 9th Floor, 75 Mohakhali C/A, Dhaka-1212

Market Development Forum

Tel: +88 02 8823822
+88 02 8861416
+88 019 22242896

Fax: +88 02 8829555

Currently Housed at: *Katalyst*
House 20, Road 6. Baridhara
Dhaka-1212

www.mdfbd.org